

## ASSISTANT CHIEF FIRE OFFICER, DIRECTOR OF COLLABORATION,

### CHANGE AND FINANCE

<b>Job Title:</b>	Assistant Chief Fire Officer – Director of Collaboration, Change and Finance		
<b>Post Reference</b>	IPDSSb	<b>Permanent/ Temporary</b>	Permanent
<b>Grade/Role:</b>	Principal Officer / Director		
<b>Hours:</b>	37 Hours per week with requirement to work extra hours commensurate with post. Provide operational cover on the agreed rota in conjunction with other Officers.		
<b>Reports to:</b>	Chief Fire Officer/ Chief Executive		
<b>Directorate/ department:</b>	Collaboration, Change and Finance		
<b>Location:</b>	Headquarters		
<b>Profile prepared by:</b>	Senior HR Adviser		
<b>Approved by:</b>	Trevor Ferguson		
<b>Profile Effective from:</b>	May 2019	<b>Last reviewed:</b>	April 2019
<b>Postholder name</b>		<b>Signature</b>	

#### **Main Purpose of the Job:**

The purpose of this role is to ensure that effective strategies and policies are in place across the service to drive and support Prevention, Protection and Response activity and to ensure effective use of resources through the identification and implementation of collaboration initiatives to deliver the organisation's objectives.

The role is responsible for ensuring the effective operation of collaborative arrangements, such as Thames Valley Fire Control Service, through leading and proactively engaging in the Thames Valley Emergency Service collaboration programme.

The post is responsible for supporting the implementation of change programmes across the service.

The role is responsible for the management and delivery of Capital Projects overseeing the budget, delivery and management of the Fire Authority's property portfolio including

key elements of the Fire Authority's current Strategic Asset Investment Framework.

The role ensures that effective safeguarding arrangements are in place that are fully connected to key partner agencies and particularly social care partners across the six unitary authorities of Royal Berkshire.

The role is accountable for ensuring that effective financial strategies are in place across the service, to drive a culture of high performance and compliance, which is focused on delivering the organisation's objectives.

The role ensures that effective plans, policies and procedures are in place to meet all legislative aspects of Health and Safety and these are embedded into practices and systems of work throughout the organisation.

**Organisational Structure** See attached

### **Dimensions**

Directly accountable for:

- Revenue budget of c.£5.9
- Capital budget of c.£8m
- Trading account
- Staffing c.30

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

- Area Manager Collaboration and Policy
- Head of Finance and Procurement
- Head of Property Capital Projects and Estates
- Health and Safety Manager

**Context**

The role of Assistant Chief Fire Officer, Director of Collaboration, Change and Finance operates within an increasingly multi agency context, directly supporting the CFO 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;
- National Fire Chiefs Council;  Representatives bodies; and
- Chief Fire and Rescue Adviser.

As Director of Collaboration, Change and Finance, the post holder has primary responsibility for ensuring:

- The effective design and implementation of policy across the service to drive and support the delivery of Prevention, Protection and Response; the core business of RBFRS
- The effective identification and implementation of opportunities for collaboration with partners to maximise specialist expertise, improve consistency, realise savings and

ensure the safety and safeguarding of the public

- The effective delivery of new and ongoing collaborations (such as the operation of the Thames Valley Fire Control Service).

The post holder is accountable to the CFO within the general direction set by the Fire Authority. As a Director of the service, work is primarily generated on the post holder's own initiative in response to member decisions and direction from the CFO. The post holder has freedom to act within the boundaries of legal requirements, Fire Authority Standing orders and Royal Berkshire Fire and Rescue Service (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 Senior Leadership Team (SLT), work collaboratively with SLT colleagues to lead Royal Berkshire Fire and Rescue Service; determine strategy and policy to meet the strategic objectives of the Fire Authority.

Lead, manage and develop a highly effective Directorate management team that works collaboratively to deliver its objectives.

Create a climate within the Directorate that encourages innovation, and optimise the use of technology to streamline systems, enhance collaboration, change and finance and reduce costs.

**2. Strategy**

Assist the CFO 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.

Act as the lead liaison officer with the Home Office and Central Government, exercising political engagement skills and influencing policy direction at national level.

Actively participate in the corporate strategic planning process and work collaboratively with SLT 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. Collaboration**

Lead on collaboration and policy direction across the Thames Valley, taking responsibility for specific areas as agreed with partners.

Act as the lead officer for RBFRS on the development of Collaborative Services options, in order to maximise efficiency, ensure best use of resources and best value.

Act as the Thames Valley policy lead, leading on relevant projects and work streams within the Thames Valley Collaboration Programme.

Identify and implement opportunities for collaboration across the Thames Valley. Lead and ensure the effective operation of collaborative services following implementation. Set and monitor strategic objectives and service standards, and ensure a skilled and motivated workforce that is focused on delivering these.

Lead and ensure the effective operation of the Thames Valley Fire Control Service. Set and monitor strategic objectives and service standards, and ensure a skilled and motivated workforce that is focused on delivering these.

Lead and ensure the effective operation of any new collaborative working arrangements implemented. Set and monitor strategic objectives and service standards, and ensure a skilled and motivated workforce that is focused on delivering these.

Create a climate within the Collaboration, Change and Finance Directorate that encourages innovation, and optimises the use of technology to streamline systems, enhance delivery and reduce costs.

#### **4. Operational Policy**

Develop and oversee a modern framework of operational strategies, policies and practices that drive and support efficient and effective delivery, encompassing the statutory functions of Prevention, Protection and Response. Continuously update the framework in line with emerging best practice and advances in technology, and ensure its implementation and integration into mainstream management and operational practice. Set and monitor strategic objectives and service standards and ensure a skilled and highly motivated workforce that is focused on delivering these.

Oversee and authorise the effective pursuance of legal proceedings and ensure that appropriate action is taken to enforce compliance with statutory duties and Fire Safety regulations.

Ensure Safeguarding policy's and systems of work are effective, audited through a multiagency environment and are being complied with and keep pace with the expectations of partner organisations operating across Royal Berkshire.

#### **5. Finance and Procurement**

Ensure that appropriate and robust financial management and reporting systems are in place, allowing the Fire Authority to effectively scrutinise financial performance. Ensure that a balanced budget is delivered each year and proactive long-term planning is in place to achieve reductions in government grant. Oversee the performance of the Chief Finance Officer and related teams.

Oversee the procurement activity, ensuring that systems are in place to properly secure and manage all contracts and spend across RBFRS, that local policies reflect legal guidance and good practice and that information is shared to fulfil the transparency agenda and reduce the amount of time dealing with supplier information requests.

## **6. Health and Safety**

Take organisational responsibility for Health, Safety and Welfare, managing the competent person for the provision of health and safety advice.

Oversee the development of health and safety policy; assign responsibility for planning, measuring, reviewing and auditing the H&S management system, and ensure that H&S performance is regularly reviewed

Chair the joint Health, Safety and Welfare Committee and act as the H&S champion at all appropriate meetings, including SLT and relevant Fire Authority groups, to promote Health and Safety and ensure that it has a high profile in the organisation.

## **7. Capital Projects**

Manage the Capital Projects team overseeing the budget, delivery and management of the Fire Authority's property portfolio including key elements of the Fire Authority's current Strategic Asset Management Plan and Capital Programme.

Responsible for the development of the Strategic Assets Management Plan and Integrated Property Asset Management Plan which complements RBFRS Strategic Aims and contributes to its Corporate Business Planning process, ensuring alignment to the IRMP

Manage the scoping, planning, procurement and delivery of various capital projects ensuring that all objectives, targets, contractual responsibilities and obligations are met. Oversee the management of capital projects outlined within the Capital Investment Programme, ensuring they are clearly planned, have sufficient resources and have considered potential risks in consultation with corporate management team.

Oversee the evaluation and modification of project specifications in consultation with relevant stakeholders to ensure they can be delivered within financial constraints and achieve the required outcomes.

Act as the senior adviser to elected Members and the Corporate Management Team on all strategic property matters.

Oversee all property issues including valuations, disposals, rating, rent reviews, telecoms rentals etc

Oversee the capital refurbishment projects and proactive property maintenance programmes.

## **8. 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.

Ensure that robust audit processes are in place, to provide a high level of assurance, to both the CFO and the Fire Authority in relation to compliance and delivery.

## **9. Managing operations**

Take personal responsibility as required for the handling of major operational incidents, as part of the Incident Command System of RBFRS, and undertake necessary roles in multi agency operations, including Gold Command.

Provide operational cover in accordance with the agreed Principal Officer Rota.

## **10. Managing projects/ change**

Initiate, lead and contribute to specific projects and work streams, and guide the organisation through business transformation.

## **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. Performance**

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

## **13. 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.

## **14. 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.

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

Represent the CFO and RBFRS and 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 behaviour 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><i>On recruitment</i></p> <p>Proven leadership skills.</p> <p>Proven ability to work effectively under pressure to meet tight deadlines, including in the operational context.</p> <p>Clear evidence of decision making ability at senior level.</p> <p>High, strategic level of reasoning powers.</p> <p>Investigative and judicial skills to a high standard.</p> <p>Ability to exercise a balance of fair judgement.</p> <p>Ability to analyse complex data (written and numerical) and reports.</p> <p>Ability to deal successfully and innovatively with complex issues in problem solving situations.</p> <p>Ability to clearly and concisely present complex issues at strategic level.</p> <p>Ability to clearly brief and debrief complex activity.</p> <p>Constructive contributor to Service and corporate debate</p> <p>Ability to lead meetings to enable clear action.</p> <p>Authoritative but approachable manner</p> <p>Good interpersonal and social interaction skills.</p> <p>Total commitment and resolution to responsibilities</p> <p>Highly motivated and effective motivator with a positive proactive approach</p> <p>Flexible in approach to delivery of responsibilities.</p> <p>Ability to effectively negotiate with people both internally and externally to the service. Able to communicate and</p>	<p>A / AP</p> <p>AP</p> <p>A/AP</p> <p>A /AP</p> <p>A / AP</p> <p>A / AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>A/AP</p> <p>AP</p> <p>A/AP</p> <p>AP</p> <p>A/AP</p> <p>A/AP</p> <p>A/AP</p> <p>AP</p>		

	<p>interact effectively, orally and in writing, with people from a wide variety of backgrounds</p> <p>Good organisational ability, including prioritising workloads</p> <p>Good analytical skills and the ability to develop ideas</p> <p>The ability to sensitively and effectively manage situations, including within the political arena, with tact and diplomacy.</p> <p>Positive interaction and communication in managing the media environment.</p> <p>Ability to confidently deal with people in all circumstances.</p>	<p>A/AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>AP</p> <p>A/AP</p>		
<p><b>Knowledge</b></p>	<p><i>On recruitment</i></p> <p>Demonstrable awareness of relevant managerial issues pertaining to the functions of the role.</p> <p>Knowledge and understanding of operational command.</p> <p>Knowledge &amp; understanding of the corporate requirements of a business service, including legal, budgets, environmental and health &amp; safety responsibilities.</p> <p><i>At experienced level / after training</i></p> <p>Knowledge and understanding of committee and elected member processes.</p>	<p>AP</p> <p>AP</p> <p>AP</p>	<p>Knowledge and understanding of committee and elected member processes.</p>	<p>AP</p>

<b>Experience</b>	<i>On recruitment</i>	A/AP	Regular attendance at political events and/or activity within the political arena.	AP
	Competent Tactical level incident commander with significant experience of Incident Command at Level 3.	A	Achievement of results through partnership working, internally and externally	A/AP
	Proven experience of project management	A/AP	Strategic level incident command experience at level 4 including multi Agency Gold Command. (simulation acceptable)	

	Proven successful senior management experience.			
	A proven track record of successful partnership and collaborative working	AP		
	Proven experience of successfully implementing programmes of change	A/AP		
	Demonstration of personal development. (by qualification or experience)	A/AP		
	Proven ability to develop successful teams.	A/AP		
	<i>At experienced level / after training</i>			
	Extensive involvement with elected Members of the RBFA and other political groups as appropriate.			
	Achievement of results through partnership working, internally and externally.			

<b>Qualifications</b>	<p><i>On recruitment</i></p> <p>Able to meet RBFRS medical standards</p> <p>Degree or higher qualification, indicating intellectual capacity for analysis, data presentation and reporting or equivalent qualification</p> <p>Successful level 4 operational command assessment, or equivalent.</p> <p>Management qualification</p> <p><i>At experienced level / after training</i></p> <p>Successful completion of Multi-agency Joint Incident Command course, or equivalent</p>	<p>M</p> <p>A / DC</p> <p>A / DC</p> <p>A / DC</p>	<p>Membership of a relevant professional organisation. (e.g. CFOA / IFE / CMI / IoD / CIPD, etc)</p> <p>Relevant senior management qualifications. (eg MBA/MPA/MA Mgt/NVQ5)</p> <p>Successful completion of Brigade Command Course, Executive Leadership Programme, or similar</p> <p>Successful completion of Multi-agency Joint Incident Command course, or equivalent Prince 2 or MSP or equivalent</p>	<p>A / DC</p> <p>A / DC</p> <p>A / DC</p> <p>A / DC</p> <p>DC</p>
<b>Other requirements</b>	<p><i>On recruitment</i></p> <p>Behaviour, presence and bearing commensurate with post.</p> <p>Positive role model.</p> <p>Displays ethical standards commensurate with a senior public sector role Able to provide stand by</p>	<p>AP</p> <p>AP</p> <p>AP</p>		
	<p>cover for level 4 incidents from a suitable location normally within 1 hour of HQ Able to travel to meetings/locations locally, regionally and nationally to meet requirements of role. Daily access to use of a car.</p> <p>With other uniformed Principal Officers, provide operational cover in accordance with the agreed Principal Officer rota.</p> <p><i>At experienced level / after training</i></p> <p>Willingness to undertake external activities in the wider FRS interest (subject to approval of Chairman and Fire Authority as appropriate)</p>	<p>A /AP</p> <p>A/AP</p> <p>A/AP</p>		

A - application

M - medical declaration/examination

DC -document check

AP - For this role all elements of the personal specification will be assessed through an Assessment Process which will include a range of activities including but not limited to interviews, psychometric testing and a practical activity.