



**PFCC**  
**POLICE, FIRE AND CRIME**  
**COMMISSIONER FOR ESSEX**

## Decision Sheet

### Essex Police, Fire and Crime Commissioner Fire and Rescue Authority Decision Report

**Please ensure all sections below are completed**

<b>Report reference number:</b> <del>131</del> <sup>131</sup> /2018 <i>(Please contact Office of the Police, Fire and Crime Commissioner for a reference number)</i>
<b>Government security classification .</b>
<b>Title of report:</b> Senior Structure of Essex County Fire and Rescue Service (ECFRS) Final Report
<b>Area of County/Stakeholders affected:</b> All
<b>Report by :</b> Jo Turton <b>Date of report:</b> 30 August 2018 <b>Enquiries to:</b> jo.turton@essex-fire.gov.uk

#### 1. Purpose of report

The purpose of this decision paper is:

- To present for comment and feedback the outcome of the recent consultation on a draft new Service Leadership Team structure
- To make recommendations of a final new Service Leadership Team structure
- To make recommendations on the recruitment process undertaken to fill the final new Service Leadership Team structure
- To present for comment and feedback the next steps and timeline for implementation of the final new Service Leadership Team structure

## 2. Recommendations

The recommendations within this paper are:

- To support the CFO/CEX's proposed new structure for the Service Leadership Team which consists of:
  - Deputy Chief Fire Officer – permanent role
  - Director of Operations – permanent role
  - Director of Corporate Services – permanent role
  - Director of Innovation, Risk and Future Development – permanent role
- To support the recruitment process outlined below to recruit all roles. Candidates that reach the final stages will be presented to the PFCC for his review and agreement.
- To confirm that the CEX/CFO can start the recruitment process as documented in this report.

## 3. Background and proposal

An earlier decision report to the PFCC, "Senior Structure of ECFRS", in June 2018 [App 1] set out the following:

- A proposal for a new draft structure for the Service Leadership Team at ECFRS that was presented following a review the existing structure set against the need to deliver the Service Strategy, the emerging Fire and Rescue Plan and Integrated Risk Management Plan
- The proposed structure to consist of:

<b>Role</b>	<b>Key purpose</b>
Deputy Chief Fire Officer	<p>To support the Chief Fire Officer/Chief Executive in providing strategic leadership to shape and direct service provision, manage the overall co-ordination of the activities of the Service and optimise the use of resources.</p> <p>Directly leading strategy, policy, planning, collaboration, strategic projects, assurance and performance management, estates, fleet management and professional services.</p> <p>Role includes being one of the Fire Gold Commanders.</p> <p>Deputising for the CFO as necessary.</p> <p>Health and safety</p> <p>Lead collaboration with emergency services, other partners and other fire and rescue services.</p>

	<p>Potential location for emergency planning</p> <p>Ensure that services are provided effectively and efficiently.</p> <p>Accountable for the provision of expert advice from all areas of the directorate to the Chief Fire Officer/Chief Executive and other key stakeholders and local and national level.</p>
<p>Director of Operations Role.</p>	<p>Direct, coordinate and develop the work of all operational teams. Lead delivery of operational Service improvements, support delivery of culture change.</p> <p>Responsible to the Chief Fire Officer/Chief Executive for making Essex communities safer by leading the direction and the provision of all operational services for the Service; ensuring service delivery of our strategy. Ensure that services are provided effectively and efficiently.</p> <p>Prevention, protection and response. Community safety, technical fire safety, regulation Operational Training Safeguarding Potential location for emergency planning</p> <p>Accountable for the provision of expert advice from all areas of the directorate to the Chief Fire Officer/Chief Executive and other key stakeholders and local and national level.</p>
<p>Director of Corporate Services</p>	<p>Act as the Authority's principal financial advisor and Chief Financial Officer to ensure the efficient financial management of the Service. To ensure the provision of effective and efficient corporate services to the Service including human resources, organisational development, workforce development and planning, procurement, payroll/pensions, IT, communications and legal services.</p> <p>Potential for the post holder to work alongside a 'joint strategic finance advisor; working to the Offices of the Police, Fire and Crime Commissioner, Fire and Rescue Services and Police. These discussions are at an early stage but an exciting possibility is there.</p> <p>Responsible to the Chief Fire Officer/Chief Executive for making Essex communities safer by leading the direction and the provision of all corporate services for the Service; ensuring service delivery of our strategy.</p>

	<p>Ensure that services are provided effectively and efficiently.</p> <p>Opportunities for collaborative work with partners including Police and Ambulance Service around support services.</p> <p>Accountable for the provision of expert advice from all areas of the directorate to the Chief Fire Officer/Chief Executive and other key stakeholders and local and national level.</p>
<p>Director of Strategic Projects* [working title]</p>	<p>Responsible to the Chief Fire Officer/Chief Executive for making Essex communities safer by leading the exploration, development, exploitation and implementation of new ways of working including through new technology.</p> <p>With a focus on maximising operational capacity and the efficient deployment of resources, this post holder will provide the forward looking, horizon scanning capacity for the Service and will lead on innovation, research and development, IRMP and risk management.</p>

The report confirmed that:

- there are currently a number of existing vacancies and temporary positions and that the implementation of the new draft structure would not involve any redundancy but would require some recruitment to fill repurposed vacancies.
- the establishment costs of the new draft SLT structure would be in the range £422,815 to £456,430 compared with the establishment cost of the current SLT structure being £324,158
- the intended approach to filling the posts was assignment, followed by internal recruitment then external recruitment for those posts not filled. The cost of the recruitment was estimated to be around £60,000
- an engagement and consultation process with SLT, manager, representative bodies and the whole workforce would be undertaken and completed by 08 August 2018 feeding into a final structure to propose to the PFCC
- an implementation timeline would be published and adhered to with an anticipated 'go live' date for the new SLT structure of 2<sup>nd</sup> January 2019.

The PFCC agreed to the recommendations of the 19 June 2018 report which were to:

- support the CFO/CEx in her approach to structure and recruit a new senior team

- support the recruitment process outlined in the report to recruit to all roles. Candidates that reach the final stages will be presented to the PFCC for his review and agreement.
- Have a final decision report on the new structure prepared by the end of August 2018.

### **Current position and proposal**

A more comprehensive review of the implementation timescales revealed that the suggested approach of assignment followed by internal recruitment then followed by external recruitment, it would take until Spring 2019 at the earliest to complete and given the current challenges and pressures experienced by the Service it was felt that this was just simply too long. Instead the process will be assignment followed by internal and external recruitment at the same time. This approach will keep the 'go live date as suggested in the 19 June 2018 report as January 2019. The Implementation timeline has been amended to reflect this change.

Assignment for the candidate that is at risk of redundancy will still take place ahead of other recruitment steps.

The post with the working title of "Director Strategic Projects" has gone through a number of iterations and has now settled as "Director for Innovation, Risk and Future Development". The structure chart has been amended to reflect this change.

The engagement and consultation approach and timelines were adhered to and following a presentation to SLT w/c 25th June 2018 and consultation with them up to 6 July the draft SLT structure was presented to managers and representative bodies on 16 July 2018 and then shared with the whole workforce for consultation up to 10 August 2018. Following the completion of the consultation exercise all 27 responses were anonymised and published for the whole workforce to see [App 2]. Changes were made to the structure as a result of the consultation [see below] and a final structure was then shared with SLT and then published for all staff on 21 July. Follow up discussions on the final structure were then held with managers and the representative bodies on 28 August.

There are changes to the draft structure as a result of the consultation as detailed below:

- Director of Corporate Services – following receipt of a number of responses about the apparent lack of a clear 'people' remit on the new SLT the focus of this role has been amended to cover both people and finance. The best candidate from either of these backgrounds will be appointed to the post and the Assistant Director representing the other skill set will attend all SLT meetings although not be an actual member of the SLT. As the shape of the structure below SLT begins to be firmed up the opportunity for a Deputy post will be considered. The role of S151 officer will have sufficient authority to carry out their duties, to make recommendations and offer appropriate challenge. Links between operational training and Learning and Development – to clarify the proposal it has been made clear that the expectation is that L&D will operate as one team through one line management structure and that the proposal is not to set up a separate training structure under the Director of Operations. The inclusion of

training under the functions of the Director of Operations is to provide greater oversight from this area of the business.

- Emergency Planning was initially shown as potential sitting under either the Deputy or the Director of Operations. Following feedback it will be located under the Director of Operations and the Essex Resilience Forum will be one of the functions of the Deputy.
- The wording of 'estates' in the draft structure has been amended to 'Property Services' to reflect its current nomenclature.

The changes have been reflected in revised role profiles and job descriptions which are attached [App 3] and a new structure chart [App 4]

External recruitment consultants have been commissioned to undertake the whole recruitment process including the assessments of any assignments that are claimed. A Hay evaluation has been commissioned to evaluate the pay level for the Director of Corporate Services post.

The establishment costs of the new SLT structure are confirmed as £422,815.

#### Next steps

Following the agreed implementation timeline the next steps are to apply the process for filling the new posts:

30 August 2018	Final role profiles and job descriptions
03 September 2018	Invite applications for assignment
07 September 2018	Closing date for applications for assignment. Assignment process and placement if appropriate.
w/c 17 September 2018	Internal and external advertisement of unfilled roles
15 October 2018	Closing date for applications for unfilled roles.
16 October 2018	Shortlisting for internal and external applicants
w/c 29 October 2018	Interviews

Reshaping of functions and services below SLT level will need to take place subsequently and will follow the approach and principles adopted for this restructuring. It is currently anticipated that the next level of restructuring will be underway in Summer 2019.

We do not anticipate any slippage to the timescales. In the eventuality that there was or that we needed to wait several months for a notice period to be service, the current arrangements for covering all roles could continue.

#### **4. Benefits and Costs of Proposal**

The difference in salary cost for senior structure is highlighted above and is an increase of £98,657 from £324,158 to £422,815.

The potential recruitment costs are highlighted above and whilst it is not possible at this stage to be precise as the outcome of any assignments claims will affect the number of posts recruited for, the costs are estimated as around £60,000.

The benefits are delivery of a structure that meets a range of current needs and future challenges:

- o To build operational capacity and resilience at our most senior levels.
- o To utilise innovation and research to maximise the opportunities and respond to the challenges which being 'first' in several arenas offers.
- o To continue leading culture change from the front, building on our commitment to develop a work place that demonstrates equality, diversity and inclusion at every opportunity.
- o To be able to respond quickly to future challenges and opportunities.

#### **5. Strategic Priorities**

This structure is designed to address the strategic priorities highlighted in our Service Strategy, the emerging priorities in the Fire and Rescue Plan.

#### **6. Operational Implications**

There are operational implications if we are not successful in attracting and securing an appointable candidate when we advertise for the role.

#### **7. Financial Implications**

As above. The assistant Director for Finance has confirmed that the increase in establishment costs can be accommodated within the 2018/2019 budget.

#### **8. Legal Implications**

None to note.

#### **9. Staffing and other resource implications**

This proposal allows us to provide a Service Leadership Team structure to deliver our strategy.

As detailed in the report consultation with the representative bodies was scheduled into the engagement approach and specific consultations were held on 16 July 2018 ahead of the workforce consultation commencing and again on 28 August 2018 once the workforce consultation had been completed.

#### **10. Equality and Diversity implications**

We will utilise good recruitment practice to ensure that the roles appeal to a wide range of people.

**11. Risks**

The new structure for SLT addresses two of our strategic risks

- Failure to deliver against our People Strategy
- Failure to deliver the [incoming] Fire and Rescue Plan

**12. Governance Boards**

None required

**13. Background papers**

Decision report Senior Structure of ECFRS 19 June 2018 [App 1]

Anonymised consultation responses [App 2].

Revised role profiles and job descriptions [App 3]

Original and Revised structure chart [App 4]

**Decision Process**

**Step 1A - Chief Fire Officer Comments**

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

I am comfortable to support the recommendation

Sign: 

**Step 1B - Consultation with representative bodies**

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

Consultation with the representative bodies is detailed within the report at page 5 and page 7

**Step 2 - Statutory Officer Review**

The report will be reviewed by the Essex Police Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner") Monitoring Officer and Chief Financial Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer

Sign: 

Print: DAVID LAWSON

Chief Financial Officer

Sign: 

Print: GWENWL MCQUINNESS



**Step 3 - Publication**

Is the report for publication?      YES/NO

If 'NO', please give reasons for non-publication (*state 'none' if applicable*)

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If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision

**Step 4 - Redaction**

If the report is for publication, is redaction required:

- 1. Of Decision Sheet                      YES/NO
- 2. Of Appendix                              YES/NO

If 'YES', please provide details of required redaction:

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Date redaction carried out: .....

If redaction is required, the Chief Financial Officer or the Monitoring Officer are to sign off that redaction has been completed

Sign: .....

Print: .....

Date signed: .....

**Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner**

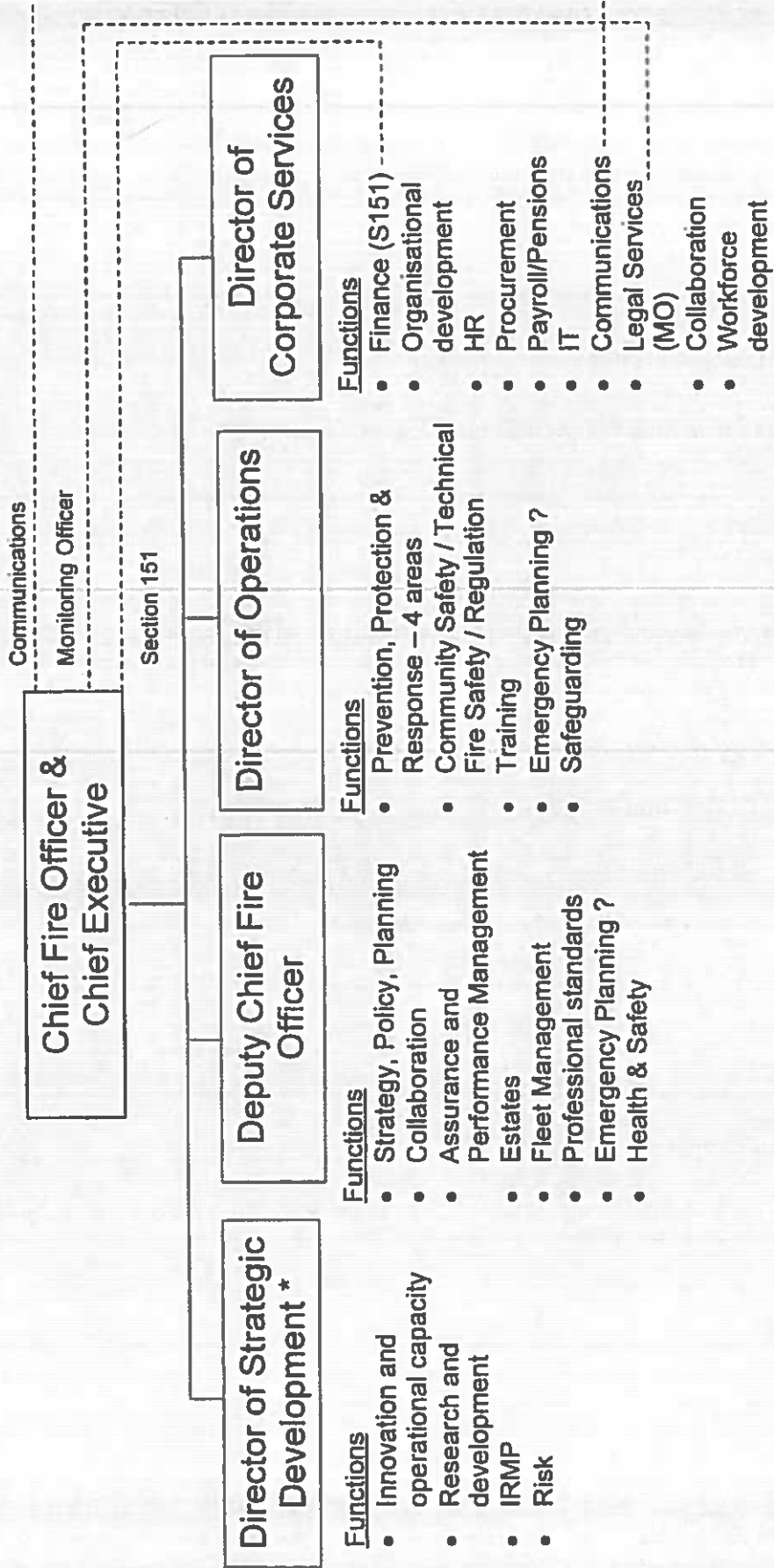
I agree the recommendations to this report:

Sign:  .....

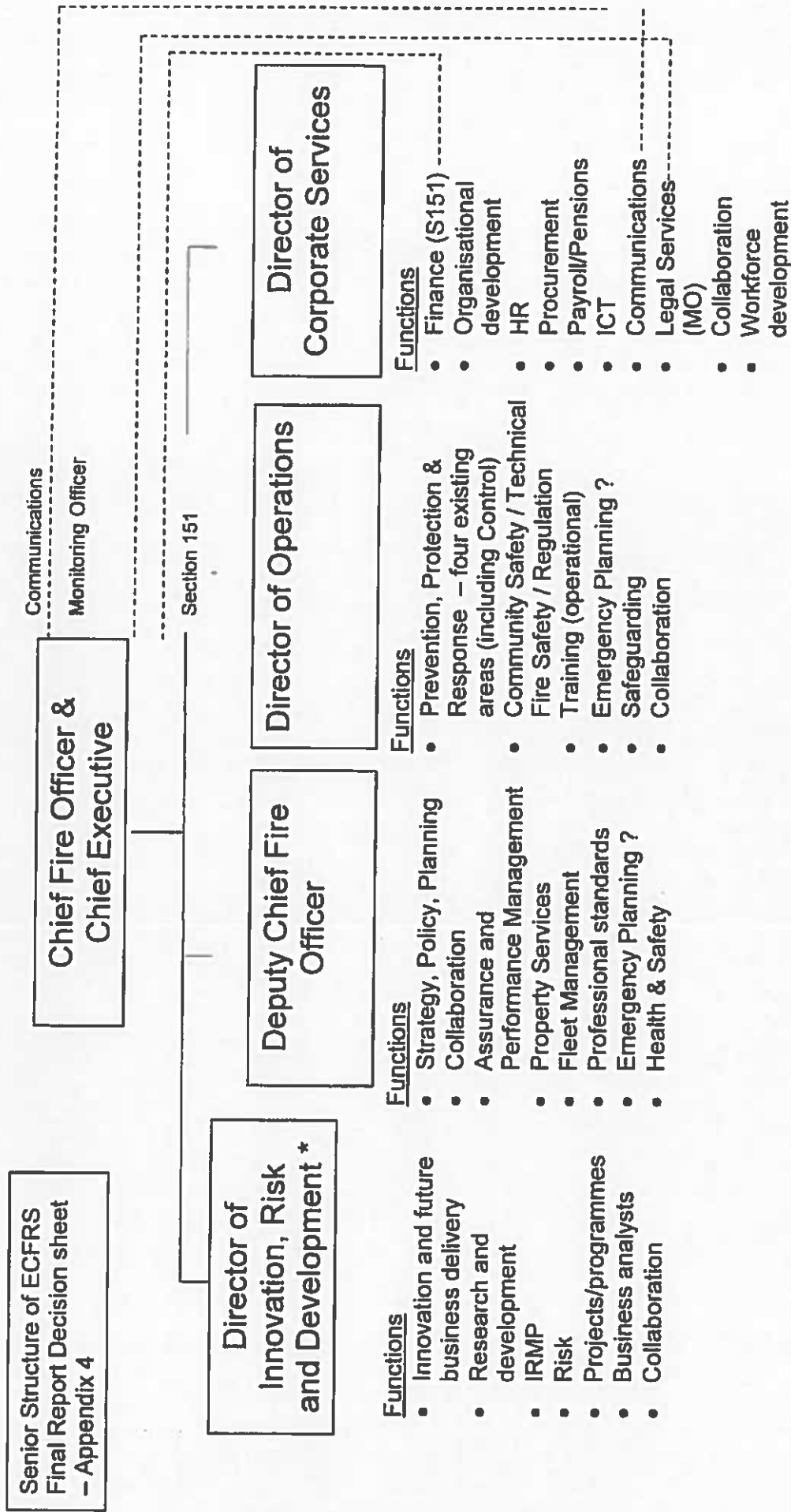
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# Essex Fire and Rescue Service – Draft Structure for SLT – June 2018



# Essex Fire and Rescue Service – Draft Structure for SLT – July 2018



\*Data Protection Officer post to be confirmed

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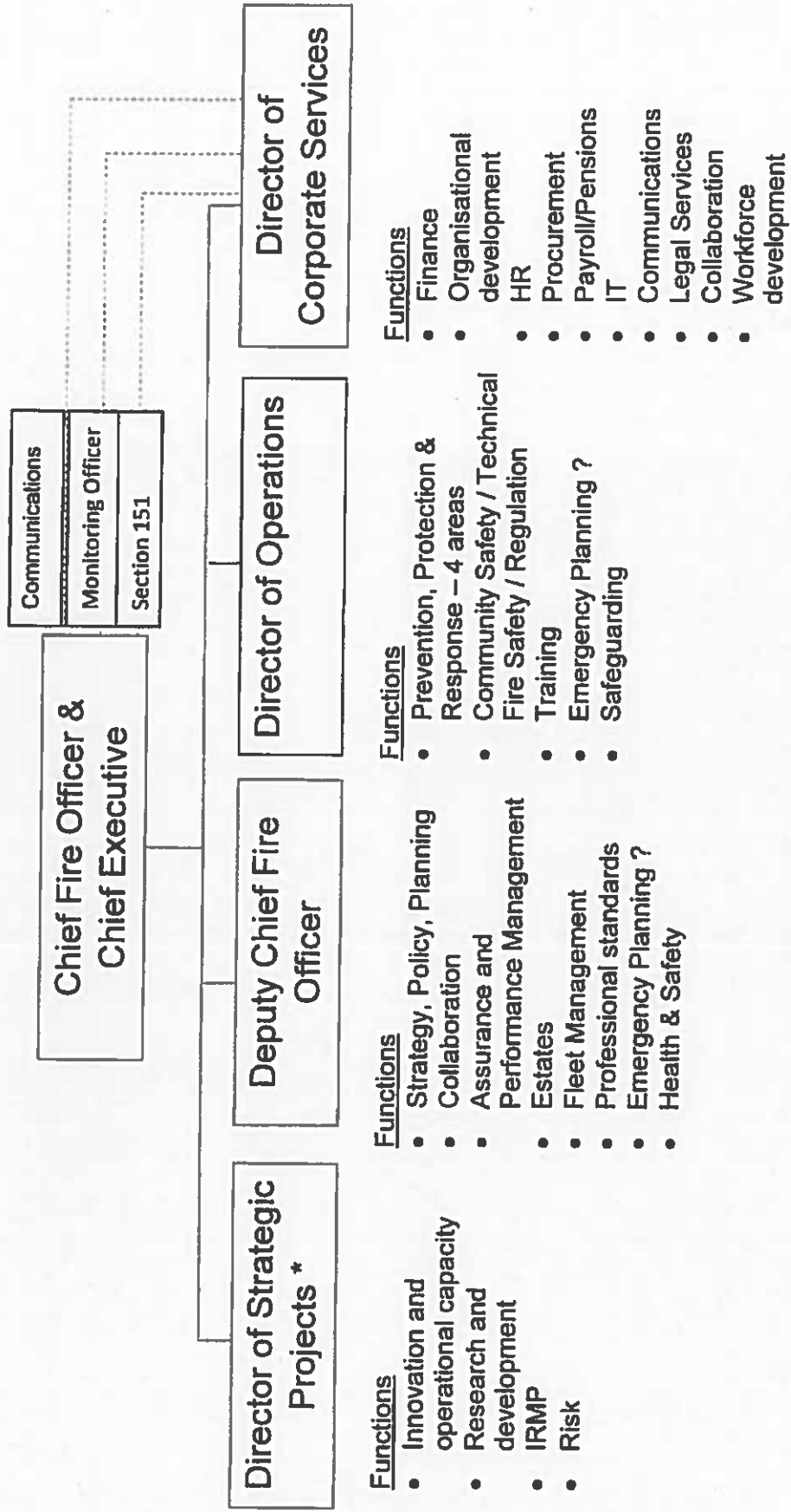
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## Essex Fire and Rescue Service – Draft Structure for SLT – June 2018



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# THE PERSON



## Director of Operations

Criteria	Essential / Desirable	Method of Assessment
<b>Qualification</b>		
IOSH Managing Safely	E	Application/Certificates
Member(MIFireE) Member	D	Application/Certificates
Leadership and Management qualification or equivalent gained through in-house programme or experience.	D	Application/Certificates
Incident Command Level 4	E	Application/Certificates
<b>Knowledge &amp; Experience</b>		
Experience of successful management at a senior level and developing and leading high performing teams.	E	Application/Assessment Centre
Experience of commissioning and managing complex organisational change processes which have significant resources and strategic impact.	E	Application/Assessment Centre
Knowledge and experience of exploring ways of improving efficiency and effectiveness and promoting improvements in value for money.	E	Application/Assessment Centre
An in-depth knowledge of statutory requirements including Fire Safety and Health and Safety legislation.	E	Application/Assessment Centre
A clear understanding of the risk concept and how it can be applied within a proactive safety culture.	E	Application/Assessment Centre
Experience of managing and controlling budgets, resources and funding.	E	Application/Assessment Centre
Experience of dealing with financial accountability and procurement systems within a public sector environment.	D	Application
An understanding of the social, economic and political environment of the Fire and Rescue Service and working with Trade Unions and Staff Groups.	E	Application/Assessment Centre

An in-depth knowledge of managing major operational incidents	E	Application/Assessment Centre
Experience of leading professional standards and operational assurance.	D	Application/Assessment Centre
Experience of leading estates and fleet management	D	Application/Assessment Centre
Experience of leading Emergency Planning.	E	Application/Assessment Centre
<b>Skills &amp; Abilities</b>		
High level of political and organisational awareness to anticipate and shape the political environment from a strategic perspective.	E	Application/Assessment Centre
Exceptional verbal and written communication skills, sufficient to write policy, plans, complex reports and engage with employees, managers and partners.	E	Application/Assessment Centre
High level analytical skills and ability to understand and plan for local and national issues that affects or may influence the objectives and strategic direction of the organisation.	E	Application/Assessment Centre
High level of interpersonal skills with the ability to build trust, confidence, credibility and integrity in the delivery of services. Able to articulate the vision for the organisation.	E	Assessment Centre
Ability to think, plan and act strategically and corporately with a creative and innovative approach to problem solving, delivery of outcomes and managing organisational change.	E	Assessment Centre
The ability to influence and network locally and nationally.	E	Application/Assessment Centre
<b>Other</b>		
Willingness to work flexibly including National and international travel as required	E	Application Form
Committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.	E	Application Form
Contribute to a positive working environment ensuring commitment to equality and diversity.	E	Application Form

THE PERSON



	Competency	Level
<b>Inspire</b>	<b>Leadership</b> Motivates and empowers others...	D
	<b>Effective Communication</b> Is open and honest...	D
	<b>Adaptability &amp; Change</b> Seizes opportunities to improve things...	D
<b>Engage</b>	<b>Develops Self &amp; Others</b> Is always seeking to improve...	D
	<b>Teamworking</b> Is a team player...	D
	<b>Commitment to Diversity &amp; Professional Integrity</b> Acts with integrity...	D
<b>Aspire</b>	<b>Strategic Perspective</b> Sees the big picture...	D
	<b>Effective Decision Making</b> Takes informed action...	D
	<b>Achieves Results</b> Makes things happen...	D

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## THE ROLE



### Deputy Chief Fire Officer

**Department:** Chief Fire Officer  
**Grade/Rank:** Brigade Manager  
**Responsible to:** Chief Executive and Chief Fire Officer  
**Responsible for:** Strategy, Policy, Planning, Performance Management and Assurance, Property, Fleet, Professional Standards, Emergency Resilience Forum, Health and Safety

#### Job Purpose:

To protect and save life, property and the environment by providing strategic leadership which shapes and directs the activities of the Service. Proactively work to collaborate with partners to ensure best outcomes are delivered for the public.

#### Main Duties and Responsibilities:

1. To support the Chief Executive and Chief Fire Officer in providing strategic leadership to shape and direct service provision, manage the overall co-ordination of the activities of the Service and optimise the use of resources.
2. Deputise for the CEX/CFO as necessary and provide overall leadership and management of service provision to ensure that statutory duties are met, continuity of service delivery and operational cover.
3. Contribute to the strategic management and development of ECFRS through membership of the Leadership Team and Service Management Team to enable the delivery of our strategic priorities.
4. Represent the Police, Fire and Crime Commissioners Fire and Rescue Authority (PFCC FRA) at major incidents that present a significant risk to the community, provide strategic leadership and support and liaise with key personnel from other agencies/services to ensure effective support to the management and resolution of the incident. (Provide advice and support to the Chief Fire Officer/Chief Executive and PFCC FRA during and subsequent to the incident in responding to official enquiries).

5. Lead our performance management function to ensure that we can measure and analyse our performance to inform areas of focus and activity. Ensure that complaint and compliments are explored, responded to and any resultant learning is embedded into our Service.
6. Lead our professional standards and operational assurance functions, that assurance can be offered that standards are maintained and any t learning is embedded into our Service.
7. Lead our property estates and fleet to ensure that the Service has access to an estate and fleet that is fit for purpose now, fit for the future and enables our teams to carry out their roles effectively. Collaborates with partners to identify shared opportunities for one public estate.
8. Act as the most senior Fire Officer on the Essex Resilience Forum.
9. Act as the NJCC Lead, working alongside the Assistant Director of HR, to ensure positive industrial relations are maintained. Utilise a range of communications to work in partnership with representative bodies to hear the views of their members and to respond appropriately to ensure needs are met.
10. Lead the Health and Safety Function, ensuring compliance with all related legislation and codes of practice. Embedding a positive Health and Safety Culture and minimising risk to employees and the public.
11. To act as the Senior Officer responsible for Safeguarding, as part of this to be accountable for the section 11 audits that we submit.
12. Manage resources to support the provision of professional high quality services, information and advice to our community.
13. Provide strategic advice and support to the PFCC FRA on service and authority wide issues to facilitate effective decision-making.
14. Represent the Service and the PFCC FRA at local, regional and national events to enhance and support the reputation of the Authority as a progressive organisation and to raise community awareness of the wider role of ECFRS.
15. Lead Community Safety and Community Fire Protection, develop and deliver strategies, policies and plans to ensure the delivery of performance targets and objectives to satisfy the services statutory duty to deliver community fire safety services in accordance with risk to ensure safer communities and compliance with regulatory frameworks.
16. Positively contribute to a safe work environment ensuring compliance with Health and Safety, Risk Management, Business Continuity and Safeguarding policy and

procedure. Protect all personal information in adherence with the Data Protection Act 1998.

17. Any other duties commensurate with the responsibilities and grading of the post.

DRAFT

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11/11/2011 10:00 AM



# THE PERSON

## Deputy Chief Fire Officer



Criteria	Essential / Desirable	Method of Assessment
<b>Qualification</b>		
IOSH Managing Safely	E	Application/Certificates
Leadership and Management qualification e.g. level 7 or post graduate or equivalent gained through in-house programme or experience.	D	Application/Certificates
Strategic Incident Command qualification (may be completed in Role)	E	Application/Certificates/Assessment
<b>Knowledge &amp; Experience</b>		
Experience of successful management at the most senior level and developing and leading high performing teams.	E	Application/Assessment Centre
Experience of commissioning and leading complex organisational change processes which have significant resources and strategic impact.	E	Application/Assessment Centre
Knowledge and experience of exploring ways of improving efficiency and effectiveness and promoting improvements in value for money.	E	Application/Assessment Centre
An in-depth knowledge of statutory requirements including Fire Safety and Health and Safety legislation, FRS Act 2004 and Civil Contingences Act 2004	E	Application/Assessment Centre
A clear understanding of the risk concept and how it can be applied within a proactive safety culture.	E	Application/Assessment Centre
Experience of managing and controlling budgets, resources and funding.	E	Application/Assessment Centre
Experience of dealing with financial accountability and procurement systems within a public sector environment.	D	Application

An understanding of the social, economic and political environment of the Fire and Rescue Service and working with Trade Unions and Staff Groups.	E	Application/Assessment Centre
An in-depth knowledge of managing major operational incidents	E	Application/Assessment Centre
Experience of leading professional standards and operational assurance.	D	Application/Assessment Centre
Experience of leading estates and fleet management	D	Application/Assessment Centre
Experience of leading Emergency Resilience	E	Application/Assessment Centre
Experience of working within a Strategic Coordinating Group (Multi-Agency Gold Command)	D	Application/Assessment Centre
<b>Skills &amp; Abilities</b>		
High level of political and organisational awareness to anticipate and shape the political environment from a strategic perspective.	E	Application/Assessment Centre
Exceptional verbal and written communication skills, sufficient to write policy, plans, complex reports and engage with employees, managers and partners.	E	Application/Assessment Centre
High level analytical skills and ability to understand and plan for local and national issues that affects or may influence the objectives and strategic direction of the organisation.	E	Application/Assessment Centre
High level of interpersonal skills with the ability to build trust, confidence, credibility and integrity in the delivery of services. Able to articulate the vision for the organisation.	E	Assessment Centre
Ability to think, plan and act strategically and corporately with a creative and innovative approach to problem solving, delivery of outcomes and managing organisational change.	E	Assessment Centre
The ability to influence and network locally and nationally.	E	Application/Assessment Centre
<b>Other</b>		
Willingness to work flexibly including National and international travel as required	E	Application Form

## THE PERSON



Committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.	E	Application Form
Contribute to a positive working environment ensuring commitment to equality and diversity.	E	Application Form

	Competency	Level
<b>Inspire</b>	<b>Leadership</b> Motivates and empowers others...	D
	<b>Effective Communication</b> Is open and honest...	D
	<b>Adaptability &amp; Change</b> Seizes opportunities to improve things...	D
<b>Engage</b>	<b>Develops Self &amp; Others</b> Is always seeking to improve...	D
	<b>Teamworking</b> Is a team player...	D
	<b>Commitment to Diversity &amp; Professional Integrity</b> Acts with integrity...	D
<b>Aspire</b>	<b>Strategic Perspective</b> Sees the big picture...	D
	<b>Effective Decision Making</b> Takes informed action...	D
	<b>Achieves Results</b> Makes things happen...	D

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Main body of handwritten text, appearing to be a list or series of entries, with some faint markings and lines.

Bottom section of the page containing additional handwritten text, possibly a summary or conclusion.

## THE ROLE



### Director of Innovation, Risk and Research

<b>Department:</b>	Chief Executive/Chief Fire Officer
<b>Grade/Rank:</b>	Brigade Manager
<b>Responsible to:</b>	Chief Fire Officer
<b>Responsible for:</b>	Assistant Chief Fire Officer, IRMP and Service Improvement (fixed term role) Risk P2020 Collaboration

#### Job Purpose:

ECFRS is leading the way with a number of national 'firsts'. We are the first Fire Service in the country to have the new governance arrangements of a PFCC. We are the first Fire Service to directly appoint a CEX/CFO without fire service operational experience. We will have the first Fire and Rescue Plan setting out the Commissioner's strategic direction for the Service for the next five years and beyond.

This role will design the ECFRS of the future. The post holder will work alongside others to ensure that the workforce have the skills, training, equipment and the technology to exploit the opportunities that are available. This role will be at the forefront of exploring the digital agenda and how we might best utilise the opportunity.

The postholder will ensure the Service are aware of the opportunities and challenges that these 'firsts' provide as they arise so that we can be ready to exploit innovation and research and development. The role will provide capacity to ensure that we can maximise the new and exciting opportunities for collaboration both with other emergency services and partners in Essex and with other Fire and Rescue Services which should help to ensure that we provide the most efficient and effective services.

In addition, the post holder is the Service lead for development of our Integrated Risk Management Plan (IRMP), our management of risk, the projects that are part of programme 2020 and our drive to utilise collaboration to achieve best outcomes for those that we serve.

### **Main Duties and Responsibilities:**

1. Acts as a thought leader, probing and challenging the Service to proactively and productively identify opportunities, innovation, areas for research and development. Act as a change agent in sparking innovative and collaborative thinking.
2. Work with the Service Leadership Team and collaborative partners to identify opportunities, threats, needs and organisational capabilities. Take a role in developing the areas identified.
3. Support transformation efforts to include potential changes in Fire and Rescue Plan, IRMP, departmental strategies and complex systems.
4. Provides analysis, operational assessment and best practice benchmarking (internal and external) to identify and deliver in areas of change and innovation.
5. Develop and foster mutually beneficial relationships with internal and external stakeholders including the Office of the Police Fire and Crime Commissioner, other Fire and Rescue Services and potential collaborative partners.
6. To manage the development of (through the Assistant Chief Fire Officer, IRMP and Service Improvement) the Service's IRMP in line with the National Framework and Essex Fire and Rescue Plan to meet current and future ECFRS needs, reduce risk in the Essex community and achieve continuous improvements in service delivery.
7. Lead, through our Risk Manager, our approach to identifying and mitigating risk.
8. Manage a portfolio of strategic projects and initiatives (as part of programme 2020 and others); maintaining responsibility and leadership for development of framework and approach, deliverables, timelines and management of stakeholder relationships and expectations.
9. Direct the work of our business analysts so that they are working to deliver agreed priorities.
10. Positively contribute to a safe work environment ensuring compliance with Health and Safety, Risk Management, Business Continuity and Safeguarding policy and procedure. Protect all personal information in adherence with the Data Protection Act 1998.
11. Any other duties commensurate with the responsibilities and grading of the post.

# THE PERSON

## Director of Innovation, Risk and Research



Criteria	Essential / Desirable	Method of Assessment
<b>Knowledge &amp; Experience</b>		
Experience of successful management at the most senior level, developing, and leading high performing teams.	E	Application/Assessment Centre
Experience of commissioning and managing complex organisational change processes which have significant resources and strategic impact.	E	Application/Assessment Centre
Knowledge and experience of exploring ways of improving efficiency and effectiveness and promoting improvements in value for money.	E	Application/Assessment Centre
An in-depth knowledge of statutory requirements including Fire Safety and Health and Safety legislation, FRS Act 2004 and Civil Contingencies Act 2004.	D	Application/Assessment Centre
A clear understanding of the risk concept and how it can be applied within a proactive safety culture.	E	Application/Assessment Centre
Experience of managing and controlling budgets, resources and funding.	E	Application/Assessment Centre
Experience of dealing with financial accountability and procurement systems within a public sector environment.	D	Application
An understanding of the social, economic and political environment of the Fire and Rescue Service and working with Trade Unions and Staff Groups.	D	Application/Assessment Centre
An in-depth knowledge of managing major operational incidents	E	Application/Assessment Centre
Experience of working within a Strategic Coordinating Group (Multi-Agency Gold Command)	D	

Experience of leading professional standards and operational assurance.	D	Application/Assessment Centre
<b>Skills &amp; Abilities</b>		
High level of political and organisational awareness to anticipate and shape the political environment from a strategic perspective.	E	Application/Assessment Centre
Exceptional verbal and written communication skills, sufficient to write policy, plans, complex reports and engage with employees, managers and partners.	E	Application/Assessment Centre
High level analytical skills and ability to understand and plan for local and national issues that affects or may influence the objectives and strategic direction of the organisation.	E	Application/Assessment Centre
High level of interpersonal skills with the ability to build trust, confidence, credibility and integrity in the delivery of services. Able to articulate the vision for the organisation.	E	Assessment Centre
Ability to think, plan and act strategically and corporately with a creative and innovative approach to problem solving, delivery of outcomes and managing organisational change.	E	Assessment Centre
The ability to influence and network locally and nationally.	E	Application/Assessment Centre
<b>Other</b>		
Willingness to work flexibly including National and international travel as required	E	Application Form
Committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.	E	Application Form
Contribute to a positive working environment ensuring commitment to equality and diversity.	E	Application Form

THE PERSON

	Competency	Level
<b>Inspire</b>	<b>Leadership</b> Motivates and empowers others...	D
	<b>Effective Communication</b> Is open and honest...	D
	<b>Adaptability &amp; Change</b> Seizes opportunities to improve things...	D
<b>Engage</b>	<b>Develops Self &amp; Others</b> Is always seeking to improve...	D
	<b>Teamworking</b> Is a team player...	D
	<b>Commitment to Diversity &amp; Professional Integrity</b> Acts with integrity...	D
<b>Aspire</b>	<b>Strategic Perspective</b> Sees the big picture...	D
	<b>Effective Decision Making</b> Takes informed action...	D
	<b>Achieves Results</b> Makes things happen...	D

THE PERSON





## THE ROLE



### Director of Corporate Services

**Department:** Service Leadership Team  
**Grade/Rank:** Director  
**Responsible to:** Chief Executive/Chief Fire Officer  
**Responsible for:** Finance, HR, Organisational Development, Procurement, Payroll, Pensions, Communications, Legal Services, Workforce Development, ICT

**Job Purpose:**

Responsible to the Chief Executive/Chief Fire Officer for making Essex communities safer by leading the direction and the provision of all corporate services for the Service; ensuring service delivery of our strategy. Ensure that services are provided effectively and efficiently.

Accountable for the provision of expert advice from all areas of the directorate to the Commissioner and other key stakeholders and local and national level. Responsible for leading organisation change and development.

Act as the Authority's principal financial advisor and Chief Financial Officer to ensure the efficient financial management of the Service. To ensure the provision of effective and efficient corporate services to the Authority and Service including, fleet, property and asset management, ICT infrastructure, ICT systems and procurement services

Proactively seek out opportunity to work collaboratively with partners to ensure best outcomes are delivered for the public.

**Main Duties and Responsibilities:**

1. To act as the Authority's principal financial advisor and Chief Financial officer (Section 151 Officer), engaging in specialist advice where necessary, and ensuring that its financial affairs are properly managed and that financial regulations are kept up to date and observed (S112, Local Government Act 1988). To manage the control environment for the Authority and Service. Liaise closely with, and support, the Office of the Police Fire and Crime Commissioner. Link closely into opportunities to collaborate with other blue light partners.

2. Report to the Authority and to the external auditor any unlawful or potentially unlawful expenditure by Members or officers, or when it appears that expenditure is likely to exceed the resources available to meet it.
3. Work with the Chief Executive/Chief Fire Officer to lead the continued development and delivery of our Service Transformation. Develop, implement and deliver the strategy for the directorate to meet current and future Authority and Service needs and achieve continuous improvements in service delivery.
4. Oversee the management of the Service's:
  - Finance
  - Organisational Development
  - HR
  - Procurement
  - Payroll/Pensions
  - IT
  - Communications
  - Legal Services

and ensure that they are efficient, effective and compliant with Service Orders and relevant legislation.

5. Proactively develop, build and maintain collaborative relationships and partnerships; develop collaboration opportunities with other partners. Build constructive relationships with staff representative organisations to develop and foster a positive industrial relations climate that facilitates change.
6. Assume the role of Principal Officer within a multi-agency Strategic Co-ordinating Group setting or as Chief Executive responsible for the strategic management of the Service during a major emergency.
7. Act as the Senior Information Risk Owner for the Authority.
8. Manage and develop committee services within the Authority, ensuring, in liaison with the Clerk of the Authority, that the conduct of meetings complies with the Authority's Standing Orders and relevant legislation.
9. Maintain an effective internal audit process on behalf of the Authority and appoint internal auditors as required (Accounts and Audit Regulation 1996).

10. Ensure that the Authority's finance and corporate services are continuously improved and developed to meet the needs of all users, and their effectiveness monitored against required standards.
11. Lead the Corporate Risk and business continuity function to ensure appropriate risk registers, contingency plans and approaches are in place and risks minimised. This includes being the lead Director for the Data Protection Officer.
12. Manage and develop self and others to improve personal and team performance and achieve directorate, Authority and Service objectives. Manage the efficient and effective use of physical and financial resources to support activities and to deliver directorate, Authority and Service strategy.
13. Responsible for the effective management and timely resolution of people management issues which may include acting as an investigating officer or hearing manager. Completing Manager Self Service (MSS) processes where appropriate.
14. Positively contribute to a safe work environment ensuring compliance with Health and Safety, Risk Management, Business Continuity and Safeguarding policy and procedure. Protect all personal information in adherence with the Data Protection Act 1998.
15. Positively contribute to and champion a safe working environment; proportionately apply Health and Safety, Risk Management, Business Continuity and Safeguarding policies and procedures. Process personal data fairly and lawfully as identified within the Data Protection Act 1998.
16. Any other duties commensurate with the responsibilities and grading of the post.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It is essential to ensure that all entries are supported by appropriate documentation and receipts.

3. The second part of the document outlines the procedures for handling discrepancies and errors.

4. It is important to identify the cause of any errors and take corrective action immediately.

5. The final part of the document provides a summary of the key points and conclusions.

6. In conclusion, it is imperative to adhere to the highest standards of accuracy and integrity in all financial reporting.

7. The following table provides a detailed breakdown of the data presented in the report.

8. The data shows a significant increase in revenue over the period, which is a positive indicator of the company's performance.

9. However, there are also areas where costs have increased, which may be due to various factors.

10. Overall, the results are encouraging, and it is expected that the company will continue to grow in the future.

11. The following table provides a detailed breakdown of the data presented in the report.

12. The data shows a significant increase in revenue over the period, which is a positive indicator of the company's performance.

13. However, there are also areas where costs have increased, which may be due to various factors.

14. Overall, the results are encouraging, and it is expected that the company will continue to grow in the future.

15. The following table provides a detailed breakdown of the data presented in the report.

# THE PERSON

## Director of Corporate Services



Criteria	Essential / Desirable	Method of Assessment
<b>Qualification</b>		
Level 6 standard of education (e.g. undergraduate degree) or equivalent experience.	E	
CCAB qualified.	E	
<b>Knowledge &amp; Experience</b>		
Substantial experience in leading strategic financial thinking and planning in an organisation.	E	Application/Assessment
Experience of acting as a section 151 officer.	D	Application/Assessment
Experience of medium term financial planning.	E	Application/Assessment
Experience of successful management at the most senior level and developing and leading high performing teams.	E	Application/Assessment
Experience of commissioning and managing complex organisational change processes which have significant resources and strategic impact.	E	Application/Assessment
Knowledge and experience of exploring ways of improving efficiency and effectiveness and promoting improvements in value for money.	E	Application/Assessment
An in-depth knowledge of statutory requirements including Fire Safety and Health and Safety legislation.	E	Application/Assessment
A clear understanding of the risk concept and how it can be applied within a proactive safety culture.	E	Application/Assessment
Experience of managing and controlling budgets, resources and funding.	E	Application/Assessment

Experience of working with collaborative partners to achieve best outcomes.	D	Application/Assessmeny
<b>Skills &amp; Abilities</b>		
Empathetic to staff concerns.	E	
High level verbal and written communication skills, sufficient to engage with employees, managers and partners.	E	
Excellent analytical skills with an aptitude for developing innovative solutions to complex issues.	E	
High level of interpersonal skills with the ability to inspire and manage team(s) and articulate the vision for the department.	E	
Confidence, resilience and ability to work under pressure.	E	
Can encourage the application of new ideas, contribute to strategic financial planning and manage change.	E	
The ability to influence and network locally and nationally.	E	
Capable of leading programmes, projects or initiatives, which have significant resources and strategic impact.	E	
<b>Other</b>		
The ability to travel around the UK may be required.	D	Application Form
Willingness to work flexibly.	E	Application Form
Committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.	E	Application Form
Contribute to a positive working environment ensuring commitment to equality and diversity.	E	Application Form

THE PERSON

	Competency	Level
<b>Inspire</b>	<b>Leadership</b> Motivates and empowers others...	D
	<b>Effective Communication</b> Is open and honest...	D
	<b>Adaptability &amp; Change</b> Seizes opportunities to improve things...	D
<b>Engage</b>	<b>Develops Self &amp; Others</b> Is always seeking to improve...	D
	<b>Teamworking</b> Is a team player...	D
	<b>Commitment to Diversity &amp; Professional Integrity</b> Acts with integrity...	D
<b>Aspire</b>	<b>Strategic Perspective</b> Sees the big picture...	D
	<b>Effective Decision Making</b> Takes informed action...	D
	<b>Achieves Results</b> Makes things happen...	D

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