

Service Document Standard Form:

Role Profile

Director of People

Linked documents: Job Evaluation Guidance Note



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ROLE DETAILS:

Role Title:	Director of People
Grade:	Gold Book / Director Salary
Service area:	Senior Management Team / People Directorate
Responsible to:	Chief Executive/Chief Fire Officer

PURPOSE OF THE ROLE: *Why the role exists and what it has to achieve*

Buckinghamshire Fire & Rescue Service (BFRS) continues to be 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) enhances and complements the strategic direction for the areas of Buckinghamshire and Milton Keynes.

The Director of People plays a critical role in helping to shape, as well as leading on, the delivery of the organisation's People services and approach to change.

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.

The Director will provide visible strategic managerial leadership and direction in shaping and facilitating the delivery of corporate objectives for BFRS, providing People leadership and expertise, supporting the development of organisational capability.

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 continue to develop the People function and establish an efficient and effective platform for all people-related activities.

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

Financial (direct or non-direct):

Total budget for Human Resources, Organisational Development and Operational Training and Assurance of £2.1m (2024-25)

Staff responsibilities (direct or non-direct):

People Services comprising; HR, Employee Relations, Wellbeing, Payroll, Organisational Development

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and Operational training & Assurance (Uniformed/Non Uniformed).

Direct Management of:

1 x Head of People (Scale O/SLT)

1 x GC Operational Training & Assurance

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

Job Purpose

- To be accountable for the performance of the People 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 People Strategy, EDI and the wider Organisational Development agenda.
- Be the Principal Advisor to the Fire Authority on all People 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

- 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

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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 's 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.

Attendance at BFRS HQ or on site at fire stations required three days per week.

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

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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

PERSONAL REQUIREMENTS:

- To participate in a programme of continuous personal and professional development relevant to the role
- 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
- To support the effective implementation and embedding of relevant policies and procedures
- To support the effective implementation and embedding of equality, diversity and inclusion
- To share the Service's commitment to safeguarding and promoting the welfare of children and vulnerable adults
- 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

Behaviours we are looking for:

- **Professional:** Upholds integrity, compassion, and respect. Values diversity and advocates inclusiveness

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- **Connected:** Personable with strong communication skills. Builds meaningful relationships and manages stakeholders effectively
- **Empowering:** Supports team success, celebrates achievements and fosters a collaborative environment
- **Ambitious:** Creative problem solver who embraces new technology. Proactive and able to juggle multiple projects

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.

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- 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 objectives, 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.