East Sussex
Fire & Rescue Service

ASSISTANT CHIEF FIRE OFFICER - DIRECTOR OF SERVICE DELIVERY

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A message from Dawn Whittaker, Chief Fire Officer & Chief Executive

Dear Applicant,

Assistant Chief Fire Officer - Head of Service Delivery

Thank you for your enquiry regarding the above post.

East Sussex is a truly beautiful part of the country, the coast, the rolling fields of the Weald and the history all go to make it the special place it is.

There is also great diversity, both in the people, the communities and in the range of and leisure activities and places to visit, making it a great place in which to work, live and relax.

The Fire and Rescue Sector is at an important juncture, with a challenging national reform programme. 2021 sees us entering the second round of inspections by Her Majesty's Inspectorate of Fire and Rescue Services and with significant new legislation about to land following on from the Grenfell Fire, as well as ensuring we enhance our data and intelligence as a sector to make us even more effective and efficient. That context provides a useful backdrop to the level of change we are involved in, but also the need for innovative and resilient leadership. The role of Assistant Chief Fire Officer in East Sussex is pivotal and as the Director of Service Delivery fundamental to the successful delivery not just of our local plans, but will also contribute to the delivery of wider sector development. The Service is full of fantastic people, different people who all contribute in various ways to ensuring that we offer a great range of service to our communities and even more than that contribute to the richness and vibrancy of our area.

By expressing an interest in this post, you are demonstrating your desire to be at the heart of an organisation that is people focused, which cares deeply about the quality of service it offers and which is prepared to change and develop to meet all the challenges demanded of a modern emergency and public service. I look forward immensely to the opportunity to find out what it is you would wish to contribute to our service and our community.

Yours sincerely,

Dawn Whittaker

Chief Fire Officer and Chief Executive Officer

About us

Purpose and Commitments

Our Purpose and Commitments are at the centre of everything we do.

Whether responding to emergencies, working to prevent them happening in the first place or providing support, our firefighters, officers, control room operators, Business and Community safety teams, support staff and volunteers all play their part.

We are proud to serve East Sussex and Brighton and Hove City.

Our purpose **We make our communities safer**

Our Commitments

We will do this by:

Delivering high performing services

Educating our communities

Developing a multi-skilled, safe and valued workforce

Making effective use of our resources

Our Values

PROUD - We are proud of our Service and enjoy working in a positive environment - by continually improving our services and our organisation.

ACCOUNTABLE - Serving our whole community - by providing a good, cost-effective service.

INTEGRITY - Trust, integrity, initiative and innovation - by being open, honest and encouraging creativity.

RESPECT - respect and dignity for all - by treating members of our community and each other in a way that values their individuality and by challenging discrimination and unsuitable behaviour.

LIVING OUR VALUES

Proud | Accountable | Integrity | Respect

www.esfrs.org

Our Service Area

East Sussex is served by 24 fire stations

· 6 are Wholetime stations

· 6 are Day Crewed Stations

· 12 are Retained stations
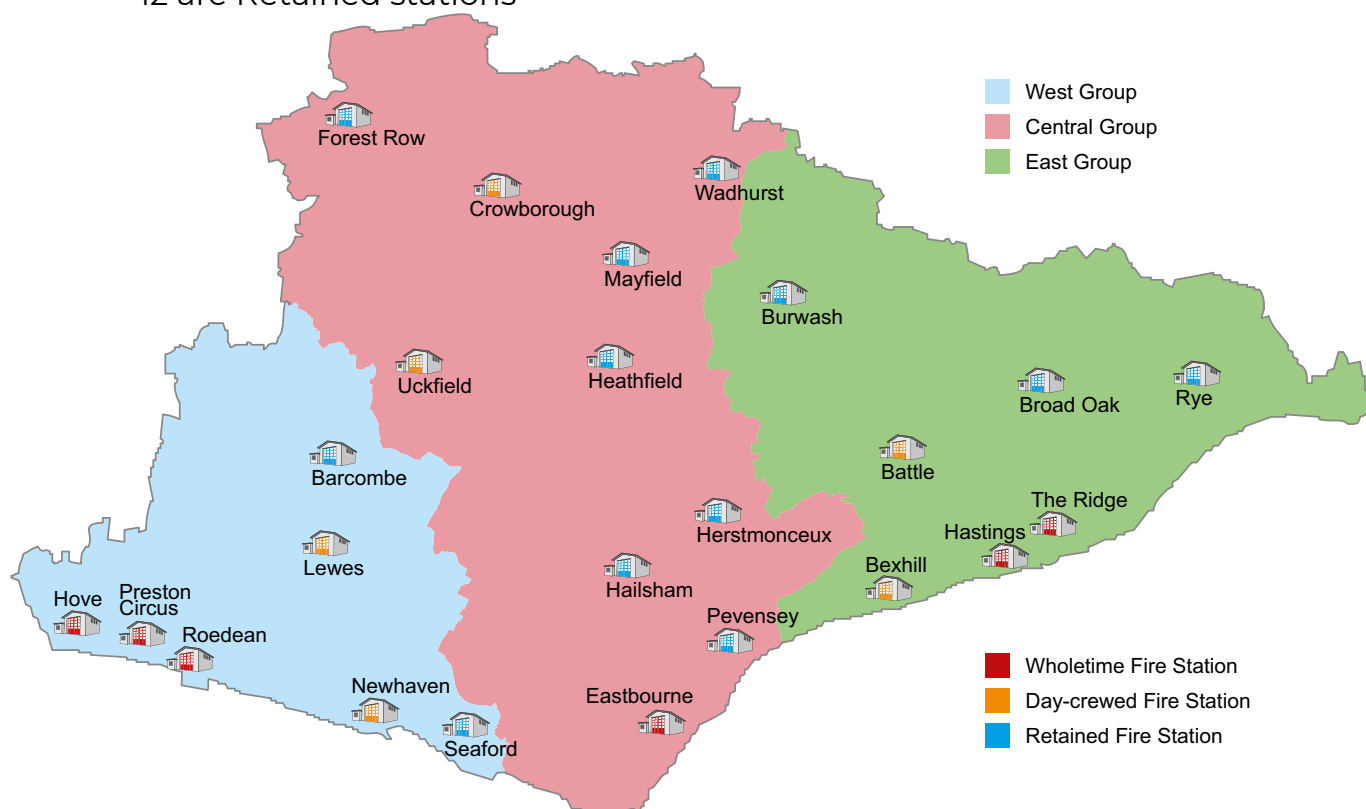
The estimated population of ESFRS's service area is 840,414 as at 2017.

288,155 live in Brighton and Hove, making it the largest district with 34% of the service area's population.

The remaining 66% is shared amongst the five districts of East Sussex:

· Wealden 158,941 (19%)

· Eastbourne 103,251 (12%)

· Lewes 102,257 (12%)

· Rother 94,997 (11%)

· Hastings 92,813 (11%)

More than half the population of East Sussex live on the coast in the main urban areas of Eastbourne, Hastings, Bexhill (Rother), Seaford (Lewes) and Newhaven (Lewes).

Our area is one of the most wooded in England and 63% is designated as 'an area of outstanding natural beauty', with over 50 miles of coastline, some of which is designated 'heritage coast'.

Within the whole area there are no motorways and fewer than 50 miles of dual carriageway. Consequently, the road infrastructure is poor. Even the three geographically separate coastal urban areas have poor road connectivity, yet contain 70% of the total population of the Authority's area. This increases road traffic collision risks and our Service response times.

Our local economy is comprised of many small businesses, and workers are generally low paid and, with high property prices, personal disposable incomes are low.

We have many picturesque villages and remote households that are some distance from community fire stations located in small towns.

Our area provides almost every aspect of community risk including oil terminals and multiple small harbours.

The geography and influence of the landscape poses significant coastal and inland flooding risk.

Our Communities

Diversity

Firefighters play an important role in the communities we serve and it is important that we understand and recognise the diversity within them. Brighton and Hove is by far the area's most ethnically diverse district, with 11% of the population belonging to an ethnic minority, i.e. not White British. This is twice as diverse as any of the districts within East Sussex. There is more diversity in the urban areas with Hastings 6.2% and Eastbourne 5.9%, than the rural areas - Rother 2.9% and Wealden 2.5%.

It is estimated that at least 2,760 trans adults live in Brighton and Hove. The true figure is probably greater than this because a significant proportion of trans people do not disclose their gender identity in surveys. In addition, as Brighton and Hove is seen as inclusive, many trans people who live elsewhere visit Brighton and Hove to socialise, study and/or work.

The distribution of age isn't even over the service area. In Brighton and Hove there is a significantly higher than average population of full time students aged 16+, with 32,920 in 2011 representing 14.1% of the resident population, compared to 7.5% in England and 8.2% in the South East. Brighton and Hove also has significantly higher number of adults aged 20-44, and a proportionally lower amount of children and older residents.

Conversely in East Sussex, Rother has a higher proportion of older people with 32% over 65. Eastbourne 25%, Lewes 25% and Wealden 26% all have similar levels of over 65s. Brighton and Hove 13% and Hastings 19% have much lower proportions of over 65s.

91.7% of people in East Sussex identified themselves as white British in the 2011 census while 80.5% in Brighton and Hove identified themselves as white British/ Welsh/English/Scottish/Northern Irish. This is compared to the average of 79.2% in England.

Index of Multiple Deprivation 2015

Brighton and Hove is ranked as the 66th most deprived authority in England, putting it in the 20% most deprived nationally. 12% of the city's areas within the 10% most deprived in England. This deprivation is concentrated in the east, centre and north-west of the city.

In East Sussex, 19 Lower Super Output Areas (LSOAs) are in the 10% most deprived nationally, 16 of which are in Hastings. There are 14 LSOAs in Wealden in the 10% least deprived nationally. There is a clear concentration of deprivation in the urban areas, especially in Hastings.

Brighton and Hove has one of the largest private rented sectors in the country comprised of 34,000 homes (28%), with 2 in 7 of the city's households now renting privately. However, high rental costs, poorer than average housing quality and pockets of overcrowding (the highest outside London) result in additional housing challenges for the city. There are also high levels of rental households in Hastings with 43% renting, of which 13% rent from 'other social landlords' which is the highest in the county.

The City of Brighton & Hove

The City is ranked the 102nd most deprived authority in England out of 326 authorities. 12% of the City's areas are within the 10% most deprived in England.

Brighton & Hove has some of the highest population density levels in the South East with 33 persons per hectare, 8 times higher than that for the South East.

The City attracts over 8 million visitors a year.

Older people account for 13% of the population although this is lower than the national average (16%).

20% of the population are from a BME background and all minority ethnic communities have grown significantly in number and proportion in the last decade. The largest increase in the number of people in an ethnic category is in the Other White category.

An estimated 15% of residents are lesbian, gay or bisexual and the City has the highest number of people in same sex partnerships and/or marriages of any area in England.

16% of residents are disabled or have a long term health problem that limits their day-to-day activities to some degree.

The City has two universities, hosting an estimated 34,000 students.

Brighton & Hove hosts a number of conferences including those held annually by major political parties bringing many visitors, media and related security risks.

At a glance

East Sussex Fire & Rescue Service

People Services

Human Resources
- Employment law and policy
- HR advice, coaching and projects
- Recruitment and selection

Occupational Health and Wellbeing
- Wellbeing initiatives
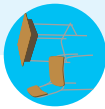- Operational fitness testing and plans
- Mental Wellbeing advocates

Payroll and Pensions
- Support on payroll and pensions
- Policy and legal developments
- Administration

Organisational Development
- Staff Engagement
- Succession planning and talent management
- Induction, Appraisals and Apprenticeships
- Cultural Improvements

Inclusion and Diversity
- Ensuring compliance with statutory responsibilities
- Guidance and support on Inclusion and Diversity
- The promotion and training on inclusion and diversity areas

Command and Operational Training
- Operational training
- Incident Command
- Commercial training

Workforce Development
- Supporting staff and leadership development
- Station based training and corporate training
- Competency framework support and advice

Health, Safety and Wellbeing
- Health safety and wellbeing strategy delivery
- Policies, procedures and safety management systems
- Management and investigation of accidents

Administration Support
- Administration support to ADs

Safer Communities

Groups
- Responding to emergencies
- Community safety initiatives and engagement
- Delivering station training
- Specialist Rescue Teams
- Hazmat

Business Safety
- Fire safety and enforcement
- Advice, education and engagement
- Fire investigations
- Primary Authority
- Building works and licence/permit consultation

Community Safety
- Promoting safer communities, preventing harm
- Home safety and Safe and Well visits
- School, youth and community engagement
- Volunters and Cadets

Principal Officers
and Executive Support

Operational Support and Resilience

Engineering Services
- Purchase, maintain and repair vehicles
- Purchase, maintain and repair operational equipment
- Asset management
- Evaluation and strategic development of fleet and equipment

East Sussex Fire Control
- 999 call handling
- Mobilising appliances and other resources
- Providing incident support
- Managing resources across East Sussex

Operational Planning and Policy
- Operational policy and procedures
- Operational and risk information
- Hydrants and water supplies
- Resource management and logistics
- Specialist operations and national resilience
- Emergency Planning and Business Continuity
- Operational Improvement and Incident Feedback

Planning and Improvement

Planning and Intelligence
- Data analysis and Reporting
- Business planning
- Community risk profiling and modelling

Communications
- Campaigns and Internal Communications
- Corporate Events
- Business support

Programme Management Office
- Planning
- Monitoring
- Governance

Democratic Services
- Administer the democratic process
- Constitution advice
- Freedom of Information

Resources/Treasurer

Finance, Risk and Insurance
- Financial Planning and Budget Management
- Financial administration and control
- Risk and Insurance

Procurement
- Purchasing goods and services, support and advice
- Monitoring and ensuring legal compliance
- Contract management and controls

Information and Technology Governance
- IT architecture, security and strategy
- Business relationship management and business analysis
- IT project governance and business case support
- IT procurement, contracts and supplier management

Estates
- Property management including repairs and maintenance
- Capital Schemes including major projects
- Estates Strategy

EQUAL OPPORTUNITIES, INCLUSION AND DIVERSITY

Equality, Diversity and Inclusion are three principles that help to create a fair society where everyone has access to equal opportunities. Equality is about equal opportunities and protecting people from being discriminated against while diversity is about recognising respecting and valuing differences in people. Meanwhile, inclusion refers to an individual's experience within the workplace and in a wider society, and the extent to which they feel valued and included.

We value diversity and recognise that different people bring different experiences, ideas, knowledge, and culture, and that this difference brings great strength.

We are committed to listening to our communities and we want people to bring themselves to work completely.

We believe that discrimination or exclusion based on individual characteristics (age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation) or unique difference (e.g. caring responsibilities) represents a waste of talent and a denial of opportunity for a great career in the fire and rescue service.

Ultimately, it is unlawful to discriminate - In order to improve the way we deliver services to our communities, we need to ensure we have a service that is reflective of the community it serves.

Women In The Fire Service

WFS is a voluntary, not for profit organisation, established in 1993. Comprising of members from all roles within the Fire and Rescue Service, its aim is to make all Fire and Rescue Services a place where men and women can work, and compete, together professionally and harmoniously. The network supports and encourages the recruitment, retention, development and progression of women within the Fire and Rescue Service (FRS). For further information, go to **www.nwfs.net**

Asian Fire Service Association (AFSA)

Formed in 2003, this independent inclusive employer led support group aims to raise the profile of Asian staff to enhance equality and diversity and its associated values. AFSA works with Fire and Rescue Services (FRS) to mainstream subjects around equality and diversity in two priority areas; Service provision and delivery and Employment policy and practice. For further information, go to **www.afsa. co.uk**

Stonewall

Stonewall (Stonewall Equality Limited) is a lesbian, gay, bisexual and transgender (LGBT) rights charity in the United Kingdom, named after the 1969 Stonewall riots in New York City's Greenwich Village. Now the largest LGBT rights organisation not only in the UK but in Europe, it was formed in 1989 by political activists and others lobbying against section 28 of the Local Government Act. Its founders include Sir Ian McKellen, Lisa Power MBE and Lord Cashman CBE. For further information, go to **www.stonewall.org.uk**

Business Disability Forum

Business Disability Forum is a not-for-profit membership organisation that makes it easier and more rewarding to do business with and employ disabled people. By providing pragmatic support, sharing expertise, giving advice, providing training and facilitating networking opportunities. They help organisations become fully accessible to disabled customers and employees. Ultimately, their aim is to transform the life chances – and experience – of disabled people as employees and consumers. For further information, go to **www.businessdisabilityforum. org.uk**

HeForShe

HeForShe is a global solidarity campaign for the advancement of women, initiated by UN Women, it invites people around the world to stand together to create a bold, visible force for gender equality. Its goal is to engage men and boys as agents of change for gender equality by encouraging them to take action against negative inequalities faced by women and girls. Grounded in the idea that gender equality is an issue that affects all people - socially, economically and politically - it seeks to actively involve men and boys in a movement that was originally conceived as "a struggle for women by women". It has been recognised that to achieve gender equality on both sides, we need to work together.

Links

Please note that East Sussex Fire and Rescue Service cannot be held responsible for the content of any of the external websites mentioned in this leaflet.

EAST SUSSEX FIRE AUTHORITY
Job Description

Work Designation:	Principal Officers	**Location:**	Service Headquarters

Job Title	Assistant Chief Fire Officer – Director of Service Delivery

Role or Grade:	Brigade Manager (Principal Officer – Gold Book)

Responsible To:	Chief Fire Officer

MAIN PURPOSE OF JOB

To ensure the delivery of an effective and efficient Fire and Rescue Service to all of the diverse communities of East Sussex and the City of Brighton & Hove in accordance with all statutory, legal and other obligations making East Sussex and the City of Brighton & Hove a safer place to live, work and visit.
To direct and strategically lead the Service Delivery Directorate comprising Safer Communities and Operational Support& Resilience. .

To contribute to the development, planning and delivery of organisational objectives and strategy as a member of the Senior Leadership Team.

To provide strategic leadership, command and support to resolve emergency fire and rescue Service operations, including multi-agency incidents at strategic command level, and Level 4 fire service incidents.*

*1) The requirement to undertake operational duties is dependent on holding / attaining the relevant command competencies in line with National Occupational Standards

2) Where necessary, the post-holder will be provided with the necessary training and development programme in order to demonstrate competence against the necessary National Occupational Standards. This development programme will be in addition to, and run parallel with, the standard Brigade Manager Development Programme in use in ESFRS

POSITION IN ORGANISATION

1. **Directly Responsible To:**   Chief Fire Officer

2. **Those Directly Supervised:**

    Assistant Director of Safer Communities
    Assistant Director of Operational Support & Resilience

3.	**Specialist Relationships (Internal):**	Fire Authority
		Chief Fire Officer
		Principal Officers
		Senior Leadership Team
		Trade Union Representatives
4.	**Specialist Relationships (External):**	Senior Officers of other emergency services and partner agencies
		NFCC
		Government departments
		HMICFRS
		Sussex Resilience Forum (inc. Business Management Team)
		Senior officers of West Sussx FRS and Surrey FRS.

RESPONSIBILITIES AND DUTIES OF JOB

1. To assist the Chief Fire Officer in the discharge of the executive responsibilities as the Authority's Chief Fire Officer.

2. To lead, manage and direct East Sussex Fire & Rescue Service as advised by the Chief Fire Officer, in their absence. To deputise for and/or represent the Chief Fire Officer when appropriate.

3. To provide strategic leadership, command and support to resolve emergency fire and rescue service operations, including multi-agency incidents at strategic command level, and Level 4 fire service incidents. To provide professional support, advice and guidance at other operational levels including mentoring Level 3 incidents as appropriate.

4. To provide professional advice and assistance to the Chairman and Members of East Sussex Fire Authority and, in the absence of the Chief Fire Officer, to assist the Chairman at meetings of the Fire Authority and Fire Authority Panels.

5. To lead the Principal Officer portfolio allocated to the post including the strategic lead for service delivery (prevention, protection and response) on behalf of the Senior Leadership Team.

6. To act as the strategic lead for all matters related to the Civil Contingencies Act, Local Resilience Forum, Emergency Planning and Business Continuity.

7. To act as the ESFRS strategic lead for the Joint Control Centre partnership with West Sussex and Surrey (post September 2021)

8. To act as the ESFRS Project Sponsor for the Emergency Services Mobile Communications Project.

9. To act as the strategic lead for the operational alignment programme with West Sussex FRS, Surrey FRS and Kent FRS

10. To be an effective member of the Senior Leadership Team to assist it corporately to:

    (i)   Support the delivery of the Fire Authority's Purpose and Commitments.
    (ii) Develop, and subsequently implement, the Fire Authority's agreed Strategies.

(iii)   Influence and shape the general management and direction of the organisation.

(iv)   Manage corporate service planning, resource prioritisation, and performance management issues effectively.

(v)   Manage corporate risk effectively.

(vi)   To advise on appropriate corporate initiatives/issues for consideration and implement effectively

(vii)   To ensure that the organisation adheres to the legal, financial and procedural requirements of the Fire Authority

11.   To chair committees/boards as appropriate

12.   To manage budgets effectively, achieving outturn targets, and delivering any agreed savings in accordance with the Delegated Financial Management Manual

LIMIT OF AUTHORITY

1.   Personnel: To identify personnel requirements within the function, chairing recruitment and selection panels as required and to appoint post holders within remit of authority.

To participate in selection panels for other functions/departments as required.

To undertake all tasks where direct line management is required for departmental staff.

To undertake managerial functions in relation to staff in other functions/departments as required of a SLT member, and in relation to the Duty Principal Officer role and operational matters.

2.   Financial: To plan, manage, monitor and report the use of the Directorate budget, in accordance with the Authorities delegated financial plans and in line with the Services medium term financial plan.

To authorise expenditure up to delegated financial limit and to recommend expenditure approval for higher amounts in line with Service financial and procurement policies.

To authorise urgent expenditure in other departments/directorates whilst undertaking the role of Duty Principal Officer or in support of operational incidents (e.g. the payment of overtime to maintain appliance availability).

NOTE: This job description sets out the duties of the post at the time it was drawn up. Such duties may vary from time to time without changing the general character of the duties or the level or responsibility entailed. Such variations are a common occurrence and cannot of themselves justify a reconsideration of the grading of the post.

All staff must comply with all Service and Corporate Polices including Equal Opportunities, Health and Safety at Work and safeguarding and promoting the welfare of children and protection of vulnerable adults in line with the policies of east Sussex Fire and Rescue Service.

EAST SUSSEX FIRE AUTHORITY
Person Specification

Title: Assistant Chief Fire Officer	Function: Service Delivery
Grade: Principal Officer	

	KNOWLEDGE (incl. interpersonal and communication skills)	Assessment Method
1	Substantial knowledge and understanding of critical incident / event operations necessary to undertake the role of strategic commander in critical and ambiguous situations of potentially regional, national and international significance **Essential**	**Selection Process**
2	Substantial knowledge of the national, regional and local political operating climate of the FRS within the context of the Government's modernisation agenda **Desirable**	**Selection Process**
3	Knowledge of the statutory role, powers and responsibilities of the fire and rescue service sector **Desirable**	**Selection Process**
4	Knowledge of corporate governance; financial planning; strategic planning; risk and programme management principles and practice during change programmes **Essential**	**Application Form**
5	Knowledge of the principles and practices of fire and rescue service performance assessment and assurance processes **Desirable**	**Application Form**
6	A track record of actively promoting diversity and a genuine commitment to equality **Essential**	**Application Form**
7	Ability to demonstrate inspirational leadership, motivating and developing others to reach their full potential **Essential**	**Application Form/Selection Process**
12	Ability to demonstrate a willingness to work openly and constructively with the Fire Authority in a political setting **Essential**	**Selection Process**
13	Demonstrates a high level of communication skills focusing on the ability to communicate clearly and effectively in interpersonal relations, industrial relations and with the media, both orally and in writing **Essential**	**Selection Process**
14	High levels of self-awareness and emotional intelligence **Essential**	**Selection Process**

	QUALIFICATIONS	Assessment Method
1	Possession of a relevant degree (undergraduate or postgraduate) or equivalent professional qualification appropriate to the post **Essential**	**Documentation**
2	Successfully completed a strategic incident command course and / or the Fire Service Level 4 Incident Command Course **Essential**	**Documentation**
3	Successful acceptance onto, or completion of, the FRS Executive Leadership Programme or equivalent executive level leadership development programme **Desirable**	**Documentation**
4	Corporate Membership of the Institution of Fire Engineers / Institute of Directors or other professional body relevant to the post **Desirable**	**Documentation**

		Documentation
5	Evidence of continuous and professional development **Essential**	

EXPERIENCE		**Assessment Method**
1	Substantial and proven relevant experience in the Fire and Rescue Service at Area Manager or Brigade Manager level (or equivalent experience at strategic manager level in a large emergency service, public sector body or military organisation) **Essential**	**Application Form**
2	Experience of leading and delivering strategic change and improvement in a large, complex organisation within an industrial relations framework **Essential**	**Application Form/Selection Process**
3	Excellent political skills and a proven ability to work effectively with elected members and other Politicians in a politically sensitive environment on a range of operational and strategic issues **Essential**	**Application Form/Selection Process**
4	Excellent proven leadership skills with evidence of having taken effective decisions which have resulted in tangible improvements **Essential**	**Application Form**
5	Broad experience of building and developing effective relationships with a wide range of partners and stakeholders, with a proven ability to influence and lead ensuring tangible outcomes to the benefits of partners and the FRS **Essential**	**Application Form**
6	Experience of managing risk within the public sector **Desirable**	**Application Form**

OTHER		**Assessment Method**
1	Willing to travel locally, nationally and internationally as required **Essential**	**Application Form**
2	Live in the County whilst on call, or within an acceptable distance, and be available for recall to meet demands of continuous duty commitments **Essential**	
3	Current full driving licence with no pending issues that may result in the loss of the full driving licence **Essential**	**Documentation**
4	Requirement to work on an agreed duty rota system and to attend events and functions etc. outside of normal working hours **Essential**	
5	Be able to successfully complete the Non Police Personnel Vetting (NPPV) Level 2 clearance **Essential**	**Vetting**
6	Be able to successfully complete Security Clearance (SC) vetting **Essential**	**Vetting**
7	Able to satisfy medical standards as applicable (a medical examination will be required for external candidates) **Essential**	**Medical**
8	Able to converse at ease with customers and provide technical and/or professional advice in accurate spoken English **Essential**	**Application Form/Selection Process**

East Sussex
Fire & Rescue Service

Leadership & Behavioural Framework

Foreword

Leadership is required and happens at every level of the Organisation, whether it is through formal management structures or through informal influence. This Framework is relevant to all staff, including our volunteers, whether in a formal management role or not as it sets out the way we in which we can be expected to operate both individually and as teams.

Our ESFRS Leadership and behavioural framework has six key areas for focus:

- We are committed to strengthening our leadership and line management to support organisational change and improved community outcomes.

- We are committed to effective communication and constructive engagement across the Organisation that engenders continuous feedback and continuous improvement both organisationally and individually.

- We need strong and effective leadership at all levels to ensure that everything we do aligns with the purpose and commitments of the fire and rescue service, both nationally and locally.

- All staff and volunteers have a responsibility to demonstrate our values and behaviours and we expect our managers to lead our people to achieve a positive culture by diversifying our staff and creating a fair and equal place to work.

- Our managers will take responsibility and lead teams to deliver measurable outcomes, whilst being actively involved in their own learning and the learning of our future leaders.

- We will recognise and value effective leadership and leadership learning will be supported and embedded throughout our organisation.

Leadership is key to all of these areas and has never been more important at every level of the organisation. Delivering excellent outcomes to our community, and being adaptable to the evolving requirements of a 'modern fire and rescue service' is key to our leadership and management focus for now and the future.

More than ever before, we need leaders who are both operationally and professionally competent as well as being capable of creating and delivering a compelling vision for the future to inspire and motivate others. We need resilient leaders who will take responsibility for continuous improvement in our performance as a public service and bring other people with them.

We need leaders who are able to collaborate across our different functions internally as well as being able to cross traditional boundaries with other agencies and businesses to deliver community leadership and achieve more efficient, effective and joined up services for the public.

Our Leadership and Behavioural Framework clearly defines the behaviours required across the organisation. This framework details a simple set of expected behaviours and aligns to the organisational competence framework and development pathway which is used to support our current and next generation leaders.

"We need leaders who are capable of creating and delivering a compelling vision for the future to inspire and motivate others"

In setting this framework, we recognise that throughout our career there is always something we can focus on to improve. This means a change in focus from outputs to outcomes – leadership is not defined by what courses we have attended or what qualifications we have achieved, neither is it defined by your role or level of responsibility within the organisation. But instead by the difference we are making to the people around us and to the performance of the team and organisation. This difference is then ultimately experienced by our communities through improved service delivery.

Introducing the Leadership & Behavioural Framework

Personal Impact & Resilience

ensures we value, respect and promote inclusion, equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on both ethical & distributed leadership and the wellbeing of our staff.

Authentic Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnerships. An ambassador and role model for the fire and rescue service. The focus is on 'team' and how a manager uses authentic leadership to create high performing services.

Organisational Effectiveness

is ensuring everything we do is linked to the organisational purpose, commitments and values ensuring decisions and actions are beneficial to the community we serve. The focus is on the organisation and how you use leadership to continuously improve, identify efficiencies, innovate and change.

Service Delivery

is about delivering high performing services now and into the future. It's about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money to our communities of East Sussex, Brighton & Hove. The focus is on making effective use of our resources and how a manager uses leadership to produce outcome-focussed results which meet the customer needs.

This Leadership & Behavioural Framework provides a consistent approach to leadership and development for all staff and volunteers, irrespective of role or function. The framework brings together the 'what and the how'; combining traditional operational and professional competence with behavioural expectations. The behaviours are described below and the Development Pathways are outlined in a separate document.

The framework is built around four quadrants as above, and is measured at four levels (see next page), with each building on the previous. The critical feature of this Framework is that it's relevant to all roles, including our volunteers and uses defined and observable measures to assess the potential and performance of our staff on a day to day basis.

Leadership Expectations:

To lead the organisation forward in an evolving uncertain operating environment. There are different levels of expectation according to your responsibility. We need individuals who are capable of:

- Creating a compelling vision that is people centred whilst empowering others to buy in and commit to that vision.

- Leading collaboratively across departments, the organisation and being a community leader.

- Being resilient and adaptable within an evolving modern Service.

- Being authentic and utilising high levels of emotional intelligence to support people in achieving the goals of the organisation.

- Being in the present, but also horizon scanning.

- Promoting and developing community and distributed leadership

  (i.e. leadership at all levels).

- Acting as ambassador for learning through both personal practice and creating and sustaining learning organisations.

- Embracing inclusion, diversity, innovation, and being open to alternative perspectives.

- Demonstrating and promoting humility & compassion for 'self' and others, with a focus on well-being, improvement and accountability.

We have devised a common specification for core development pathway, based on identified needs, which will be relevant to all across the organisation. There will be a focus on blended learning which maximises use of different learning methodologies to enhance learning.

Leading Yourself (everyone)

Personal accountability, Focus on induction and local foundation. Management and staff devt modules. Eg Firefighters / Firefighters (control) & Volunteers

Job Family 1-2

Leading Others (Supervisory Mgrs)

Focus on people mgt, legal and ethical framework, personal leadership skills and personal resilience eg crew / watch managers, First line or team managers

Job Family 3-4

Leading the Function (Middle Mgrs)

Focus on developing skills for setting direction and vision for the department, monitoring and improving performance and wellbeing eg, Station / Group Managers, Departmental managers

Job Family 5-7

Leading the Service (Strategic Managers)

Focus on developing skills to support and lead corporate change eg Assistant Directors and Principal Officers

Personal Impact & Resilience – this is about self

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I value inclusion and set a positive example of appropriate behaviour for peers and the community.	• I take responsibility for inclusion and fairness, I encourage and value difference.	• I role model and mentor others in how they communicate and engage to encourage inclusion.	• I promote and role model inclusion. • I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.
• I encourage open communication and actively listen to and value other's contributions.	• I communicate responsibly and with sensitivity and respect for others. • I provide timely feedback. • I have difficult conversations when required.	• I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner. • I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.	• I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. • I use non-stigmatising behaviours or language and non-stereotypical language. • I promote two-way dialogue.
• I look for opportunities to learn and develop my skills and behaviours. • I admit and learn from my mistakes and celebrate my successes with the team.	• I encourage others to admit to and learn from their mistakes, and to celebrate their successes.	• I seek feedback about my own performance in order to keep learning and developing.	• I evaluate my own performance and take steps to continuously improve.

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I understand how my actions and behaviour impacts on others. • I recognise and challenge inappropriate behaviour.	• I am aware of my impact on the people around me and I always seek to improve how I work with others. • I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution.	• I recognise and monitor the impact of my decisions. • I am willing to adapt and modify my behaviour in order to meet emerging needs. • I am willing to coach and mentor others to adapt their behaviour.	• I work hard to build and keep trust by listening to others' views and adapting to change.
• I look after myself and others, and seek help if I need it. • I look after mine and others mental wellbeing.	• I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available.	• I create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping.	• I recognise the pressures of leading an organisation, role modelling resilience and promoting a healthy work-life balance. • I embed wellbeing and mental health in all strategies, setting up systems to monitor and support employee mental health and organisational wellbeing.

Authentic Leadership – this is about others

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I am an ambassador for the Service, taking pride and responsibility for the work we do and encouraging others to do the same.	• I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	• I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	• I work with others to establish the strategic direction and the working goals of the organisation.
• I take responsibility and accountability for the quality of my own work.	• I take responsibility for team effectiveness which focusses on improving outcomes and decisions.	• I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	• I communicate with passion and integrity to maintain and elevate the reputation of the Service to staff, stakeholders and the public. • I use non-stigmatising behaviours or language and non-stereotypical language. • I promote two-way dialogue.
• I value and appreciate differences in people and treat everyone with kindness and respect.	• I encourage all the people in my team to speak and share their views.	• I value the team and know how to make best use of their diverse skills and strengths. • I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.	• I champion our ambition to display outstanding leadership at every level, to create an environment where people can bring their whole self to work and be the best they can be.

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I role model proactively, learning new skills and behaviours.	• I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary. • I use debriefing and other learning from the organisation to help my team develop. • I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best.	• I look for opportunities to develop people and promote a learning culture. • I nurture future talent and proactively plan for succession. • I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline.	• I foster and embed the principles of a learning organisation. • I ensure fair and effective systems and methods are in place for succession and nurturing people's career. • I role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring.

Service Delivery – this is about task

Leading Yourself	Leading Others	Leading the Function	Leading the Service
· I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion. · I act as a role model for my community.	· I focus on the needs of our customers. · I seek to understand and address the specific risks and diverse needs of people and communities.	· I take a business-like approach that considers how to achieve better outcomes for communities.	· I am aware of the wider impact the organisation has on improving community outcomes.
· I plan ahead and prioritise my work, managing my time effectively to get things done.	· I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues.	· I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly.	· I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation.
· I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money.	· I develop and review plans to make the best use of resources, and challenge any misuse of resources.	· I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly.	· I set strategies and budgets through consultation, which represent the best value service now and into the future for communities. I ensure that all staff demonstrate appropriate levels of business awareness.
· I spot opportunities to improve the way we do things for people, and put ideas forward.	· I develop systems and processes that are people focussed.	· I seek the views of others on service quality and effectiveness to identify ideas for improvement.	· I promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service.

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I actively contribute to problem-solving and take time to understand the issues fully.	• I use different problem-solving techniques with others to generate solutions that improve the service for our customers.	• I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources.	• I implement systems to measure the quality of our decision making and to learn lessons. • I take account of emerging issues and risks and put in place plans to limit the negative consequences to our service.
• I take decisions based on supporting evidence, risk, and my prior knowledge of good practice.	• I make evidence-based decisions and consider the risks, including financial and resource impacts.	• I evaluate the impact of any changes to service delivery to learn lessons and implement that learning.	• I use evidence from our own and other's organisations to set strategy and direction for the Service.
• I work to foster trust with others and build constructive working relationships to achieve goals. • I find out about my local community and risks, to ensure we are offering the best service.	• I encourage my team to build constructive working relationships with others to achieve our aims. • I'm outcome focussed in my approach and make decisions based on better service outcomes	• I seek out opportunities to work collaboratively across teams and functions to improve service delivery.	• I proactively build and sustain collaborative relationships with members, partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working. • I encourage innovation, including new technology, to improve service delivery

Organisational Effectiveness – this is about organisation

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I know what the key organisational goals are and how I make a difference.	• I make sure the team understands how our work contributes to and delivers organisational priorities.	• I am aware of wider organisational and political priorities and how our function contributes more widely.	• I lead the organisation and develop the vision, mission and strategic business plan, which are inclusive of diverse and changing community risks. • I take a long-term view which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation.
• I work within the organisation's policies, procedures and processes. • I speak out promptly if I see or hear of a safety or organisational risk.	• I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk.	• I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them.	• I act as a professional advisor to governance at all levels. • I ensure that our approach to corporate risk is well considered and reasonable in the circumstances.
• I offer ideas and feedback to improve our services, and take on board other's ideas.	• I encourage staff to be flexible in their approach and empower them to contribute and influence decisions. • I create conditions where team members are empowered to suggest and implement new ways of working.	• I look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them. • I encourage and respond to challenge appropriately, and am willing to adapt my thinking with new information or better evidence.	• I strive to establish a learning ethos both internally and externally. • I create conditions for innovation and change that support our vision.

Leading Yourself	Leading Others	Leading the Function	Leading the Service
• I continuously seek to improve my performance to contribute to organisational goals.	• I promote continuous improvement for the team and the organisation.	• I improve business processes to promote more efficient ways of achieving our plans.	• I foster and enable continuous improvement through using the right tools and methods. • I continuously develop the organisation to be an inclusive employer of choice.
• I am open to, and positively engage with, new ways of working.	• I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded.	• I take ownership of change and help others to understand, adapt to, implement and embed change.	• I challenge the status quo and compare our performance against other fire and rescue services, other public services, and other relevant business sectors. • I evaluate and ensure changes are being embedded in the organisation.
• I positively seek organisational information about how well we are doing and what is changing. • I can be trusted with sensitive information.	• I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to.	• I take responsibility for delivering organisational messages positively, even in difficult circumstances.	• I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation.

Contra indicators for each quadrant

Personal Impact & Resilience	Authentic Leadership	Service Delivery	Organisational Effectiveness
· Displays inconsistent behaviour and fails to keep commitments. · Fails to understand or appreciate impact on others; does not consider situation from others' viewpoint. · Spends little time on personal and professional development activities. · Exhibits aggressive, defensive, overpowering, bullying, or defensive behaviour. · Does not lead by example or stand by own principles or spoken beliefs. · Offers advice beyond boundaries of knowledge or experience. · Applies preconceptions and stereotyping in dealings with others. · Is unwilling to share expertise with others; or withholds relevant information, expertise or knowledge. · Does not contribute willingly to the team and adopts a passive role. · Refuses to acknowledge personal mistakes.	· Displays obstructive behaviours rather than progressive ones. · Tends to apportion blame and accountability to others when things go wrong. · Makes unrealistic promises about what can be delivered. · Unwilling to recognise, or deal with, capability or performance issues in self or others; avoids difficult conversations and confrontation. · Challenges others in a way that intimidates or undermines. · Gives little time to the development of peers and colleagues. · Shows stubbornness in the face of opposition, even when proved wrong. · Shows general lack of confidence in own knowledge, abilities and judgements. · Sits on the fence rather than taking a clear stand. · Shows little consideration or respect for other colleagues. · Fails to allow others to put in different views in meetings.	· Does not focus on a drive to improve service delivery. · Is preoccupied with own or hidden agenda rather than the needs of staff, customers, clients or partner agencies. · Doesn't take into account local needs. · Fails to appreciate the need to engage the support of stakeholders. · Consistently works in isolation, pursuing own solution without involvement of appropriate stakeholders. · Fails to build contact with people beyond own work area. · Fails to recognise the value of diversity. · Works in an unfocused way, failing to prioritise, keep track of progress, or adapt approach when deadlines, targets or standards are threatened or changed. · Gives up in the face of obstacles and does not demonstrate a sense of personal responsibility for delivery.	· Obstructive towards learning or progress. · Fails to see relevance of wider organisation issues, sector trends or contextual developments to organisation or role; fails to communicate these. · Needs to know all the answers, rather than the right method of enquiry. · Rejects ideas quickly or spontaneously without reflection or adequate insights. · Is focused on the present and the past and has a low interest in emergent or future issues. · Avoids long-standing, difficult or sensitive issues. · Focuses on symptoms rather than causes. · Fails to understand organisational decision-making processes (explicit or implicit) and how these translate into personal authorities. · Overlooks inappropriate behaviour with regard to the organisation's processes, values and expected behaviours.

Please note – these are not to be used by themselves to performance manage people or to focus on everything they are doing wrong, more as a warning sign that someone may need some development around these areas. They could be useful in a behavioural capability scenario where people are struggling to express what needs to be improved.