

**Job Title:** Director of Fire Operations (including Assistant Chief Fire Officer)

**Directorate:** Communities and Public Protection

**Reports to:** Executive Director, Communities and Public Protection

**Direct Reports:** Fire Operations team

### **Job Context**

The context for West Sussex County Council is changing. 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 operates. The new ways of working will be based on a clear split of commissioning and delivery activity to enable a clear focus on the outcomes and a broader and more objective approach to where services are provided from.

As a member of West Sussex Communities and Public Protection Executive Directorate Senior Leadership Team; the Director of Fire Operations will be accountable for both their contribution to the achievement of relevant shared Council and Executive Directorate outcomes and also Fire Operations Directorate objectives. The Director will work particularly closely with the Director of Public Protection, to 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.

### **Job Purpose**

The Director of Fire Operations will focus on the leadership of all operational aspects of the Fire & Rescue Service through the management of teams currently including; IT, fleet management, finance, procurement, equipment as well as providing leadership and management to; the three Operational Groups which provide 24 hour Fire and Rescue cover across the whole of the County. The Director will also sit on the Executive Governance Board of the Sussex Control Centre. The Director will be accountable for the day to day discharging of the Fire and Rescue Service's statutory obligations.

The Director of Fire Operations will have a strong focus on day to day performance; being able to identify and drive efficiencies and service improvement better ways of working, greater customer focus whilst also supporting the transformation of the services we provide, to ensure the best value for money for residents. The Director of Fire Operations will be expected to work collaboratively, building partnerships and relationships

both internally within the Executive Directorate and WSCC, as well as externally. It is expected that service delivery across the directorate will integrate with the wider organisational and executive directorate priorities to work jointly on collective outcomes.

As a member of the WSCC Corporate Management Group, the postholder will develop plans to implement the agreed business strategies for the Council.

The purpose of this role will be to:

- Strategically lead the operation of a number of groups and functional services, which will be diverse in nature or of a very significant scale.
- Determine/develop the approach and future shape of the operational service, providing strategic direction and management to deliver and improve Service performance in terms of managing risk, developing improved ways of working, customer service, efficiencies and performance management.
- As a member of the Executive Senior Leadership Team, to provide joint leadership in focusing priorities across the Executive Directorate to meet collective outcomes.
- Ensure the operational 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 delivery of projects and initiatives and close partnership working.
- Lead on the procurement and service assurance of contracts in relation to vehicle, equipment, IT and uniform procurement to ensure best value for money and quality and delivery in line with contract.
- Share responsibility with the Senior Leadership Team for ensuring that WSFRS 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.
- As required, to perform "Gold" leadership to operational fire incidents within the County and neighbouring counties by agreement.
- Take a leadership role on relevant regional and national groups such as; National Road Safety and "blue light" forums and represent West Sussex County Council at event, as required. Also leads on the multi-agency 'blue-light' transformational programme and represents the County Council on its Strategic Programme Board.
- Lead specific strategic programs and projects, as delegated, and ensure they are translated into outcomes, which improve performance and meet the Council's strategic objectives.

This role requires the postholder to undertake operational fire duties and be available on call as agreed and return to work in the event of an extraordinary operational incident. 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.

### **Key Accountabilities**

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.

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.

Lead the planning and design for a defined range of services to support the commissioning and delivery of the best possible outcomes for the citizens and communities of West Sussex.

Contribute to the development of key relationships for the Council with a defined range of external organisations to enable the development and delivery of effective outcomes through collaborative, joined-up working.

Ensure that intended outcomes for the citizens and communities of West Sussex are achieved through rigorous management against strategic performance indicators.

Lead the management of significant contracts for the Council to ensure service provider compliance with contractual requirements and targets so that the highest possible levels of service quality are provided.

Identify opportunities for the continual improvement of operations for the Council, manage changes to business processes to deliver the highest possible levels of service quality and review the impact of changes.

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.

## Key Capabilities

Capabilities	Level
<b>Community Engagement</b>	
Focus on the Community	3
<b>Entrepreneurial Drive</b>	
Manages performance for outcomes	3
Drives continual improvement	4
<b>Innovative Strategic Thinking</b>	
Scans the environment	3
Supports continual learning and innovation	3
<b>Courage and Resilience</b>	
Is confident and courageous	3
<b>Building alignment</b>	
Lead and Engage	4
Influences	3
<b>Working across boundaries</b>	
Works collaboratively	3
Political astuteness (understands the context)	3

## Dimensions

Area of impact - £4.5 - £45m

## Knowledge, Experience & Qualifications

- Broad 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.
- Broad understanding of service delivery models, concepts and principles gained through extensive business exposure in a diverse range of organisations or services.
- Detailed knowledge and experience of at least one of the specific areas under direct remit.
- Significant experience of operating in leadership roles.
- Recent experience of successfully leading the delivery of strategic objectives and business plans and managing budgets effectively to meet the delivery of intended outcomes in a manner which demonstrates value for money.
- Experience of having worked at a senior level in a political environment.
- Experience of successfully taking 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.

## **Examples**

1. To plan for service resilience in the event of, for example, marauding terrorists at Gatwick Airport, with the objective of being able to work effectively and efficiently in a highly demanding situation with key operational partners (i.e. military and police).
2. To build a sustainable and talented workforce to meet the changing needs of a Fire and Rescue Service. In particular, to be able to develop and share a compelling vision of a current operational Fire and Rescue Service set in the context of the County Council's political ambitions and financial environment.

Successes in fire safety have meant a reduction in emergency activity leading to greater consideration of alternative staff deployment. The Director will lead the changing face of operational Fire and Rescue workforce to get fit for increased focus on community development and influence skills.

3. To be the fire strategic lead on any capital investment in the move or build of a fire station (or be the fire lead for any shared community space) to ensure operational practicalities are managed and programme is delivered to cost and time.
4. To work in close partnership with neighbouring Fire Authorities to identify and build greater efficiencies and resilience. For example to be the strategic lead for WS F&RS on the Executive Governance Board of the Sussex Control Centre or to agree terms with Hampshire to provide shared cover at times of key operational pressure.

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