

## DIRECTOR OF SUPPORT SERVICES

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| <b>Job Title:</b>  | Director of Support Services   |                                 |              |
| <b>Post Reference</b>  |  | <b>Permanent/<br/>Temporary</b> | Permanent    |
| <b>Grade/Role:</b>   | Director   |                                 |              |
| <b>Hours:</b>  | 37 hours per week with requirement to work extra hours commensurate with post. |                                 |              |
| <b>Reports to:</b>   | Chief Fire Officer/Chief Executive   |                                 |              |
| <b>Directorate/<br/>department:</b>  | Support Services   |                                 |              |
| <b>Location:</b>   | Service Headquarters   |                                 |              |
| <b>Profile prepared by:</b>  | Senior HR Adviser  |                                 |              |
| <b>Approved by:</b>  | Trevor Ferguson  |                                 |              |
| <b>Profile Effective from:</b>   | December 2017  | <b>Last reviewed:</b>           | October 2017 |
| <b>Postholder name</b>   | Nikki Richards   | <b>Signature</b>                |              |
| <b>Main Purpose of the Job:</b>  |  |                                 |              |
| <p>The overarching purpose and focus for the role of Director of Support Services is to create a healthy, effective organisation with a culture of trust, high performance, and continuous improvement, which has the capacity and capabilities to deliver its objectives.</p> <p>This role will ensure that effective arrangements are in place for strategic and corporate planning; programme and performance management and BIS.</p> |  |                                 |              |
| <b>Organisational Structure</b>  |  |                                 |              |
| See attached   |  |                                 |              |

## Dimensions

Directly accountable for:

- Revenue budget of c.£6.5m
- Capital budget of c.£0.6m
- Staffing c.75

Indirect influence on

- Pay bill of £18.7m

This post provides strategic leadership to and responsibility for the following Head of Service functions:

- Head of HR and Learning and Development
- Head of Business and Information Systems
- Head of Corporate Services

## Context

The role of Director of Support Services operates within an increasingly multi agency context, directly supporting the CFO/CEX to: initiate; develop; and influence a complex range of relationships, including:

- the 6 unitary local authorities of Royal Berkshire, their services and schools
- bodies representing local businesses and voluntary organisations
- other Fire and Rescue services and emergency services
- central government (mainly Department for Local Government and Communities)
- Members of Parliament
- Local government politicians
- Chief Fire Officers Association
- Representatives bodies
- Chief Fire and Rescue Advisor

As Director of Support Services, the post holder has organisation wide responsibility for a range of cross cutting and corporate functions, and associated contacts with staff and managers from across the service as well as external contractors.

The post holder is accountable to the CFO/CEX within the general direction set by the Fire Authority. Work is primarily generated on the post holder's own initiative in response to member decisions and direction from the CFO/CEX. The post holder has freedom to act within the boundaries of legal requirements, Fire Authority Standing orders and RBFRS policy.

## Main Duties and Responsibilities:

### 1. Leadership

Support the Chief Fire Officer in setting the pace for the organisation, providing and actively promoting clear, consistent, highly visible and authentic leadership across the

service to build a culture of trust, high performance and continuous improvement.

As a Director and member of the Corporate Management Team, work collaboratively with CMT colleagues to lead the organisation; determine strategy and policy to meet the strategic objectives of the Fire Authority; and build a culture of trust and high performance.

Lead, manage and develop a highly effective Directorate management team whose members work collaboratively to deliver their objectives.

## **2. Strategy**

Work proactively with senior managers and elected members to help them articulate and develop the RBFRS vision, values and goals.

Lead the overall strategic planning process and work collaboratively with CMT colleagues to ensure that their respective areas of focus are brought together into a coherent narrative that describes the future direction of the service; ensure clear links are in place between business planning, financial strategy, and workforce planning.

Ensure that up to date, effective systems are in place for planning, performance management and reporting, and oversee their operation.

Oversee the development and implementation of the organisations Integrated Risk Management Plan (IRMP) processes, ensuring that the community risk management arrangements of the Fire Authority meet the requirements of the National Framework. Assist the CFO and wider senior leadership team in setting a clear strategic policy direction for the organisation, by analysing information, intelligence and risk, and working proactively to support Fire Authority members to develop an overarching vision and key policy objectives.

Actively participate in the corporate strategic planning process and work collaboratively with CMT colleagues to ensure that respective areas of focus are brought together into a coherent narrative that describes the future direction of the service; ensure clear links are in place between business planning, financial strategy, and workforce planning.

## **3. Governance**

Provide members of the Fire Authority with the advice and information they need in relation to the Directorate's accountabilities and, in conjunction with the Monitoring Officer, that standards of governance are maintained.

Take the lead on Member development, ensuring effective delivery of induction and learning interventions to Fire Authority Members.

## **4. ICT and Information Management**

Ensure that effective systems and applications are put in place to facilitate efficient delivery of services, enable collaborative working with partners and achieve value for money. Oversee the development of the telephony and mobile working strategy to ensure that all members of staff have the tools to support effective service delivery.

Oversee the development and delivery of robust information management policies and

systems, ensuring that the organisation complies at all times with data protection, freedom of information and other relevant legislation and that information is held, processed and shared securely.

Fulfil the duties and responsibilities of the Senior Information Risk Owner, assuring information and managing risks related to the use, processing, storage, and transmission of information or data and the systems and processes used for those purposes. Information assurance includes protection of the integrity, availability, authenticity, non-repudiation and confidentiality of user data. Responsible for the development and implementation of physical, technical and administrative controls to accomplish these tasks.

Ensure that external complaints are dealt with appropriately and in line with RBFRS policy,

Create a climate within the Support Services Directorate that encourages innovation, and optimise the use of technology to streamline systems, enhance service delivery and reduce cost.

## **5. Organisational Development**

Oversee the ongoing development and delivery of the Organisational Development Programme that delivers the organisational capacity to achieve current and future objectives, building high levels of trust and employee engagement.

## **6. Human Resources Management and Learning and Development**

Oversee the utilisation of workforce intelligence to plan for the future to ensure that the size, shape, skills and behaviours of the workforce meet future requirements, and spot areas that need targeted attention.

Oversee the development a modern framework of employment policies and practices that help the organisation achieve its cross-cutting objectives, continuously update them in line with developments and best practice, and ensure their implementation and integration into mainstream management practice.

Oversee the development of a HR and Learning and Development team that is focused on strategic goals and organisational transformation; that is capable of maintaining a strong professional presence with officers and members; and is proactive in supporting line managers to deliver their objectives and effectively manage change.

## **7. Project and programme management**

Ensure that up to date, effective systems are in place for project and programme management, oversee their operation and ensure consistent standards of implementation across RBFRS.

Initiate, lead and ensure the delivery of a range of organisational projects and programmes; put in place appropriate governance arrangements; apply appropriate programme and change management tools and techniques to ensure effective delivery and benefits realisation.

## **8. Corporate Communications**

Oversee the development and implementation of a Corporate Communications Strategy covering internal and external communications to ensure a coherent and coordinated approach that reflects and reinforces the RBFRS brand.

Ensure the provision and maintenance of a comprehensive, proactive media and public relations service for RBFRS and the Fire Authority that promotes the interests of the service.

## **9. Managing Services**

- Manage, develop and commission a business like, highly motivated and competent: HR and Learning and Development team that is focused on strategic goals and organisational transformation; proactively supporting line managers to deliver their objectives and effectively manage change.
- Manage, develop and commission a business like, highly motivated and competent Corporate Services team focused on effective and efficient Business Support, Communications, and Facilities Management in support of service delivery.
- Manage, develop and commission a business like, highly motivated and competent Business and Information Systems team focused on the implementation of business improvement across the Service and on ensuring fit for purpose business systems are in place to support the delivery of the Fire Authority's strategic commitments and effective and efficient service delivery.

Create a climate within the Support Service Directorate that encourages innovation, and optimise the use of technology to streamline systems, enhance service delivery and reduce costs.

## **10. Performance**

Develop and monitor a set of performance indicators that demonstrate the impact, effectiveness and efficiency of the Support Service Directorate.

## **11. Managing resources**

Ensure that budgets and resources are utilised to optimum effect to deliver statutory responsibilities and strategic goals, and to generate income in line with agreed policy.

Manage and monitor budgets in line with Standing Orders and Financial Regulations, ensuring the best use of the Authority's financial resources and Value for Money.

## **12. Standards of conduct**

Actively promote the values and reputation of RBFRS, ensuring high standards of conduct and integrity throughout the service, and encouraging behaviours that build trust within the organisation, and with partner organisations.

## **13. Building Relationships**

Act as an ambassador for RBFRS with external organisations, proactively building relationships and networks to promote the service, enhance the reputation of RBFRS, and create productive conditions for collaborative working.

Support the CFO to build constructive relationships with staff and Trade Union representatives to develop and foster a positive employee relations climate that facilitates change.

Develop and maintain a beneficial network and sound working relationships with colleagues, elected members and external organisations in order to facilitate productive working.

#### **14. Other duties/ general responsibilities**

Represent RBFRS and lead/participate in regional and national work streams, special interest groups and events, such as those undertaken by the Chief Fire Officers Association and the Local Government Association, in order to contribute to Fire and Rescue service development, and promote the interests of Royal Berkshire and the service.

Champion and demonstrate active commitment to organisational policies on:

- Health and Safety
- Fairness/ Diversity
- Environmental issues

#### **General Responsibilities of RBFRS Leadership Team**

Uphold and promote the values of Royal Berkshire Fire and Rescue Service, complying with the required standards of conduct, integrity and behavior at all times.

Comply with all finance and procurement policies, procedures and practices, demonstrating the highest level of integrity at all times.

Comply with all people management policies and practices, ensuring your teams are well managed and that corporate standards are achieved.

Practice and promote RBFRS health and safety policies and processes, ensuring a safe working environment for yourself and your staff.

Ensure you are familiar with Safeguarding policies and responsibilities and that teams are trained to relevant standard.

Deliver service plans and performance management information in line with corporate guidelines and deadlines, ensuring collaboration with other members of the Joint Management Team.

Ensure you are familiar with data security policies and management, that your teams are trained and that data protection and appropriate processing is given the highest priority.

Promote and adhere to the Service's policies on equality and fairness, and treat colleagues and members of the public with respect.

Take responsibility for your own performance, participate positively in development activities and support development of others.

Participate, if required, in any investigations or procedures relating to health and safety, disciplinary, or legal matters.

Act in an environmentally responsible manner by minimising pollution and the wasteful

use of energy and resources

In order to secure the best possible service to the public or the welfare of their colleagues, all employees may from time to time be asked to undertake appropriate duties which fall outside their usual area of responsibility. You are expected to respond positively to such request and encourage your teams to do the same.

## PERSON SPECIFICATION

|                             | <b>Essential</b>   | <b>Source of evidence</b>   | <b>Desirable</b>  | <b>Source of evidence</b> |
|-----------------------------|--|---|---|---------------------------|
| <b>Skills and aptitudes</b> | <p>Able to cultivate effective relationships with a wide range of people including elected Members, based on trust and mutual respect</p> <p>Strong performance focus and commitment to improving public service delivery</p> <p>Confident and inspiring leadership</p> <p>Collaborative, enthusiastic team player</p> <p>Commitment to high professional standards</p> <p>Enthusiastic innovator/challenges status quo</p> <p>Professional courage; self confidence; personal resilience; integrity</p> <p>Demonstrable commitment to Equality and Diversity</p> <p>Full range of management skills: people; budget; performance; information; operations; contracts and procurement</p> <p>Strong analytical skills/able to disseminate complex data</p> <p>Confident negotiator</p> <p>Highly influential, with well developed written and oral communication skill</p> <p>Sound judgement/decision making</p> <p>Computer literate</p> | <p>I PT</p> | <p>Coaching/mentoring</p>   | <p>I PT</p>               |
| <b>Knowledge</b>            | <p>Track record in developing organisational strategies that deliver business outcomes</p> <p>Knowledge &amp; understanding of the corporate requirements of a business service, including legal, budgets, environmental and health &amp; safety responsibilities.</p> <p>Broad understanding and experience of delivering change management and interventions to support organisational transformation and culture change.</p> <p>Strong understanding of the complexities of working in a political environment and an ability to maintain credible professional presence with elected Members</p> <p>Demonstrable ability to lead, motivate</p>   | <p>A I PT</p> <p>A I PT</p> <p>A I PT</p> <p>A I PT</p>   | <p>Thorough, up to date understanding of recent and forthcoming employment legislation and modern HR practices, and awareness of their practical application in the public sector</p> | <p>A I PT</p>             |

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|-----------------------|--|---|--|--|
|                       | <p>and develop a team of professionals, and manage operations to ensure delivery to defined performance standards and demonstrating VFM</p> <p>Successful track record of managing a demanding personal workload, effectively balancing strategic and operational responsibilities</p> <p>Proven track record of delivering and implementing organisational systems and processes.</p> <p>Proven track record of managing diverse teams with a wide range of professional competencies.</p>  | <p>A I PT</p> <p>A I PT</p> <p>A I PT</p> <p>I PT</p> |  |  |
| <b>Experience</b>     | <p>Head of Service, with extensive leadership experience</p> <p>Successful track record in delivering complex organisational change/transformation in a comparably complex environment</p> <p>Proven track record of managing and developing of high performing multi-disciplinary teams.</p> <p>Proven experience of project management</p> <p>Proven successful senior management experience.</p> <p><i>At experienced level / after training</i></p> <p>Involvement with elected Members and other political groups as appropriate.</p> <p>Achievement of results through partnership working, internally and externally.</p> | <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p>          | <p>Uniformed service experience</p> <p>Public sector experience</p>  | <p>A</p> <p>A</p>                            |
| <b>Qualifications</b> | <p>Degree or higher qualification, indicating intellectual capacity for analysis, data presentation and reporting.</p> <p>Management qualification</p> <p>Proven evidence of continuous professional development and / or academic development</p>   | <p>A</p> <p>A</p> <p>A</p>                            | <p>CIPD Qualified (MCIPD or FCIPD) or equivalent</p> <p>Relevant senior management qualifications. (e.g. MBA/MSc)</p> <p>Relevant IT / Business Systems qualification</p> <p>Successful completion of Brigade Command Course, Executive Leadership Programme, or</p> | <p>A</p> <p>A</p> <p>A</p> <p>A</p> <p>A</p> |

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|---------------------------|--|--|---|--|
|                           |  |  | similar<br>Prince 2 or MSP or<br>equivalent |  |
| <b>Other requirements</b> | Full driving licence<br>Able to work regularly outside normal<br>office hours<br>Politically restricted post |  |   |  |

- A application
- PT practical or physical test
- DC document check
- I interview
- M medical declaration/examination
- X other
- WT written test