

Service Document Standard Form:

Role Profile

Organisational and Leadership Development Manager



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ROLE DETAILS:

Role Title:	Organisational and Leadership Development Manager
Grade:	Scale F
Service area:	People Directorate
Responsible to:	Head of People

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

To lead the design, delivery, and evaluation of organisational development and leadership programmes that support strategic goals, enhance workforce capability, and foster a culture of coaching, continuous improvement, inclusion, and high performance.

To develop the right organisational design in terms of people, skills and continued professional development resulting in the organisation being able to adapt and refresh the workforce to improve service delivery.

Create and maintain a sustainable workforce that enables the organisation to take appropriate action to: recruit, develop and retain the right workforce; address key future and occupational skill shortages; promote jobs, careers and the concept of employability; identify, develop and motivate talent; address diversity and inclusion issues.

Design and deliver leadership programmes that build capability at all levels, support succession planning, and embed a coaching culture that drives performance and engagement.

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

Financial (direct or non-direct):

Manage all Contracts falling within the scope of the post ensuring the ongoing development of systems to maximise efficiency

Manage and attend contract provider meetings as required to ensure performance is in accordance with agreed specifications and organisational requirements.

Cost Centre Manager for the staff development & apprenticeships budget – £500k

Provides specialist support, usually of an advisory, diagnostic or analytical nature. Subject matter expert in relation to the provision of organisational development, training/learning and identifying suitable suppliers. Advises managers on cost effectiveness of provision and assists with identifying

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potential savings.

Produces service wide TNA which informs short-, medium- and long-term priorities with regards to training budget and report on this to training strategy group.

Staff responsibilities (direct or non-direct):

Management of:

2 x People Partners – Talent Development (Scale D)

1 x People Partner – Inclusion, Equality & Culture (Scale D)

Matrix management of 4 x People Administrators (Scale C) alongside Team Leader role

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

Organisational Development

- Develop and lead OD strategies and complex projects aligned with organisational goals and workforce plans.
- Drive change management, cultural transformation, and employee engagement initiatives.
- Use diagnostics and workforce data to inform interventions that address skills gaps and build resilience.
- Collaborate with senior leaders to embed values, behaviours, and leadership expectations.
- Holds strategic accountability for the delivery of Talent Development and Inclusion, Equality & Culture activity through People Partner roles, ensuring quality, consistency, compliance and impact.
- Provide leadership and oversight of the organisation's promotional processes, ensuring fairness, transparency, and alignment with talent and workforce planning priorities. Champion a high-performance culture by embedding robust performance management practices, identifying and nurturing high-potential talent, and supporting leaders to make evidence-based promotion decisions that drive organisational excellence.

Leadership Development

- Design and deliver leadership programmes across all levels, supporting succession planning and talent pipelines.
- Implement performance management systems and maintain a talent strategy aligned with organisational and employee needs.
- Recommend and embed policies that support high performance, operational efficiency, and career development.

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- Enhance the employee proposition to attract, retain, and motivate high-performing individuals.

Learning Strategy & Delivery

- Lead the development of learning pathways that support organisational and individual growth.
- Oversee the commissioning, delivery, and evaluation of learning solutions, ensuring quality and ROI.
- Promote digital and blended learning to ensure compliance with mandatory training standards.
- Conduct training needs analysis and support role profiling to inform service-wide development planning.

Culture and Equality, Diversity and Inclusion:

- Working with the People Partner – Inclusion, Equality & Culture, develop equality, diversity and inclusion initiatives which support strategy and coordinate improvements on ED&I issues, conforming to best practice, legal obligations and corporate requirements
- Take ownership of the end-to-end delivery of the organisation's people survey, including planning, communication, implementation, and analysis. Collaborate with key stakeholders to ensure high engagement and response rates, and translate survey insights into actionable recommendations that support continuous improvement in employee experience, culture, and organisational performance.
- Promote diversity, equity, inclusion, and safeguarding across all people practices.

Stakeholder Engagement

- Build strong relationships with internal and external stakeholders to drive innovation and best practice.
- Act as a trusted advisor on OD and leadership matters, offering expert guidance and challenge.

Evaluation and Impact

- Monitor KPIs and use data to evaluate and improve OD and leadership initiatives.
- Report regularly to senior leadership on progress, outcomes, and strategic alignment.

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Governance and Compliance

- Ensure all development activities comply with legislation, equality standards, and organisational policies.
- Provide updates at the appropriate committees or boards.
- Maintain accurate records and support audit and inspection requirements in collaboration with trade unions and staff associations.

Other Duties

- Lead on external OD initiatives and regional workforce collaboration projects.
- Undertake additional responsibilities as required by the Director of People or Head of People.
- Attendance at BFRS HQ or on site at fire stations required three days per week.

4. DECISION MAKING:

Make decisions:

The post holder will be required to advise, influence, approve and make decisions on:

- Organisational design and development initiatives which support strategy and build workforce capacity
- Leadership development programmes, content design, delivery to meet employee and organisational needs
- Training suppliers – analyse, compare and conclude best fit vs. ROI.
- Evidence of competence – judge evidence presented against relevant criteria to make assessment of competence.
- Quality assurance of programmes/appraisals – monitoring returns, examining quality, making recommendations for improvement and implementing. Updated procedure and guidance notes as required.
- Workload and prioritisation – annual objectives set by line manager, day to day priorities and ability to meet deadlines managed by post holder
- Limited supervision required, post holder will be required to work un-supervised and expected to update Head of People as and when required

Significant say in decisions:

- Budgetary - training/learning interventions
- Contract awarding – tender processes
- Recruitment & selection processes

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

- Consulting with and advising Managers on decisions taken on individual's learning and development opportunities.
- Pivotal role in advising, supporting and influencing staff at all levels
- Key role in its influencing and importance to support transforming the service

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
- **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

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REQUIREMENTS: Essential Criteria

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

Qualifications & Training:

- Relevant professional qualification - CIPD Level 7 Qualification (or equivalent experience) and evidence of continued professional development
- Coaching qualification/accreditation or experience
- A good standard of education (e.g. GCSE's or equivalent including Maths and English)
- IOSH Managing Safely
- Member of the Chartered Institute of Personnel and Development / Coaching Membership

Experience:

- Proven track record in leading organisational development and change initiatives.
- Experience designing and delivering leadership development programmes across multiple levels.
- Strong background in learning and development strategy, including training needs analysis and evaluation.
- Demonstrated success in talent management, succession planning, and performance management.
- Experience working with senior stakeholders and external partners to drive strategic people initiatives.
- Excellent facilitation, coaching, and influencing skills.
- Strong analytical ability to interpret workforce data and evaluate programme impact.
- Skilled in project management and managing complex OD programmes.
- High-level communication and stakeholder engagement skills.
- Proficient in digital learning platforms and blended learning approaches.
- A highly effective and creative problem solver with the ability to make things happen.
- Highly developed, demonstrated teamwork skills.

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- Demonstrated ability to increase productivity and continuously improve methods, approaches, and departmental contribution while being cost- sensitive.

Other

- Ability to travel to other locations within the county of Buckinghamshire and Milton Keynes
- Attendance at BFRS HQ or on site at fire stations required a minimum of three days per week

REQUIREMENTS: Desirable Criteria

Experience:

- Familiarity with HMI requirements and other relevant regulatory frameworks
- Some experience with a Local Authority or Fire and Rescue Service.

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.