



Buckinghamshire Fire & Rescue Service
Director of HR and Organisational Development
Candidate Information Pack



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Welcome letter from Louise Harrison, Chief Fire Officer/Chief Executive of Buckinghamshire Fire & Rescue Service

Thank you for your interest in the role of Director of Human Resources and Organisational Development at Buckinghamshire Fire & Rescue Service. Buckinghamshire & Milton Keynes are some of the most attractive places to live, work and visit in the UK – and this is a vital role for the public safety of our communities. We want to attract the very best to help lead our Service.



Since 1st April 1948, Buckinghamshire Fire & Rescue Service has been keeping the residents of our historic and beautiful county safe. Today, the challenges may be different, but that core purpose of protecting our communities remains unchanged. We serve over 800,000 people in the rural towns and villages that make up Buckinghamshire, as well as the fast-growing City of Milton Keynes. This varied rural and city make-up - together with the River Thames, M25, M40 and M1, and rail infrastructure – demands that our firefighters are well trained and well equipped. It demands that they are well led.

At Buckinghamshire Fire & Rescue Service there is much of which we are proud. We also know there is much room for improvement. That unashamed candour about our strengths and weaknesses brings a determination to continually improve. It reflects the sort of leaders we are seeking. Our next Director of Human Resources and Organisational Development will play a critical role in helping to shape, as well as leading on, the delivery of the organisation's Human Resources services and Organisational Development approach to change.

These are challenging times for all Fire & Rescue Services, with our cultures under deserved scrutiny. At Buckinghamshire we have set a clear expectation on ourselves that we will be neither defensive, nor complacent, about our culture. We want to do whatever it takes to ensure everyone in our team feels safe, supported and included. At the core of this role will be the development of BFRS's standards as an inclusive place for all, embedding our culture and EDI plans and ensuring lessons from national reviews are fully embedded. The postholder will develop the People function and establish an efficient and effective platform for all people-related activities.

We want to attract the very best for this role and so are open-minded about the leadership experiences you bring. What matters is that you share our ambition for what can be achieved, you can inspire trust from our people, and you can deliver for our communities. We think this is both a challenging and exciting role that will have a significant positive impact on our staff and community. We hope you do too.

Louise Harrison

Chief Fire Officer/Chief Executive, Buckinghamshire Fire & Rescue Service

About Buckinghamshire Fire & Rescue Service

Headquartered in Stocklake, Aylesbury, Buckinghamshire Fire & Rescue Service (BFRS) serves a population of more than **800,000** in the South East of England. On average, it receives around **16,000 calls** for assistance every year.

As at 1 April 2024, BFRS will have an overall establishment budget of circa £29m, with 122 full-time equivalent (FTEs) for Support Services employees, 300 FTE Wholetime employees and 96 FTE On-Call employees and operates through 19 stations, in order to serve the region and help keep the population safe.



The latest review of BFRS published in October 2023, shows the Service required improvement in nine areas, was inadequate in one, and adequate in one.

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Responding to major incidents	Understanding fire and risk	Public safety through fire regulation
			Preventing fire and risk	
			Responding to fires and emergencies	
			Best use of resources	
			Future affordability	
			Promoting values and culture	
			Right people, right skills	
			Promoting fairness and diversity	
			Managing performance and developing leaders	

Graphic above taken from <https://hmicfrs.justiceinspectors.gov.uk/frs-assessment/frs-2023-25/buckinghamshire-2023-2025/>

More detail relating to each of the above headline areas can be found within the full report, which is available at the HMICFRS website [here](#).

Role profile

ROLE DETAILS:	
Role title:	Director of Human Resources and Organisational Development
Salary:	£113,802
Service area:	Senior Management Team
Responsible to:	Chief Executive/Chief Fire Officer

PURPOSE OF THE ROLE: <i>Why the role exists and what it has to achieve</i>
<p>Buckinghamshire Fire & Rescue Service (BFRS) is embarking on a journey of modernisation and change with a clear promise to the public and a set of core values, behaviours and a culture fit for an excellent, modern and agile Fire & Rescue Service. A new Community Risk Management Plan (CRMP) will enhance and complement the strategic direction for the areas of Buckinghamshire and Milton Keynes.</p> <p>The Director of Human Resources and Organisational Development (HR and OD) will play a critical role in helping to shape, as well as leading on, the delivery of the organisation’s Human Resources services and Organisational Development approach to change.</p> <p>They will work as an integral part of the Executive team, alongside staff groups, our people and partners across BFRS, help to develop and embed the People Strategy and enable BFRS to achieve its purpose, vision and strategic priorities.</p> <p>The Director will provide visible strategic managerial leadership and direction in shaping and facilitating the delivery of corporate objectives for BFRS, providing HR/OD leadership and expertise, supporting the development of organisational capability.</p> <p>At the core of this role will be the development of BFRS’s standards as an inclusive place for all, embedding our culture and EDI plans and ensuring lessons from national reviews are fully embedded. The postholder will develop the People function and establish an efficient and effective platform for all people-related activities.</p>

DIMENSIONS OF THE ROLE: *The key statistics associated with the role*

Financial (direct or non-direct): Total budget for Human Resources, Organisational Development and Organisational Training of £2.1m (2024-25)

Staff responsibilities (direct or non-direct): HR services including the Training & Development team (Uniformed/Non Uniformed) and directing Organisational development. Currently, the total number of staff in HR, OD and training sits at 28 FTEs.

PRINCIPAL ACCOUNTABILITIES: *What the role is accountable for and required to deliver*
Job Purpose

- To be accountable for the performance of the HR and OD service area and the delivery of high-quality strategic aims.
- To provide strategic direction, oversight and support to our training delivery functions.
- Provide strategic leadership and direction to shape and deliver the Service’s Human Resources Strategy, EDI and the wider Organisational Development agenda.
- Be the Principal Advisor to the Fire Authority on all Workforce & Organisational Development matters.
- To have up to date knowledge and understanding of good practice on all legislative and national business around Employment practices.
- Be a critical and integral corporate member on the Service’s Senior Executive Team.

Corporate Responsibility and leadership of People Services and OD

- Providing strategic direction on all people matters across the organisation and including the development and implementation of the People Strategy.
- To provide corporate leadership to BFRS and staff, role modelling the Service’s promise to the public, core values and behaviours.
- Embed a clear focus on staff health and wellbeing.
- To act as the Senior Responsible Owner for relevant people programmes and oversee delivery of activity, outcomes and performance, taking learning from staff feedback and cultural surveys.
- To be a champion of diversity, inclusion and equality of opportunity for staff and to ensure that that equalities policies and inclusion strategy are implemented effectively.
- Enable excellent cross-directorate working and inter-department liaison to ensure integrated delivery plan of key strategies.
- Management of the People Directorate services including transparent oversight of disciplinary and misconduct processes.
- To oversee and support the training plans for the service, ensuring a quality of delivery that is fit for purpose and provides a workforce with the right skills and attributes to fulfil their roles.
- Develop the People Directorate as a high-performing and engaged function that provides an excellent service to staff across BFRS while seeking opportunities to continuously improve.
- To provide motivational and visible leadership to the Directorate’s management and staff and to secure their commitment to the delivery of BFRS’s corporate plans, embedding our clear vision, aims and objectives.

- Accelerate progress to remove disproportionality from all people processes, practice and policy ensuring that we progress towards developing as an inclusive workforce representative of the communities we serve.
- Manage delegated budgets and contribute significantly to the sustainable financial performance of the organisation through effective and accurate financial reporting, assessing financial health and performance of services, identifying, assessing and delivering new opportunities for funding and savings.
- Identifying business efficiencies and improvements as well as developing productivity initiatives.
- Ensure the service is an employer of choice and a compelling and attractive value proposition that reflects its unique status in public sector service.
- To promote and drive clear career pathways, leadership and promotion development programme that will help identify and deliver the right blended approach to enhancing the skills and competencies we expect of an excellent organisation.
- To deliver an effective workforce plan, ensuring we have the right people with the right skills in the right place.
- To oversee effective plans that drive service delivery, ensure succession planning and mapping to enable the People Directorate to support the Service's Community Risk Management Plan, changing and adapting as needed.
- To anticipate and manage change within the Directorate.

Use of Resources

- To ensure that our people services function delivers a high-quality service that provides value for money and seeks opportunities to continuously improve.
- To ensure the Directorate's resources are deployed and controlled effectively to secure the Services' overall business objectives.
- To be accountable for processes that effectively recruit, motivate and develop staff in order to achieve both personal and business objectives.
- To ensure the Directorate meets its statutory obligations.
- To ensure effective communication and collaboration with all internal stakeholders in the delivery of services

External Relations

- To ensure the effective development of strategic partnerships with local, regional and national government and other agencies to deliver improved service performance.
- To develop and sustain effective relations with key stakeholders to ensure we are an employer of choice.
- To effectively manage external relationships relevant to the work of the Directorate.

DECISION MAKING:**Make decisions:**

The post holder will make significant decisions on policies relating to people, organisational development and training, including workforce planning.

Significant say in decisions:

The post holder will have the final say in decisions regarding the strategic direction of the Directorate and a significant influence on the wider Authority. The post holder will be responsible for ensuring the accuracy of the information upon which a number of strategic decisions will be made, by both strategic managers and Members.

CONTACT WITH OTHERS: *The frequent contact the role holder has with others and for what purpose***Internal:**

At all levels across the organisation, predominately the CFO/CE, other strategic managers/Directors and Authority Members. Most frequent contact will be with direct reports and strategic managers/directors, as well as relevant managers.

External:

- Home Office
- HMICFRS
- Fire Standards Board
- National and regional officers of the trade unions
- Voluntary sector directors and community leaders and groups
- National Fire Chiefs Council
- Local Government Association and Association of Police & Crime Commissioners

Person Specification

PERSONAL REQUIREMENTS:

- To support the effective implementation and embedding of equality, diversity and inclusion
- To contribute to the development and implementation of relevant policies and procedures
- To participate in a programme of continuous personal and professional development relevant to the role
- To demonstrate conduct and behaviours in accordance with the Service policies, values and norms
- To comply with the Service's aims, organisational values and behaviours and their impact on this post
- To be committed to protecting and respecting the privacy of individuals and the responsible handling of personal information
- To ensure all aspects of health and safety are adhered to. Ensuring that all employees, visitors, contractors etc. within the area are following statutory requirements and Service policies and procedures
- The Service is committed to safeguarding and promoting the welfare of children and vulnerable adults, and expects all employees and volunteers to share this commitment
- To undertake, with appropriate training, the duties of other roles as required
- To mentor and coach employees as required
- Attend meetings as required and submit information in appropriate formats as required
- To undertake any other duties which fall within the broad spirit, scope, levels and purpose of this role that may reasonably be required from time to time, at any location required by the Service

REQUIREMENTS: Essential Criteria

The skills, knowledge, qualifications and training required to perform the role

Qualifications & Training:

- CIPD Qualified to Level 7.
- Relevant degree or professional qualifications and experience.

Experience:

- Proven experience as a HR/OD strategic leader working within a complex organisation in a climate of change.
- Significant experience of leading developing and delivering People and OD strategies to drive forward people and business performance.
- Experience of effective financial management and managing budgets.
- As a role model, demonstrates the highest levels of integrity and fairness, promoting confidence.
- A collaborative style, exhibiting emotional intelligence.
- Outstanding Leadership and the ability to articulate a positive and compelling vision and translate into activity and outcomes.
- Creativity and vision to improve performance and achieve results.
- High level of political sensitivity.
- The ability to respond positively to ambiguity, change, obstacles and challenges.

- Encourage all core functions to engage effectively with and listen to service users and incorporate their needs into the planning and delivery of services.
- The ability to have influence and impact, negotiate and challenge both within and outside the organisation, to achieve change and meet organisational objectives.
- A problem-solving, can-do approach demonstrating sound judgement and initiative to deal with problems and situations continuously arising.
- Planning and managing resources to translate long-term objectives into clear, practical working plans.
- Develop and implement effective plans to ensure the organisation delivers upon its people objectives. Provide leadership that connects the strategy to critical people outcomes which make a difference across employee engagement, wellbeing and performance.
- Identify opportunities for progressing the capability and functional efficiency of the Service through technology or business improvement.

Skills:

- A highly accountable and visible style of leadership.
- Ability to think plan and co-ordinate strategically.
- High level of negotiation and influencing skills.
- Highly developed oral and written communication skills.

Knowledge:

- Thorough understanding of UK employment law, current practices and statutory requirements.
- A strong understanding of how positive and proactive HR and OD can support both organisational and operational delivery in the public sector.
- A strong understanding of developing, implementing, sharing and implementing best practice across the full range of the HR remit.
- A good understanding of the political, economic and environmental context in which the Fire service operates with proven experience and/or understanding of working within a heavily unionised environment.
- A well-developed knowledge and sophisticated appreciation of the strategic issues and challenges facing the public sector and fire and rescue services.
- An unequivocal understanding and evidence of embedding diversity and inclusion in the delivery of the People Strategy and the service's vision mission and values.
- A clear understanding of health and safety principles that support the delivery of the BFRS objectives.

OTHER

- Ability to travel to other locations within the county of Buckinghamshire and Milton Keynes

ANY ADDITIONAL INFORMATION: *Information relevant to the role.*

The post holder will be expected to have a flexible approach to work, possessing a high level of integrity, honesty, reliability and confidentiality.

This role profile will be supplemented by annual target-based outcomes, which will be developed in conjunction with the role holder. It will be subject to regular review and the Service reserves the right to amend or add to the content listed above.

Terms and conditions of appointment

Salary

The salary for this post is competitive at up to £113,802. The exact level of pay will be determined by the Fire Authority based on relevant expertise, experience and knowledge.

Tenure

The role is offered on an initial fixed term basis of two years. This is due to the current funding round and it is possible it will be extended beyond that initial period. This is not guaranteed though, hence the two year window stated.

Annual Leave

30 days, plus bank holidays.

Pension arrangements

The Authority operates two excellent public sector pension schemes, and membership for this role will be within the Local Government Pension Scheme (LGPS).

Timetable of appointment

Closing date for applications (08:00)	Thursday 2 nd May
Longlist meeting (for information only)	9 th May (tbc)
Preliminary interview with GS (virtual, via Teams or Zoom)	Following longlisting
Shortlist meeting (for information only)	24 th May (tbc)
Staff Engagement Exercise (in person)	On the day of the final panel
Final panel interview (BFRS HQ, Stocklake, Garside Way, Aylesbury HP20 1BD)	w/c 3 rd June
Appointment put before the Fire Authority	12 th June

How to apply

<p>How to apply</p>	<p>We are seeking to appoint based on a combination of your written application and interview. To apply, please visit our recruitment partner’s website at: www.gatenbysanderson.com/GSe108662 or by using the ‘search for jobs’ function at www.gatenbysanderson.com and entering Buckinghamshire Fire & Rescue or the reference number 108662. Register on the GS site and then submit the following to us no later than 08:00 on the closing date.</p> <ol style="list-style-type: none"> 1. A tailored CV (maximum 2 pages), setting out your work history (paid or voluntary), responsibilities and achievements as they relate to the role. 2. A targeted cover letter (maximum 2 pages) setting out your experience against the person specification. 3. If successful at the shortlisting stage, you will be asked to provide the following: <ul style="list-style-type: none"> • The names and contact details of two referees. Please note that referees will only be contacted if you are selected for interview. • Relevant identification (i.e. Passport/driving licence). <p>During your online registration process, you will be asked to submit diversity monitoring information. This is very important and will be kept entirely separate from the application process.</p> <p>You will also be asked if you are applying through the Disability Confident Scheme and the Armed Forces Covenant Interview Scheme.</p> <p>Should you encounter any issues with your online application please contact mary.dempsey@gatenbysanderson.com quoting the job title/reference number.</p>
<p>Arrangements for interview</p>	<p>If successful following the shortlisting stage, you will be called for a face-to-face final panel interview on the day shown in the timetable.</p> <p>Expenses incurred by candidates during the recruitment process will not be reimbursed, except in exceptional circumstances and only when agreed in advance.</p>

	<p>As an inclusive employer, if you are called for interview and you require any reasonable adjustments or particular arrangements to be made, please do let GatenbySanderson know when you are called for interview.</p>
Further Information	<p>If you have any questions about the role itself or would like to discuss the post and your fit within the organisation, please contact Duncan Collins at GatenbySanderson on 07586 705475.</p>
Complaints	<p>If you feel your application has not been treated in accordance with the recruitment principles or you wish to make a complaint, in the first instance, please raise it with Peter Buffoni, Partner and Community Protection Practice lead at peter.buffoni@gatenbysanderson.com.</p> <p>If you prefer, or if the matter remains unresolved, please feel free to contact Mark Turner, Managing Partner at GatenbySanderson at mark.turner@gatenbysanderson.com.</p>

Advertisement

Role: Director of Human Resources and Organisational Development (two-year fixed term)

Organisation: Buckinghamshire Fire & Rescue Service

Salary: up to £113,802

Location: Based in Aylesbury, with some local and national travel

Buckinghamshire Fire & Rescue Service (BFRS) provides a vital public safety service for our communities across Buckinghamshire and Milton Keynes. We serve over 800,000 people across this varied rural and city settings which also include the River Thames, the M1, M25 and M40 motorways, as well as rail infrastructure. All this demands the services of nearly 500 of the very best, well trained and well equipped firefighters and support teams to deliver on our promise:

- **Committed** to providing an excellent, modern and agile Fire & Rescue Service for our community
- **Dedicated** to having the right people, at the right time with the right skills to keep you safe
- **Together** we will work to protect and safeguard people and places

There is much to be proud of in BFRS, but we also know there is much to be done. Our determination to continually improve means we are seeking an interim Director of Human Resources and Organisational Development (on an initial two-year fixed term contract) who will bring a relentless focus on inspiring our people and Service to ever greater levels of performance. We do not underestimate that challenge either, as we know these are challenging times for all Fire and Rescue Services nationally, with our cultures under deserved scrutiny. We have set clear expectations on ourselves to do whatever it takes to ensure everyone in our team feels safe, supported and included.

The Director will provide visible strategic managerial leadership and direction in shaping and facilitating the delivery of corporate objectives for BFRS, providing HR/OD leadership and expertise, supporting the development of organisational capability. We are ambitious and want to be at the forefront as a modern Fire and Rescue Service. Keeping all our teams at the leading edge of best practice requires constant attention and planning.

At the core of this role will be the development of BFRS's standards as an inclusive place for all, embedding our culture and EDI plans and ensuring lessons from national reviews are fully embedded. The postholder will develop the People function and establish an efficient and effective platform for all people-related activities and oversee and support the training plans for the service, ensuring a quality of delivery that is fit for purpose and provides a workforce with the right skills and attributes to fulfil their roles.

This is why we want to attract the very best for this role and so are open-minded about the leadership experiences you bring. What matters is that you share our ambition for what can be achieved, you can inspire trust from our people, and you can deliver for our communities.

To find out more about this exciting opportunity, the required experience and how to apply, please visit our recruitment partner's website at: www.gatenbysanderson.com/job/GSe108662. Having read the available information, if you would like an informal, confidential discussion, please contact GatenbySanderson and speak to Duncan Collins on 07586 705475.

The closing date for applications is **08:00 on Thursday 2nd May 2024**