**Personal Impact Statement**

The personal impact statement relates to each of the four quadrants of the NFCC Leadership Framework as well as operational and professional expertise. Your impact statement should focus on demonstrating your impact at Leading the Service level.

Your response must focus on the personal impact you have made, the outcomes achieved supported by clear objective and subjective measures/evaluation, such as performance levels, savings/efficiency, demonstrable improvements to morale and productivity or more effective ways of working. Provide clear, specific, verifiable evidence in this section to demonstrate how you meet the four statements. You are limited to 350 words per question.

All information must be accurate and relate to your own actions as they may be triangulated. Any information later found to be deliberately false may lead to your removal from the selection process.

**Personal Impact**

Ensures we value, respect and promote equality and diversity. It is 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 (max 350 words).

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| Please provide name and contact details of a person who can verify this information: |

**Outstanding Leadership**

Is about building high-performing teams and developing people to their full potential. It is 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 (max 350 words).

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| Please provide name and contact details of a person who can verify this information: |

**Service Delivery**

Is about delivering high quality services now and into the future. It is 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 (max 350 words).

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| Please provide name and contact details of a person who can verify this information: |

**Organisational Effectiveness**

Is ensuring everything we do is linked to organisational plans and values. It is 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 (max 350 words).

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| Please provide name and contact details of a person who can verify this information: |

**Essential Criteria**

In no more than 500 words per criteria, please detail how you meet the below essential criteria:

* Strategic thinking and analysis, including formulating and implementing strategic issues across a large organisation.
* A performance focus with the drive to deliver agreed outcomes and raise standards of performance.
* Significant experience as a substantive Area/Brigade Manager leading significant change within a fire and rescue service with a track record in improving organisational effectiveness.
* A comprehensive knowledge of the financial and budgetary context in which a modern fire and rescue service operates.