

JOB PROFILE TEMPLATE – (NON-UNIFORM)

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| Job Title: | Head of Corporate Services | | |
| Post Reference | | Permanent/ Temporary | Permanent |
| Role: | Grade 10 | | |
| Reports to: | Director of Support Services | | |
| Directorate/ department: | Support Services | | |
| Location: | RBFRS HQ, Reading | | |
| Approved by: | Nikki Richards | | |
| Profile effective from: | December 2017 | Last reviewed: | October 2017 |
| Postholder name | Katie Mills | Signature | |

Main Purpose of the Job

The focus of the role is to provide a proactive, efficient and contemporary service to support leadership, governance and change across RBFRS.

The post holder is responsible for the leadership and management of the executive support function for senior staff, including supporting their workload, ensuring appropriate levels of cover at all times, assisting with tasks and acting as gatekeeper, whilst ensuring high standards of communications and confidentiality are maintained.

Responsible for providing leadership to the communications team, ensuring best practice internal and external engagement at all times.

To ensure that appropriate community and corporate risk planning and management processes are implemented within Royal Berkshire Fire and Rescue Service. The post holder will have lead responsibility for assisting the Director of Support Services in developing and delivering the IRMP process and programme of work. The post holder will have policy level responsibility for all community risk management, performance management, corporate risk and business continuity processes and planning and other corporate planning processes across the Service.

The Post holder will be directly responsible for developing and implementing the policy and planning structures necessary to support the delivery of the strategic direction, set by the Corporate Management Team, in the areas set out above.

The post holder will lead, manage, supervise and co-ordinate of the work of the Committee services team, including meeting management and ensuring adherence to and advice on the Service's policies, practices and relevant legislation. This will require close working with the Monitoring Officer.

The post holder will be responsible for the programme management office within Corporate services which will operate as the programme / project information hub in a high energy, fast paced change environment and will build up a common set of practices, principles and templates for managing projects ensuring standardisation so that project managers can move more easily between different projects. The function will also be responsible for performance reporting across the project portfolio and for providing additional support and capacity to deliver as required.

Organisational Structure – see separate structure charts

Dimensions

Staff/Managerial responsibilities:

Managers/senior professionals: up to 7 staff

Staff: up to 30 staff including temporary and project staff

Finance:

Budgets-Direct: up to £ 2m

Budgets-Indirect: up to £ 5m

Context

The post holder operates within an increasingly multi agency context, directly supporting the Fire Authority and Director of Support Services 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

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 director of Support Service within the general direction set by the Fire Authority. The post holder has freedom to act within the boundaries of legal requirements, Fire Authority Standing orders and RBFRS policy at the direction of the Director of Support Service

Main Duties and Responsibilities

1. To provide a comprehensive risk management service covering all aspects of managing and delivering the service's Community and Corporate Risk management programmes including the Integrated Risk Management Plan (IRMP), with overall responsibility for the programme governance, project interdependencies, and programme benefits realisation, mitigation of risks, programme resources and programme budget.
 2. Development of the IRMP working with other public sector organisation, community groups and other stakeholders.
 3. To ensure public consultation in line with statutory requirements.
 4. Responsible for planning, designing and implementing an overall risk management process for the organisation.
 5. Responsible for the implementation of the Service's performance management systems and processes. Ensuring the coordination of the completion of annual service plans
 6. Oversee the production of regular performance reports to the Strategic Performance Board, CMT and the Fire Authority to ensure that managers and Members are aware of how the organisation is performing.
 7. Develop and monitor a set of performance indicators that demonstrate the impact and effectiveness of corporate strategy
 8. Overall responsibility for the development and implementation of the Service's planning processes.
 9. Development and maintenance of organisational risk management processes
 10. Providing risk reporting in an appropriate way for different audiences, for example, to the senior leadership team so they understand the most significant risks, to business heads to ensure they are aware of risks relevant to their parts of the business and to individuals to understand their accountability for individual risks;
 11. Supporting corporate governance involving external risk reporting to stakeholders;
 12. Oversight of audits of policy and compliance to standards, including liaison with internal and external auditors;
 13. Providing support, education and training to staff to build risk awareness within the organisation.
 14. Direct and oversee the management and delivery of programmes and projects to ensure that the agreed programme timescales are adhered to and projected outcomes are monitored and achieved.
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1. To Manage the corporate PMO team members to ensure they are given clear direction and that they contribute cost effectively to the delivery of the Fire Authority's Strategic Commitments.
 2. To lead on the development, implementation, monitoring and evaluation of service developments and manage the implementation of these projects and programmes.
 3. Where required, to directly manage programme managers of cross-cutting transformation programmes. The post-holder will also, on occasion, be expected to directly manage a key stage of a corporate programme.
 4. As required, to carry out interventions on programmes and projects that are a cause for concern.

5. Accountability for tracking and reporting status to senior leadership team on the entire project portfolio budget across directorates.
6. Ensure the PMO maintains and enhances its role as the centre of expertise for project and programme management at RBFRS. Be accountable for the definition, evolution and use of the RBFRS programme governance framework and the programme and project management tools.
7. Ensure the needs of all key stakeholders are met by the quality and presentation of portfolio information produced by the PMO. Lead the roll out of the new programme management framework and tools and enhance the role of the PMO to include the reporting of progress on benefits realisation and delivery of the Strategic Asset Investment Framework.
8. Provide direction and leadership to the communications team, ensuring best practice stakeholder engagement and reputation management.
9. Ensure that Business Support achieve the required performance targets and standards in accordance with the business plan. Monitor and report progress and performance, provide feedback and take appropriate corrective action. Ensure that personal targets and deadlines are met.
10. Provide day to day leadership, management, supervision and co-ordination of the work of the Committee Section, ensuring adherence to and advice on the Authority's Constitution, policies, practices and relevant legislation.
11. Ensure the preparation of agendas and reports for, attending meetings of, and produce minutes of meetings of the Service's Review Panels, Committees, Working Parties, and Local Forums etc. as required, ensuring publication to meet the transparency agenda.
12. Manage a high performing executive support service for senior staff. Supporting workloads including research, diary management, assisting with tasks and acting as gatekeeper, whilst maintaining high standards of communications and confidentiality at all times.
13. Lead the development of business improvement capabilities in the organisation, including providing and coordinating training and proactively monitor service -wide operations and compliance with service improvement systems and to take action to resolve issues arising, through challenge and escalation as appropriate.
14. 1.4 Responsible for scoping the programme needs and putting in a plan to understand the processes and systems that need to change Identifying the areas within the programme where problems currently exist and then working with stakeholders that need to be involved to improve the process.
15. To oversee the management of all organisational data and performance to enable scrutiny of organisational performance and identifying opportunities to improve data integrity and data collection and processing methodologies,
16. To ensure the delivery of the annual plan, annual report, annual Statement of Assurance and the operational peer review process.

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 Senior Leadership 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

| | Essential | Source of evidence | Desirable | Source of evidence |
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| Skills and aptitudes | Excellent communication skills Ability to command professional and personal respect from senior colleagues and ability to successfully manage change. | AF I I | Managing communications function | AF I |

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| | <p>Able to maintain effective working relationships with a wide range of people</p> <p>Able to manage stakeholders, including Senior Managers and Members of RBFA of their responsibilities in a professional way, demonstrating political understanding.</p> <p>Able to persuade, enthuse and convince a wide range of colleagues of their duties towards project management.</p> <p>High level of logical reasoning powers including high level negotiating skills</p> <p>Able to draft clear and concise policy documents, plans and other reports</p> <p>Able to manage staff and budgets effectively</p> <p>Successful track record of managing a demanding personal workload, effectively balancing strategic and operational responsibilities</p> | <p>AF I</p> <p>AF I</p> <p>I</p> <p>AF I</p> <p>AF I</p> <p>AF I</p> | | |
| Knowledge | <p>Knowledge of formal project management methodologies and techniques and their application in an organisational change context.</p> <p>Knowledge of change management in a public sector context</p> <p>Knowledge of managing a complex multi-disciplinary team</p> | <p>AF I</p> <p>I</p> <p>AFI</p> | Knowledge of managing Democratic Services | AF |

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| Experience | <p>Experience of corporate planning, processes and tools</p> <p>A proven track record of successful PMO or programme leadership in an organisation of comparable scope and complexity with a developed understanding of the issues facing the public sector</p> <p>Experience of leading and matrix managing a wide range of stakeholders from different professional services.</p> | AF I | <p>Experience of managing under matrix management systems and budgets</p> <p>Experience of IRMP delivery and performance and risk management and reporting</p> | <p>AF I</p> <p>AF I</p> |
| Qualifications | <p>Evidence of continuing professional and personal development</p> <p>Prince 2 or MSP practitioner or equivalent qualification/experience</p> | AF I AF DC | Post-graduate level qualification in a related subject | AF DC |
| Other requirements | <p>The ability to travel as and when required</p> <p>Able to work outside normal office hours as required by the role in particular support of Fire Authority</p> | AF I AF I | | |

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| AF | application form | I | interview | WT | written test |
| PT | practical or physical test | M | medical declaration/examination | | |
| R | reference | DC | document check | X | other |