Job Title: Director of Operations and Chief Fire Officer

Directorate: Communities and Public Protection

Reports to: Executive Director

Direct Reports: Assistant Chief Fire Officer

Job Context

West Sussex County Council is changing, this role will be key to leading and supporting this change. Increasing demographic pressures, continuing challenges to provide residents and communities with greater levels of choice and control over services, and the tighter financial constraints placed on the authority mean that the Council needs to change the way it delivers its services to our communities. The Council has a strong and bold plan to ensure West Sussex maximises the opportunities for our residents through a compelling vision for our place over a 5-20 year horizon.

The Director of Operations, as Chief Fire Officer, will be responsible for determining the vision and strategic direction of the West Sussex Fire and Rescue Service by leading and developing a highly effective and trusted service during a period, when there is a landscape of transformation and change. A key priority for the incumbent will be leading on Fire Service Integration and Collaboration with partners and the Police and Crime Commissioner. Additionally the postholder will ensure that a programme of transformation and collaboration is identified and taken forward, regardless of the outcome of the potential integration with the PCC. The incumbent will have accountability for delivering against the Integrated Risk Management Plan.

Working closely with the Director of Public Protection (DCFO) and Assistant Chief Fire Officer (ACFO), the Director of Operations (CFO) will ensure the statutory requirements are met and that long term service planning or transformational programmes outcomes and day to day service delivery are joined up; ensuring that there is a clear and consistent focus across the Council and its partners on delivering an inclusive and outstanding customer experience to all of the citizens and communities of West Sussex. This role will ensure that the challenges faced by our rural, coastal and urban communities are supported in a strategic way focussed on the challenges, needs and opportunities specific to each place which makes up the rich opportunity of West Sussex.

As a member of West Sussex Fire & Rescue Service’s Senior Leadership Team, the Director of Operations, as Chief Fire Officer, will make a significant contribution to the management accountability of all aspects of the Service including; the resource management, delivery, performance and customer focus, in particular, focusing on the priorities of the County Council. As a Leadership team to ensure the Service is fit for purpose, provides value for money, and meets organisational and national objectives both now and in the future. This
will include developing targets, standards and policy, delivery of projects and initiatives and close partnership working.

Working with our elected Members and the Executive Leadership Team this role will ensure better programmes and initiatives supporting outcomes for individuals and communities across our core strategic priorities of ‘giving children the best start in life’, ‘a strong & diverse economy’ and ‘independent for longer in later life’ are communicated with our residents and stakeholders.

This role requires the postholder to undertake operational duties and be available on call as agreed. Consequently the postholder will need to live within the County or bordering the County in order to respond to operational incidents in a timely fashion.

**Job Purpose**

The purpose of the Director of Operations and Chief Fire Officer is to be responsible for ensuring that West Sussex Fire & Rescue Service fully discharges its statutory obligations and duties (under the Fire and Rescue Services Act 2004 and other Statutory Instruments, Guidelines and Regulations) having regard to the Fire and Rescue National Framework and the needs of West Sussex people and communities. There will be a strong focus on performance, driving efficiencies and transforming the service delivery operations to provide best value for money for residents. Looking for improvements in customer experience through integration with other public, private and voluntary sector organisations and across a range of professional disciplines will also be important. The Chief Fire Officer has a crucial leadership role in strategic change programmes in the service and is responsible for the Council’s emergency management function.

As a member of the Chief Executive’s Leadership Team, the role holder will contribute to the development and operation of the County Council’s strategic direction.

**Key Accountabilities**

- Be responsible for ensuring the service delivery of fire and rescue functions ensuring that intended outcomes and agreed service levels are being achieved through effective management against key performance indicators, with a particular focus on resilience and fire-fighter safety.

- Be responsible for significant delegated financial budgets and resources ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.

- Develop business plans to implement the agreed business strategies for the Council and its partners which are focused on delivering the political objectives and priorities of West Sussex and which mitigate all identified risks.
• Be accountable for delivering against the IRMP (Integrated Risk Management Plan.)

• Provide strong, visible and collective leadership across the Council and its partners which builds a culture of high performance, inspires people and supports the delivery of the Council’s strategic objectives.

• Ensure that there is a clear and consistent focus across the Council and its partners on delivering an inclusive and outstanding customer experience to all of the citizens and communities of West Sussex.

• Provide guidance and support to Cabinet and members in translating their political objectives and priorities into coherent initiatives that will deliver their intended outcomes for West Sussex.

• Ensure that authoritative professional leadership is provided across a broad range of disciplines which sets a clear professional direction across the Council based on national best practice.

• Lead and drive a culture of continual improvement for the Council ensuring that business processes are effective and efficient and enable the highest possible levels of service quality to be provided.

• Lead strategic programmes and projects for the Council ensuring that they are managed and controlled in an effective manner in order to achieve their intended benefits and goals. One of the primary roles for the CFO over the coming months will be leading on the Fire Service Integration and Collaboration with partners and the Police and Crime Commissioner project from a WSFRS and WSCC perspective.

• As a ‘Gold Incident Command’ officer you will be required to provide emergency incident management services for the County, and in other fire services when requested. This will be on a rotational basis with the other ‘Gold Incident Command’ officers.

• Recall to duty will be used when officers are committed to incidents and no other on duty resources is available.

**Key Capabilities**

• Focuses on the community – systematically embeds a customer focussed culture
  – Ensures that the workforce/partners keep customers needs at the forefront of what they do e.g. through the use of performance management processes, modelling etc.
  – Acts as a role model for engaging and empowering the customer/community

• Manages performance for outcomes – creates a culture of accountability
  – Constructively and appropriately challenges peers, partners, members and more senior leaders to deliver agreed results and/or model the agreed values and behaviours
- Does this consistently to create a culture of accountability and delivery

- Drives continual improvement – challenges performance levels
  - Challenges the status quo and existing performance levels
  - Sets challenging goals that focus on step change improvements
  - Maintains focus over the long term and delivers even in the face of significant challenges

- Works collaboratively – pro-actively builds partnerships and relationships internally and externally
  - Takes the time to get to know others and their perspective formally and informally
  - Manages relationships and partnerships for the long term – sharing information, building trust, constructively and openly tackling conflict and finding win/win solutions
  - Helps others to understand the common ground

- Leads and engages – positions themselves as a leader
  - Clearly positions themselves as a leader, establishing expected ways of behaving and working and ensuring that these are maintained
  - Builds leadership credibility by modelling the behaviour expected of others

- Is confident and courageous – is comfortable with challenge and conflict
  - Remains confident even under challenge
  - Calmly tackling issues head on inspiring confidence they can be resolved/objectives delivered

**Dimensions**

Contributory impact across West Sussex County Council budget circa £400m

**Professional Obligations**

- Participate in the Council’s Appraisal Scheme and ensure appraisal and development of any staff for which s/he is responsible.

**Knowledge, Experience and Qualifications**

- Significant knowledge of public sector services, the macro social and economic context within which local authorities work and the implications of this for delivery of County Council’s aims.

- Proven transformational and visionary leader with proven ability to lead a strategic team at a similar level through customer services and leadership capability
• Significant track record in executing team and individual performance effectively
• Have excellent interpersonal, motivational and influencing skills
• Significant understanding of service delivery models, concepts and principles gained through extensive business exposure in a diverse range of organisations or services.
• Detailed knowledge and significant experience of operating in senior strategic leadership roles, gained within a Fire and Rescue environment.
• Recent experience of successfully leading the delivery of strategic objectives and transformation in a large complex organisation.
• Significant experience of having worked at a senior level in a political environment.
• Experience of/qualified to take strategic (Gold) command during a major incident/civil emergency.
• Educated to degree level or equivalent by experience.
• Evidence of continuing professional development in leadership and business management.

**Personal Qualities**
• A visionary and transformational leader with a full understanding of relationships and culture of organisations that impact on the service and its delivery in a multi-agency environment
• Trustworthy and independent professional
• Able to demonstrate corporate skills in strategic leadership within an organisation
• A skilled and trusted communicator at all times particularly in a crisis
• Up to date and can demonstrate continuing professional development through appraisal
• Highly visible to ensure in-depth knowledge of local communities and better working between the public and local organisations
• Able to show intellectual rigour and personal credibility to collaborative working
• Demonstrably accomplished in improving the safety, security and resilience of West Sussex Communities
• Able to lead across a multi-agency environment including local authorities, emergency organisation, the private sector and the third sector

Leadership Framework

Our leadership framework follows the principles of a competency framework and all of our leaders are expected to demonstrate these through their application process.

The Council operates in a volatile, uncertain, complex, ambiguous and digital environment. Managers and Leaders have a significant role to play in achieving our priorities and they are expected to do this by;

• managing effectively
• being collaborative,
• having crucial conversations,
• building high performing teams
• Maintaining resilience to drive improvements.

Corporate Values

Our values are the base of every job role within West Sussex – our values are fundamental in everything we do as a Local Authority. We are proud of our values because they were developed with employees during our “Great Place to Work” employee engagement events. They demonstrate how we work and interact with each other, our customers and our partners on a daily basis. These values are central to us successfully achieving our vision and priorities.

You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:

Customer centered - where we put the customer central to everything we do to drive continuous improvement.

Listen and act upon - we listen to our colleagues, customers and partners and act upon what they say, involving them in decision making.

Honest and realistic - we are honest and realistic about what we can achieve and give the rationale behind decisions.

Trust and support - we trust and support each other (colleagues, partners and customers) to achieve our goals and work collaboratively.
Genuinely valued - where, as staff, we feel our contribution is valued, our achievements are recognised and we provide a service which is of value to our customers.

Date: May 2017
Written by: Executive Director Communities and Public Protection