

## DEPUTY CHIEF FIRE OFFICER – DIRECTOR OF SERVICE DELIVERY

<b>Job Title:</b>	Deputy Chief Fire Officer – Director of Service Delivery		
<b>Post Reference</b>	IPDSDa	<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. Operational duties in conjunction with other Principal Officers.		
<b>Reports to:</b>	Chief Fire Officer/Chief Executive		
<b>Directorate/ department:</b>	Service Delivery		
<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>	Steve Foye	<b>Signature</b>	
<b>Main Purpose of the Job:</b>			
<p>, The main pupose of this role is to drive a culture of high performance and compliance, which is focused on delivering the organisation’s objectives and to ensure the effective delivery of operational emergency response, prevention and protection services to the people of Royal Berkshire, underpinned by effective and efficient management of the services facilities and assets and its ability to maintain its business continuity.</p> <p>The role will ensure Service Delivery develop IRMP options and proposals for consideration by the Fire Authority and will ensure the IRMP programme of work is effectively supported and delivered.</p> <p>The role includes taking the lead on internal employee relations, involving consultations and negotiations with Trade Unions and representative bodies.</p>			

**Organisational Structure**

See attached.

**Dimensions**

Directly accountable for:

- Revenue budget of c.£18.5m
- Staffing c.430

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

- Area Manager Service Delivery
- Head of Facilities and Assets

**Context**

The role of Deputy Chief Fire Officer, Director of Service Delivery, 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; and
- Chief Fire and Rescue Adviser.

As Director of Service Delivery, the post holder has organisation wide responsibility for a range of cross cutting and corporate functions that enable effective and efficient delivery of service and for ensuring effective delivery of operational emergency response, prevention and protection services to the people of Royal Berkshire.

They are also responsible for ensuring the arrangements for facilities and assets (buildings, vehicles, equipment and stores) are meeting the needs of the shole service and underpinning the service delivery to the public.

The post holder is accountable to the CFO/CEX within the general direction set by the Fire Authority. As the second most senior officer in the Service, 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 Royal Berkshire Fire and Rescue Service (RBFRS) policy.

**Main Duties and Responsibilities:****1. Leadership**

Act as formal Deputy in the absence of the CFO to fulfil that role. 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 (CMT), work collaboratively with CMT colleagues to lead RBFRS determining strategy and policy to meet the strategic objectives of the Fire Authority.

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

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

**2. Strategy and Performance**

Lead development and implementation of delivery plans for Service Delivery, including development of future provision through Integrated Risk Management Plans (IRMP's) and ensuring the IRMP programme of work is effectively supported and delivered.

Assist the CFO and wider Service 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.

Drive Service Delivery commitment to 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.

Ensure Service Delivery proactively manage and drive performance improvement, reporting progress to the Strategic Performance Board, CMT and the Fire Authority to ensure that managers and Members are aware of how the organisation is performing.

Support development and monitoring of performance indicators that demonstrate the impact and effectiveness of corporate strategy and Service delivery's contribution to this.

**3. Service Delivery**

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.

Lead and ensure the effective delivery of Service Delivery; set and monitor strategic objectives and service standards, and ensure a skilled and highly motivated workforce that is focused on delivering these.

Lead and ensure the effective delivery of emergency response services for Royal Berkshire; set and monitor strategic objectives and service standards and ensure a skilled and highly motivated workforce that is focused on delivering these.

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

Actively champion the issues of Equality, Diversity and Inclusion so that every citizen experiences a positive and good experience from us and that every person in our organisation is valued and included.

Ensure a Business Continuity strategy, framework and regime for testing are in place and applied.

#### **4. Policy / Adviser to FA and RBFRS**

Act as RBFRS's principal policy adviser on corporate strategy and performance; set and monitor standards across the organisation to ensure consistency of implementation. Advise the Fire Authority on community risk and corporate risk.

#### **5. 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, ensure that standards of governance are maintained.

#### **6. 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.

#### **7. Managing resources**

Lead the on-going development and management of service facilities and assets to achieve the best design and delivery of all external supplies, contracts and services on a value for money basis and in line with agreed SLA's.

Overseeing that effective arrangements are in place for replacement, renewal and maintenance across vehicles, equipment, stores, and property assets so that we maintain regulation compliance, deliver on-going improvements and create future efficiencies.

Ensure our buildings, vehicles and equipment are designed and operate to best meet the needs of the all users and are professionally delivered with customer needs at the heart of the service design.

Provide strategic leadership for the continual improvement in reducing its environmental impacts through effective energy usage, waste management and other environmental initiatives.

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.

### **8. 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.

### **9. Building Relationships**

Consult community representatives to inform strategic planning, and 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. Work jointly with the Chief Fire Officer to develop effective formal consultation machinery; lead consultations/ negotiations as appropriate; and build effective working relationships, based on the principles of partnership, with Trade Unions and staff representatives, to develop and foster a positive and productive 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.

### **10. 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 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><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 pro-active 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.</p> <p>Able to communicate and</p>	<p>A I PT</p> <p>A PT</p> <p>A I WT</p> <p>A I WT</p> <p>A I</p> <p>A I WT</p> <p>A WT</p> <p>A WT</p> <p>A PT</p> <p>I PT</p> <p>A I</p> <p>A</p> <p>I</p> <p>A I PT</p> <p>A I</p> <p>A I</p> <p>A I WT</p> <p>A I PT</p>	<p>** Where practical and written tests are indicated these would be part of a competence based selection process, as appropriate.</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 I PT</p> <p>A WT</p> <p>A I</p> <p>A I WT</p> <p>A PT WT</p> <p>A I</p>		
<b>Knowledge</b>	<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, including multi-agency, at strategic level.</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>I WT</p> <p>I PT</p> <p>I WT</p>	<p>Knowledge and understanding of committee and elected member processes.</p>	<p>I</p>
<b>Experience</b>	<p><i>On recruitment</i></p> <p>Experience of Command of emergency situations at tactical &amp; strategic levels. (Simulation may be considered).</p> <p>Successful experience of planning and implementing a high performance culture delivery efficient and effective services.</p> <p>Proven experience of project</p>	<p>A I PT</p> <p>A I PT</p> <p>A I R</p>	<p>Regular attendance at political events and/or activity within the political arena.</p> <p>Achievement of results through partnership working, internally and externally</p>	<p>AF I</p> <p>AF I</p>



	<p>management</p> <p>Proven experience of financial management</p> <p>Command at Gold level in the Strategic co-ordinating group and multi-agency environments.</p> <p>Proven successful senior management experience.</p> <p>Demonstration of personal development. (by qualification or experience)</p> <p>Proven ability to develop successful teams.</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 I R</p> <p>A I R</p> <p>A I R</p> <p>A I R</p> <p>A I R</p>		
<b>Qualifications</b>	<p><i>On recruitment</i></p> <p>Able to meet RBFRS medical standards</p> <p>Successful level 4 operational command assessment, or equivalent.</p> <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><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>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. (e.g. MBA/MSc)</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</p> <p>Prince 2 or MSP or equivalent</p>	<p>A DC</p> <p>A DC</p> <p>A DC</p> <p>A 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>I</p> <p>I</p>		

	<p>Displays ethical standards commensurate with a senior public sector role</p> <p>Able to meet Brigade Manager response standards to Berkshire.</p> <p>Able to travel to meetings/locations locally, regionally and nationally to meet requirements of role.</p> <p>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>I</p> <p>A X</p> <p>A I X</p> <p>A X</p> <p>F I</p> <p>I</p>		
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A	application form	I	interview	WT	written test
PT	practical or physical test	M	medical declaration/examination		
R	reference	DC	document check	X	other