



Essex County Council

## Essex Police, Fire and Crime Panel

11:30	Friday, 29 October 2021	Council Chamber County Hall, Chelmsford, CM1 1QH
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**For information about the meeting please ask for:**

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1	<b>Membership, Apologies, Substitutions and Declarations of Interest</b>	4 - 4
2	<b>Urgent Business</b> To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.	
3	<b>Proposed Appointment of the Chief Fire Officer / Chief Executive</b> Report EPFCP/17/21	5 - 27

## Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it

will be necessary for the meeting to pass a formal resolution:

**That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.**

**4            Deliberation on Confirmation Hearing for the  
Proposed Appointment of the Chief Fire Officer /  
Chief Executive**

The press and public are excluded on the grounds that this item involves the likely disclosure of exempt information, as specified within paragraphs 1 and 2 of Part 1 of Schedule 12A of the Local Government Act 1972.

The Panel will discuss the outcome of the hearing and agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should be appointed. The Panel's decision, and the reasons for it, will be released into the public domain in due course.

**5            Urgent Exempt Business**

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

## Agenda item 1

**Committee:** Essex Police, Fire and Crime Panel

**Enquiries to:** Sophie Campion, Senior Democratic Services Officer

### **Membership, Apologies, Substitutions and Declarations of Interest**

#### **Recommendations:**

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

#### **Membership**

(Quorum: 5)

Councillor A Baggott  
Councillor F Ricci  
Councillor K Barber  
Councillor G Isaacs  
Councillor J Lager  
Councillor B Oxford  
Councillor P Stalker  
Councillor R Playle  
Councillor M Garnett  
Councillor M Heard  
Councillor A Williams  
Councillor I Shead  
Councillor L McWilliams  
Councillor G Collins  
Councillor C Day  
John Gili-Ross  
Sheila Murphy

#### **Representing**

Basildon Borough Council  
Braintree District Council  
Brentwood Borough Council  
Castle Point Borough Council  
Chelmsford City Council  
Colchester Borough Council  
Epping Forest District Council  
Essex County Council  
Harlow District Council  
Maldon District Council  
Rochford District Council  
Southend Borough Council  
Tendring District Council  
Thurrock Council  
Uttlesford District Council  
Independent Member  
Independent Member

<b>Report title:</b> Proposed Appointment of the Chief Fire Officer / Chief Executive	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Roger Hirst (Police, Fire and Crime Commissioner Fire and Rescue Authority)	
<b>Date:</b> 21 October 2021	<b>For:</b> Decision
<b>Enquiries to:</b> Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) 01245 291613 <a href="mailto:pippa.brent-isherwood@essex.police.uk">pippa.brent-isherwood@essex.police.uk</a>	
<b>County Divisions affected:</b> All Essex	

### **1. Purpose of Report**

The process to be followed by the Police, Fire and Crime Commissioner Fire and Rescue Authority (“the Authority”) in appointing a Chief Fire Officer is set out in Chapter 1 of Part 2 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 part of this process, the Authority is required to notify the Police, Fire and Crime Panel of their proposed appointment of a Chief Fire Officer / Chief Executive, and the Panel is required to review the proposed appointment via a Confirmation Hearing and to make a report to the Authority, including a recommendation as to whether the candidate should be appointed. The purpose of this report is to assist the Panel in fulfilling its role in this process.

Both the Authority and the candidate will be attending the Confirmation Hearing to answer any questions posed of them by the Panel.

### **2. Recommendations**

That the Essex Police, Fire and Crime Panel:

- Reviews the proposed appointment of Rick Hylton (“the candidate”) as the Chief Fire Officer / Chief Executive, and
- Makes a report to the Authority on the proposed appointment, including a recommendation as to whether the candidate should be appointed.

### **3. Context / Summary**

The current Chief Fire Officer / Chief Executive of the Essex County Fire and Rescue Service has informed the Authority of her intention to retire on 31 December 2021. The Authority has therefore undertaken a robust, open and competitive process to select a preferred candidate for the role, to take office in January 2022.

### The candidate

The Authority proposes to appoint Rick Hylton as the Chief Fire Officer / Chief Executive.

### The criteria used to assess the suitability of the candidate for the appointment

The criteria used to assess the suitability of candidates is set out in the job profile attached at Appendix 1. The role does not have to be operational but includes managing the personnel, services and equipment secured by the Authority for the purposes of carrying out the functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004 and other enactments.

The formal selection process was held on 14 and 15 September 2021 and included:

- A pre-prepared presentation responding to the question, “We have developed a culture which is more positive and kinder. We are moving forward to a culture that is high performing, accountable and focussed on service delivery. Describe how you would lead us into that culture whilst maintaining and embedding the gains made toward our positive and kinder culture.”
- A values and competency based interview
- A staff stakeholder panel
- A stakeholder panel with the Service Leadership Team
- A media exercise run by an independent journalist
- A written assessment
- A psychometric assessment (Occupational Personality Questionnaire)
- An informal conversation with the Deputy Police, Fire and Crime Commissioner

The various elements of the process assessed candidates against the “Leading the Service” level within the National Fire Chiefs Council’s (NFCC’s) Leadership Framework (attached for information at Appendix 2).

The interview panel consisted of:

- The Police, Fire and Crime Commissioner Fire and Rescue Authority
- The Chief Executive and Monitoring Officer to the PFCC
- Paul Hancock OBE (former Chief Fire Officer of Cheshire Fire and Rescue Service and former President of the then Chief Fire Officers Association (now the National Fire Chiefs Council))
- A local authority Chief Executive

Paul Hancock has been supporting the Essex County Fire and Rescue Service with its transformation and cultural change programme over recent years, so knows the service well, and was also involved in recruiting the Chief Fire Officer for East Sussex in 2017. Mr. Hancock served as the Independent Member on the selection panel and has confirmed for the Police, Fire and Crime Panel that applicants were shortlisted and assessed against the agreed appointment criteria; that the selection process was conducted in line with the principles of merit, fairness and openness, and that the selection panel was fully able to fulfil its purpose of challenging and testing that

applicants met the necessary criteria to perform the role. His report to the Panel is attached at Appendix 3.

Following the assessment centres on 14 and 15 September, the two top scoring candidates were also invited to engage in an informal conversation with the Chief Constable of Essex Police, with whom the successful candidate will need to work closely as part of the Essex Emergency Services Collaboration Programme.

#### Why the candidate satisfies the criteria

In order to maximise the number of suitable candidates attracted, Gatenby Sanderson, a specialist executive search and selection company with significant experience of filling senior roles in emergency and public services, was engaged by the Authority to support the recruitment process. The post was advertised during the week commencing 26 July 2021 for a period of four weeks, closing on 25 August 2021. The role was advertised via the National Fire Chiefs Council's (NFCC's) website, and via Guardian Jobs, the Municipal Journal (MJ) and the Asian Fire Service Association's (AFSA's) newsletter, along with both the Authority's and Gatenby Sanderson's websites and social media channels. A dedicated microsite was developed to support the recruitment process, hosting a candidate information pack and a promotional video encouraging candidates to come to Essex, along with other content.

Initial applications were made via the submission of a CV and a supporting statement setting out how the candidate's skills and experience match the essential criteria outlined in the person specification. Nine candidates applied in total. The role attracted candidates both from across the UK and internationally, and both uniformed and non-uniformed. Non-uniformed candidates came from both the public and private sectors.

Initial screening was carried out by Gatenby Sanderson, which long-listed seven applicants for the Authority's consideration. Five of these were shortlisted and assessed over the two selection days. The Authority had a very strong field of candidates to select from, all of whom proved themselves to be credible across the two days.

Mr. Hylton's CV is attached at Appendix 4. He has had an extensive operational career which began at Cambridgeshire Fire and Rescue Service, where he spent 22 years progressing up the ranks to Assistant Chief Fire Officer. He moved from Cambridgeshire Fire and Rescue Service to his current role as the Deputy Chief Fire Officer at the Essex County Fire and Rescue Service in 2019.

In both his current and previous roles, Mr. Hylton has been an instrumental leader and has been involved in significant change and improvement programmes, including redesigning the response function for Cambridgeshire Fire and Rescue Service. He also previously acted up into the Chief Fire Officer / Chief Executive role at the Essex County Fire and Rescue Service to cover the long-term sickness absence of the incumbent.

He has previously chaired two Community Safety Partnerships and established a joint enforcement team in Peterborough. More recently, he co-chaired the Strategic Coordination Group (SCG) which led the multi-agency response to the Coronavirus pandemic across Greater Essex. Since 2015, he has been Chair of the National Fire Chiefs Council's (NFCC's) Home Safety Committee, leading a range of stakeholders, including the Home Office, to champion and develop best practice in home safety. He

was recently appointed the Project Executive for the implementation of the Person-Centred Framework, a project designed to standardise and professionalise the home safety offering delivered by fire and rescue services. He is also the Eastern Region Programme Board Chair, a role in which he works to deliver collaboration between the six fire and rescue services in the eastern region.

Operationally, Mr. Hylton has taken command of numerous “gold” level incidents, including large, complex fires and significant flooding. His operational experience is underpinned by a level 7 qualification in strategic incident command and successful completion of the Multi Agency Gold Incident Command (MAGIC) course. He has a Masters Degree in Public Administration and completed the Executive Leadership Programme in 2010.

Across all elements of the selection process, Mr. Hylton showed himself to be an outstanding candidate who instilled great confidence within the panel, staff, colleagues and the independent assessor. Throughout his application and the selection process, Mr. Hylton demonstrated a sound understanding of the Essex County Fire and Rescue Service and the journey it has been on, as well as articulating a clear vision of how he would like to develop the service from here. His responses were clearly linked to the Authority’s strategic vision and priorities and the service’s values, as well as wider partnership agendas across the county. He demonstrated a leadership style appropriate for the organisation and its culture, and to deliver the further change still required within the service.

#### The terms and conditions on which the candidate is to be appointed

The National Joint Council (NJC) for Local Authority Fire and Rescue Services sets the minimum pay for Chief Fire Officers, based on the population of the area served. Historically, the Authority has paid slightly higher than the national minimum. From 1 January 2020, the minimum rate of pay for an area the size of Essex is £128,263 per annum, and the role was advertised at a salary of circa £150k per annum.

A pension will also be provided in accordance with the appropriate pension scheme, along with access to the service’s car scheme.

## **4. Appendices**

Appendix 1 – Chief Fire Officer / Chief Executive Role Profile

Appendix 2 – NFCC Leadership Framework

Appendix 3 – Report of the Independent Panel Member to the Police, Fire and Crime Panel

Appendix 4 – Rick Hylton CV





## THE ROLE

### Chief Fire Officer / Chief Executive

**Department:** Service Leadership

**Role Code:**

**Grade/Rank:** Chief Fire Officer

**Responsible to:** Fire Authority

**Responsible for:** Service Directors

#### **Job Purpose:**

Responsible to the Commissioner for making Essex communities safer by leading the direction and the provision of an efficient and effective management strategy that ensures service delivery of the key objectives of the Authority. Accountable for the provision of expert advice to members and other key stakeholders and local and national level. Accountability for delivering organisation change and development.

Accountable for provision of expert advice on Fire and Rescue in order to enable effective risk and regulatory services of the Essex County Fire and Rescue Authority including fire and rescue, emergency planning and business continuity planning. Ensure the Fire and Rescue Authority fulfils its statutory responsibilities and meets local need. To lead and develop the Authority's contribution to sustaining and delivering the multi-agency partnerships for safer communities, emergency planning and response and any related issues.

## **Main Duties and Responsibilities:**

1. Direct and lead the Service through change at a strategic level to ensure it successfully achieves its business objectives and accommodates the challenges facing the Authority, through the effective use of the resources available.
2. Lead and be accountable for the internal management of the Service, co-ordinating activities to deliver the Authority's objectives.
3. Lead and be accountable for planning, programme and performance management and quality assurance processes across the Service.
4. Champion the benefits of a safe, inclusive and diverse workplace to the business of the Authority. Ensure that the Service operates and promotes fair and open practices relating to employment and service delivery. Utilise the relevant legislation relating to equality, fairness to present the Service as an employer of choice.
5. Ensure effective management of budgets and the monitoring processes that ensure compliance with the relevant legislation and the constitutional requirements of the Authority. In conjunction with the Monitoring Officer and Section 151 Officer advise the Commissioner accordingly to ensure that standards of governance are maintained.
6. Proactively build and maintain collaborative relationships and partnerships. Build constructive relationships with staff representative organisations to develop and foster a positive industrial relations climate that facilitates change.
7. Assume the role of Principal Officer within a multi-agency Strategic Co-ordinating Group setting or as Chief Executive responsible for the strategic management of the Service during a major emergency.
8. Working with the Commissioner, make submissions to influence policy decisions that will affect people in Essex. Set the pace for the organisation; providing and actively promoting clear, consistent, highly visible leadership across the service to

build a culture of trust, high performance and continuous improvement. Lead, manage and develop a highly effective Service Leadership Team that works strategically, collaboratively, and promotes a corporate 'one team' approach.

9. Positively contribute to and champion a safe working environment; proportionately apply Health and Safety, Risk Management, Business Continuity and Safeguarding policies and procedures. Process personal data fairly and lawfully as identified within the Data Protection Act 1998.

## **Person Specification**

### **Essential Criteria**

<ul style="list-style-type: none"> <li>• A strong awareness of strategic/gold level incident command.</li> </ul>
<ul style="list-style-type: none"> <li>• Proven experience of operating at senior management (Director) level within a large and complex organisation.</li> </ul>
<ul style="list-style-type: none"> <li>• To be able to operate as leader and member of the Service Leadership Team including an ability to contribute to policy development at a local, regional and national level.</li> </ul>
<ul style="list-style-type: none"> <li>• Proven experience of managing change.</li> </ul>
<ul style="list-style-type: none"> <li>• An ability to plan, direct and evaluate performance in all areas of business activity.</li> </ul>
<ul style="list-style-type: none"> <li>• Possession of a thorough understanding of the political and economic context of the fire and rescue service terms of government, governance, stakeholders and the community.</li> </ul>
<ul style="list-style-type: none"> <li>• Ability to make clear decisions in a variety of circumstances.</li> </ul>
<ul style="list-style-type: none"> <li>• Proven experience of resource management including selecting personnel for required roles.</li> </ul>
<ul style="list-style-type: none"> <li>• Relevant postgraduate qualification or evidence of commensurate experience.</li> </ul>
<ul style="list-style-type: none"> <li>• Evidence of continuous and professional development.</li> </ul>
<ul style="list-style-type: none"> <li>• Highly effective written communication skills including drafting and interpreting strategic plans, policies and reports.</li> </ul>
<ul style="list-style-type: none"> <li>• Excellent communication skills, including media management and negotiation with internal and external agencies.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to demonstrate a leadership and management style which is innovative and forward thinking.</li> </ul>
<ul style="list-style-type: none"> <li>• To be self-assured, confident, assertive and approachable.</li> </ul>
<ul style="list-style-type: none"> <li>• Ability to organise and prioritise work to meet strict deadlines whilst working under pressure and with limited resources.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to travel as required and be able to stay away from home on occasions.</li> </ul>

<ul style="list-style-type: none"> <li>• A current full driving licence with the skills and aptitude for blue light response driving.</li> </ul>
<ul style="list-style-type: none"> <li>• To comply with the requirement for this post being deemed as politically restricted under the provisions of the Local Government and Housing Act 1989.</li> </ul>

## **Desirable Criteria**

<ul style="list-style-type: none"> <li>• Completed an Executive Leadership Programme (ELP) or relevant qualification or experience commensurate with the role.</li> </ul>
<ul style="list-style-type: none"> <li>• To currently be working at Brigade Manager level with proven experience of operational command to gold level incident command and ability to provide cover on the Duty Principal Officer Command rota.</li> </ul>

## **KNOWLEDGE**

- Educated to Post Graduate level in a relevant field.
- Knowledge of change programme systems and techniques to deliver transformation.
- Understanding and knowledge of working in a multi-agency environment.

## **SKILLS**

- Proven leadership and motivational skills, especially in the context of service transformation.
- Highly motivated and not easily discouraged, with resilience and tenacity.
- Personal and professional demeanour that commands credibility, confidence and respect.
- Able to engage effectively with a range of people and stakeholders at all levels.
- Financially astute able to manage budgets in all contexts.
- Excellent ability to deliver effective PR and media messages.
- An effective and balanced decision maker who leads by example.

# NFCC Leadership Framework





# Inspiring Leadership in the Fire and Rescue Service



# Foreword

## The National Fire Chiefs Council (NFCC) People Strategy has six key areas for improvements:

- Strengthen leadership and line management to support organisational change and improved community outcomes
- Develop cultural values and behaviours which make the fire and rescue service a great place to work for all our people
- Develop ways of working that are able to respond to service needs
- Provide excellent training and education to ensure continuous improvement of services to the public
- Continue to support the health and well-being of all our people
- Strengthen our ability to provide good service by diversifying our staff and creating a fair and equal place to work

Leadership is key to all of these areas and has never been more important at every level of the fire and rescue service. Delivering an excellent service to our community, and being adaptable to the evolving requirements of a 'modern fire and rescue service' is key to our leadership and management focus for the future.

More than ever before, we need leaders who are both operationally and professionally competent as well as being capable of creating and delivering a compelling vision for the future to inspire and motivate others. We need resilient leaders who will take responsibility for continuous improvement in our performance as a public service and bring other people with them.

We need leaders who are able to collaborate across our different functions internally as well as being able to cross traditional boundaries with other agencies and businesses to achieve more efficient, effective and joined up services for the communities we serve.

This document introduces our new Leadership Framework, which clearly defines the leadership behaviours required at each level of management. This framework details a simpler set of behaviours and sets out the career planning process to support individuals who are looking to develop their career with the service.



**Leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us.**



The new Leadership Framework links to the new 'Core Learning Pathways' which can be used to support our next generation leaders.

In setting this framework, we recognise that throughout our career there is always something we can focus on to improve. This means a change in focus from outputs to outcomes – leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us and to the performance of the team and organisation. This difference is then ultimately experienced by our communities through improved service delivery.

**Roy Wilsher**  
Chair of National Fire Chiefs Council



## Supporting development

**Fire and rescue services are committed to supporting the development and progression of all staff and ensuring a fair and consistent approach to performance and promotion.**

This relies on managers and staff using their appraisal system to discuss performance, career aspirations and readiness for progression from all aspects, including against the appropriate level in the Leadership Framework. This approach will ensure we identify those ready for progression, with both the technical ability and leadership behaviours matched to the future needs in the fire and rescue service, and that we measure performance of all staff against the Leadership Framework.

As a sector committed to continuous improvement, all staff (not only those applying for promotion) should have a structured development plan. This should look at what may support the individual to be more effective in their current role, adapting to the evolving requirements of a modern service, as well as what is required for progression. This consists of either professional, operational or behavioural development.

Development should be tailored to the individual. Fire and rescue services offer a wide variety of learning and development which is not limited to courses and qualifications, but could include 360° developmental feedback, guided research undertaken, participation in an action learning set, placements within a different organisation, coaching and mentoring (either giving or receiving), and project or assignment work.

## Development and career planning principles

**Everyone should take responsibility for their own development and career pathway and managers should support them in providing opportunities.**

Managers and staff need to use regular appraisal discussions to discuss personal career aspirations and readiness for progression using all available performance evidence and the Leadership Framework.

Individually tailored development plans should be completed to help develop the specific skills needed to be successful in your career choices. Promotion will be based on having experience, effective behaviours, and evidence to meet the next level requirements – not just by attending courses. Development will not be limited to simply attending courses or achieving specific qualifications. It can include deeper learning experiences such as taking part in a work based project, action learning sets to work on particular issues, access to a coach or mentor and various work assignments or secondments.





# Four levels of leadership:

To lead the organisation forward in an evolving operating environment, we need individuals who are capable of:

- Creating a compelling vision and engaging people to buy in and commit to that vision
- Leading across boundaries
- Are adaptable within an evolving modern Service
- Utilising high levels of emotional intelligence to support people in achieving the goals of the organisation
- Being in the present, but also horizon scanning
- Promoting and developing distributed leadership (i.e. leadership at all levels)
- Acting as ambassador for learning through both personal practice and creating and sustaining learning organisations
- Embracing inclusion, diversity, innovation, and being open to alternative perspectives
- Demonstrating and promoting compassion for 'self' and others, with a focus on improvement and accountability

The intention is to devise common specifications for core development modules, based on identified needs, which will be relevant to all managers across the organisation. The ultimate aim of the programme is to make development support available to all managers within a given level. There will be a focus on blended learning which maximises use of different learning methodologies to enhance learning.





# Introducing the Leadership Framework

## Personal Impact

ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

## Outstanding Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.



## Organisational Effectiveness

is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

## Service Delivery

is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

The Leadership Framework replaces the Personal Qualities and Attributes (PQAs), making them simpler, and provides a consistent approach to leadership and development for all staff, irrespective of discipline, role or function. The framework brings together the 'what and the how'; combining traditional operational and professional competence with behavioural expectations. The behaviours are described below and the Core Learning Pathways are outlined in a separate document.

The framework is built around four quadrants as above, and is measured at four levels, with each building on the previous. The critical feature of the fire and rescue service Leadership Framework is that it's relevant to all fire and rescue service roles and uses defined and observable measures to assess the potential and performance of our staff.

## Personal Impact – this is about self

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I value inclusion and set a positive example of appropriate behaviour for peers and new starters.</li> </ul>	<ul style="list-style-type: none"> <li>I take responsibility for inclusion, and encourage different points of view.</li> </ul>	<ul style="list-style-type: none"> <li>I role model and mentor others in how they communicate and engage to encourage inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>I promote and role model inclusion.</li> <li>I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.</li> </ul>
<ul style="list-style-type: none"> <li>I encourage open communication and actively listen to and value others contributions.</li> </ul>	<ul style="list-style-type: none"> <li>I communicate responsibly and with sensitivity and respect for others.</li> </ul>	<ul style="list-style-type: none"> <li>I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner.</li> <li>I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.</li> </ul>	<ul style="list-style-type: none"> <li>I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public.</li> <li>I use non-stigmatising behaviours or language and non-stereotypical language.</li> <li>I promote two-way dialogue.</li> </ul>
<ul style="list-style-type: none"> <li>I look for opportunities to learn and develop my skills and behaviours.</li> <li>I admit and learn from my mistakes and celebrate my successes with the team.</li> </ul>	<ul style="list-style-type: none"> <li>I encourage others to admit to and learn from their mistakes, and to celebrate their successes.</li> </ul>	<ul style="list-style-type: none"> <li>I seek feedback about my own performance in order to keep learning and developing.</li> </ul>	<ul style="list-style-type: none"> <li>I evaluate my own performance and take steps to continuously improve.</li> </ul>
<ul style="list-style-type: none"> <li>I understand how my actions and behaviour impacts on others.</li> <li>I recognise and challenge inappropriate behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of my impact on the people around me and I always seek to improve how I work with others.</li> <li>I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution.</li> </ul>	<ul style="list-style-type: none"> <li>I recognise and monitor the impact of my decisions.</li> <li>I am willing to adapt and modify my behaviour in order to meet emerging needs.</li> <li>I am willing to coach and mentor others to adapt their behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>I work hard to build and keep trust by listening to others' views and adapting to change.</li> </ul>
<ul style="list-style-type: none"> <li>I look after myself and others, and seek help if I need it.</li> <li>I look after my mental health.</li> </ul>	<ul style="list-style-type: none"> <li>I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available.</li> </ul>	<ul style="list-style-type: none"> <li>I create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping.</li> </ul>	<ul style="list-style-type: none"> <li>I recognise the pressures of leading an organisation, role modelling resilience and promoting a healthy work-life balance.</li> <li>I embed wellbeing and mental health in all strategies, setting up systems to monitor and support employee mental health and organisational wellbeing.</li> </ul>



## Outstanding Leadership – this is about others

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"><li>I am an ambassador for the service, taking pride and responsibility for the work we do and encouraging others to do the same.</li></ul>	<ul style="list-style-type: none"><li>I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.</li></ul>	<ul style="list-style-type: none"><li>I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.</li></ul>	<ul style="list-style-type: none"><li>I work with others to establish the strategic direction and the working goals of the organisation.</li></ul>
<ul style="list-style-type: none"><li>I take responsibility and accountability for the quality of my own work.</li></ul>	<ul style="list-style-type: none"><li>I take responsibility for team effectiveness which focusses on improving outcomes and decisions.</li></ul>	<ul style="list-style-type: none"><li>I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.</li></ul>	<ul style="list-style-type: none"><li>I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public.</li><li>I use non-stigmatising behaviours or language and non-stereotypical language.</li><li>I promote two-way dialogue.</li></ul>
<ul style="list-style-type: none"><li>I value and appreciate differences in people and treat everyone with kindness and respect.</li></ul>	<ul style="list-style-type: none"><li>I encourage all the people in my team to speak and share their views.</li></ul>	<ul style="list-style-type: none"><li>I value the team and know how to make best use of their diverse skills and strengths.</li><li>I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.</li></ul>	<ul style="list-style-type: none"><li>I champion our ambition to display outstanding leadership at every level, to create an environment where people can bring their whole self to work and be the best they can be.</li></ul>
<ul style="list-style-type: none"><li>I role model proactively, learning new skills and behaviours.</li></ul>	<ul style="list-style-type: none"><li>I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary.</li><li>I use debriefing and other learning from the organisation to help my team develop.</li><li>I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best.</li></ul>	<ul style="list-style-type: none"><li>I look for opportunities to develop people and promote a learning culture.</li><li>I nurture future talent and proactively plan for succession.</li><li>I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline.</li></ul>	<ul style="list-style-type: none"><li>I foster and embed the principles of a learning organisation.</li><li>I ensure fair and effective systems and methods are in place for succession and nurturing people's career.</li><li>I role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring.</li></ul>



## Service Delivery – this is about task

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"> <li>I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion.</li> <li>I act as a role model for my community.</li> </ul>	<ul style="list-style-type: none"> <li>I focus on the needs of our customers.</li> <li>I seek to understand and address the specific risks and diverse needs of people and communities.</li> </ul>	<ul style="list-style-type: none"> <li>I take a business-like approach that considers how to achieve better outcomes for communities.</li> </ul>	<ul style="list-style-type: none"> <li>I am aware of the wider impact the organisation has on improving community outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>I plan ahead and prioritise my work, managing my time effectively to get things done.</li> </ul>	<ul style="list-style-type: none"> <li>I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues.</li> </ul>	<ul style="list-style-type: none"> <li>I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation.</li> </ul>
<ul style="list-style-type: none"> <li>I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money.</li> </ul>	<ul style="list-style-type: none"> <li>I develop and review plans to make the best use of resources, and challenge any misuse of resources.</li> </ul>	<ul style="list-style-type: none"> <li>I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>I set strategies and budgets through consultation, which represent the best value service now and into the future for communities. I ensure that all staff demonstrate appropriate levels of business awareness.</li> </ul>
<ul style="list-style-type: none"> <li>I spot opportunities to improve the way we do things for people, and put ideas forward.</li> </ul>	<ul style="list-style-type: none"> <li>I develop systems and processes that are people focussed.</li> </ul>	<ul style="list-style-type: none"> <li>I seek the views of others on service quality and effectiveness to identify ideas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>I promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service.</li> </ul>
<ul style="list-style-type: none"> <li>I actively contribute to problem-solving and take time to understand the issues fully.</li> </ul>	<ul style="list-style-type: none"> <li>I use different problem-solving techniques with others to generate solutions that improve the service for our customers.</li> </ul>	<ul style="list-style-type: none"> <li>I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources.</li> </ul>	<ul style="list-style-type: none"> <li>I implement systems to measure the quality of our decision making and to learn lessons.</li> <li>I take account of emerging issues and risks and put in place plans to limit the negative consequences to our service.</li> </ul>
<ul style="list-style-type: none"> <li>I take decisions based on supporting evidence, risk, and my prior knowledge of good practice.</li> </ul>	<ul style="list-style-type: none"> <li>I make evidence-based decisions and consider the risks, including financial and resource impacts.</li> </ul>	<ul style="list-style-type: none"> <li>I evaluate the impact of any changes to service delivery to learn lessons and implement that learning.</li> </ul>	<ul style="list-style-type: none"> <li>I use evidence from our own and other's organisations to set strategy and direction for the service.</li> </ul>
<ul style="list-style-type: none"> <li>I work to foster trust with others and build constructive working relationships to achieve goals.</li> <li>I find out about my local community and risks, to ensure we are offering the best service.</li> </ul>	<ul style="list-style-type: none"> <li>I encourage my team to build constructive working relationships with others to achieve our aims.</li> <li>I'm outcome focussed in my approach and make decisions based on better service outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>I seek out opportunities to work collaboratively across teams and functions to improve service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>I proactively build and sustain collaborative relationships with members, partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working.</li> <li>I encourage innovation, including new technology, to improve service delivery.</li> </ul>





## Organisational Effectiveness – this is about organisation

Leading Yourself	Leading Others	Leading the Function	Leading the Service
<ul style="list-style-type: none"><li>• I know what the key organisational goals are and how I make a difference.</li></ul>	<ul style="list-style-type: none"><li>• I make sure the team understands how our work contributes to and delivers organisational priorities.</li></ul>	<ul style="list-style-type: none"><li>• I am aware of wider organisational and political priorities and how our function contributes more widely.</li></ul>	<ul style="list-style-type: none"><li>• I lead the organisation and develop the vision, mission and strategic business plan, which are inclusive of diverse and changing community risks.</li><li>• I take a long-term view which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation.</li></ul>
<ul style="list-style-type: none"><li>• I work within the organisations policies, procedures and processes.</li><li>• I speak out promptly if I see or hear of a safety or organisational risk.</li></ul>	<ul style="list-style-type: none"><li>• I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.</li></ul>	<ul style="list-style-type: none"><li>• I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.</li></ul>	<ul style="list-style-type: none"><li>• I act as a professional advisor to governance at all levels.</li><li>• I ensure that our approach to corporate risk is well considered and reasonable in the circumstances.</li></ul>
<ul style="list-style-type: none"><li>• I offer ideas and feedback to improve our services, and take on board other's ideas.</li></ul>	<ul style="list-style-type: none"><li>• I encourage staff to be flexible in their approach and empower them to contribute and influence decisions.</li><li>• I create conditions where team members are empowered to suggest and implement new ways of working.</li></ul>	<ul style="list-style-type: none"><li>• I look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them.</li><li>• I encourage and respond to challenge appropriately, and am willing to adapt my thinking with new information or better evidence.</li></ul>	<ul style="list-style-type: none"><li>• I strive to establish a learning ethos both internally and externally.</li><li>• I create conditions for innovation and change that support our vision.</li></ul>
<ul style="list-style-type: none"><li>• I continuously seek to improve my performance to contribute to organisational goals.</li></ul>	<ul style="list-style-type: none"><li>• I promote continuous improvement for the team and the organisation.</li></ul>	<ul style="list-style-type: none"><li>• I improve business processes to promote more efficient ways of achieving our plans.</li></ul>	<ul style="list-style-type: none"><li>• I foster and enable continuous improvement through using the right tools and methods.</li><li>• I continuously develop the organisation to be an inclusive employer of choice.</li></ul>
<ul style="list-style-type: none"><li>• I am open to, and positively engage with, new ways of working.</li></ul>	<ul style="list-style-type: none"><li>• I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded.</li></ul>	<ul style="list-style-type: none"><li>• I take ownership of change and help others to understand, adapt to, implement and embed change.</li></ul>	<ul style="list-style-type: none"><li>• I challenge the status quo and compare our performance against other fire and rescue services, other public services, and other relevant business sectors.</li><li>• I evaluate and ensure changes are being embedded in the organisation.</li></ul>
<ul style="list-style-type: none"><li>• I positively seek organisational information about how well we are doing and what is changing.</li><li>• I can be trusted with sensitive information.</li></ul>	<ul style="list-style-type: none"><li>• I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to.</li></ul>	<ul style="list-style-type: none"><li>• I take responsibility for delivering organisational messages positively, even in difficult circumstances.</li></ul>	<ul style="list-style-type: none"><li>• I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation.</li></ul>



# Contra indicators for each quadrant

Personal Impact	Outstanding Leadership	Service Delivery	Organisational Effectiveness
<ul style="list-style-type: none"> <li>Displays inconsistent behaviour and fails to keep commitments.</li> <li>Fails to understand or appreciate impact on others; does not consider situation from others' viewpoint.</li> <li>Spends little time on personal and professional development activities.</li> <li>Exhibits aggressive, defensive, overpowering, bullying, or defensive behaviour.</li> <li>Does not lead by example or stand by own principles or spoken beliefs.</li> <li>Offers advice beyond boundaries of knowledge or experience.</li> <li>Applies preconceptions and stereotyping in dealings with others.</li> <li>Is unwilling to share expertise with others; or withholds relevant information, expertise or knowledge.</li> <li>Does not contribute willingly to the team and adopts a passive role.</li> <li>Refuses to acknowledge personal mistakes.</li> </ul>	<ul style="list-style-type: none"> <li>Displays obstructive behaviours rather than progressive ones.</li> <li>Tends to apportion blame and accountability to others when things go wrong.</li> <li>Makes unrealistic promises about what can be delivered</li> <li>Unwilling to recognise, or deal with, capability or performance issues in self or others; avoids difficult conversations and confrontation.</li> <li>Challenges others in a way that intimidates or undermines.</li> <li>Gives little time to the development of peers and colleagues.</li> <li>Shows stubbornness in the face of opposition, even when proved wrong.</li> <li>Shows general lack of confidence in own knowledge, abilities and judgements.</li> <li>Sits on the fence rather than taking a clear stand.</li> <li>Shows little consideration or respect for other colleagues.</li> <li>Fails to allow others to put in different views in meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Does not focus on a drive to improve service delivery.</li> <li>Is preoccupied with own or hidden agenda rather than the needs of staff, customers, clients or partner agencies.</li> <li>Doesn't take into account local needs.</li> <li>Fails to appreciate the need to engage the support of stakeholders.</li> <li>Consistently works in isolation, pursuing own solution without involvement of appropriate stakeholders.</li> <li>Fails to build contact with people beyond own work area.</li> <li>Fails to recognise the value of diversity.</li> <li>Works in an unfocused way, failing to prioritise, keep track of progress, or adapt approach when deadlines, targets or standards are threatened or changed.</li> <li>Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Obstructive towards learning or progress.</li> <li>Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role; fails to communicate these.</li> <li>Needs to know all the answers, rather than the right method of enquiry.</li> <li>Rejects ideas quickly or spontaneously without reflection or adequate insights.</li> <li>Is focused on the present and the past and has a low interest in emergent or future issues.</li> <li>Avoids long-standing, difficult or sensitive issues.</li> <li>Focuses on symptoms rather than causes.</li> <li>Fails to understand organisational decision-making processes (explicit or implicit) and how these translate into personal authorities.</li> <li>Overlooks inappropriate behaviour with regard to the organisation's processes, values and expected behaviours.</li> </ul>

**Please note** – these are not to be used by themselves to performance manage people or to focus on everything they are doing wrong, more as a warning sign that someone may need some development around these areas. They could be useful in a behavioural capability scenario where people are struggling to express what needs to be improved.

## Contact & Further Information

**National Fire Chiefs Council**  
Fire Central Programme Office  
c/o London Fire Brigade  
169 Union Street  
London  
SE1 0LL

**E** [firecpo@ukfrs.com](mailto:firecpo@ukfrs.com)  
**T** +44(0) 208 5551200 x31355  
**W** [www.nationalfirechiefs.org.uk/](http://www.nationalfirechiefs.org.uk/)  
**Twitter** @NFCC\_FireChiefs







Chief Fire Officer / Chief Executive Recruitment

September 2021

Report of the Independent Panel Member to the Police, Fire and Crime Panel

As the Independent Member on the Selection Panel for the role of Chief Fire Officer / Chief Executive, I can ~~/cannot~~ (please delete as appropriate) confirm that applicants were shortlisted and assessed against the agreed appointment criteria, and on the basis of which applicants most closely met the application criteria.

As the Independent Member on the Selection Panel for the role of Chief Fire Officer / Chief Executive, I can confirm that the selection process was conducted in line with the principles of (please tick to confirm):

<input checked="" type="checkbox"/>	Merit
<input checked="" type="checkbox"/>	Fairness
<input checked="" type="checkbox"/>	Open

As the Independent Member on the Selection Panel for the role of Chief Fire Officer / Chief Executive, I can confirm that the Panel was ~~not / partially~~ / fully (please delete as appropriate) able to fulfil its purpose (i.e. to challenge and test that applicants met the necessary requirements to perform the role).

Any further comments:

Delighted to be involved in a very fair & robust process.

Signed: .....

*DR Hancock*  
DR HANCOCK

Name: .....

Date: .....

15 / 9 / 21



# RICK HYLTON

A dedicated and energetic public servant, with over 10 years' experience of delivering change at a strategic level in the fire and rescue sector. Significant experience in the strategic resolution of emergency incidents and effective governance of fire and rescue services. A strong focus on working with a range of partners and representative bodies to achieve sustained change that improves public safety.

## EXPERIENCE

### 2019 – PRESENT

#### DEPUTY CHIEF FIRE OFFICER, ESSEX COUNTY FIRE AND RESCUE SERVICE

Development of a performance and continual improvement framework, and annual planning cycle resulting in alignment of the strategic direction set out in the Fire and Rescue Plan with delivery plans.

Provided leadership, coaching and support to a new Service Leadership Team, enhancing accountability and delivery of key improvement activity, including the development of a series of progressive strategies that enable delivery of the key objectives of the Authority.

Led the Service through the COVID 19 pandemic, ensuring core services were retained and staff welfare protected. Co-Chaired, with the Chief Constable, the Greater Essex Strategic Coordination Group which coordinated the response of agencies across Essex to the pandemic, including the response to the health declared emergency in December 2020.

Led, alongside the Deputy Chief Constable, Collaborative Estates including the oversight of the Outline Business Case for shared Fleet workshops and full business case for shared occupancy of Fire Stations.

Acted as a role model of the service values, being accountable for delivery, transparent in action and approachable in person resulting in improved organisational culture and successful delivery of improvement activities across the Service.

Acted as the chief fire officer for 6 months due to long term absence, leading the service through the outcome of the first HMICFS inspection and the initial response to COVID 19.

### 2016 – 2019

#### ASSISTANT CHIEF FIRE OFFICER, (DIRECTOR SERVICE DELIVERY AND SERVICE SUPPORT) CAMBRIDGESHIRE FIRE AND RESCUE SERVICE

Led the Service IRMP 16-20 redesigning the response model, focusing on key stations, and relocating whole time resources to support on call. Developed the first data sharing agreement with adult social care to better support those most vulnerable including the introduction of portable misting systems.

Executive lead for Industrial Relations, chaired the JNCC and worked with all representative bodies to develop a negotiation and consultation framework which enabled collective agreements across a range of areas, including mixed crewing, flexi officer rotas and whole-time shift changes.

Lead accountable officer for people, underpinning staff development and organisational culture with the introduction of leadership and development framework. Led the work of the Service through the chairing of the Equality and Inclusion strategic group to achieve excellence in the LGA Equality and Inclusion peer review process

As chair of the Emergency Service Interoperability Board, championed the development of an MOU between blue light partners that resulted in agreements to share equipment, a joint prevention team in Peterborough and Joint Arson investigation unit.

## **2010 – 2016**

### **AREA MANAGER HEAD OF COMMUNITY SAFETY, CAMBRIDGESHIRE FIRE AND RESCUE SERVICE**

Worked with internal and external stakeholders to develop a community safety strategy that focused on most at risk and placed CFRS at the centre of keeping people safe. This included chairing two Community Safety partnerships and implementing the first fire volunteer scheme. Ensuring the effective discharge of duties under the Fire Safety order including the introduction of Primary Authority with a national care provider, and the agreement to fit sprinklers in social care homes.

Led the development and implementation of the first shared strategic command rota with Bedfordshire Fire and Rescue Service, resulting in improved resilience and efficiencies.

## **EDUCATION**

**2015 – LEVEL 7 DIPLOMA IN STRATEGIC INCIDENT COMMAND – SKILLS FOR JUSTICE**

**2014 – MASTER’S IN PUBLIC ADMINISTRATION – WARWICK BUSINESS SCHOOL**

**2010 – GRADUATE OF EXECUTIVE LEADERSHIP PROGRAMME – WARWICK BUSINESS SCHOOL AND FIRE SERVICE COLLEGE**

**2009 – PRINCE 2 PRACTITIONER – PRINCE2**

**2007 – DIPLOMA IN MANAGEMENT STUDIES – UNIVERSITY OF LEICESTERSHIRE**

## **SECTOR**

**LEVEL 7 STRATEGIC COMMAND ASSESSOR**

**NATIONAL FIRE CHIEF COUNCIL HOME**

**SAFETY COMMITTEE CHAIR**