



Job Description

Job Title:	Head of People – Fire and OPCC Transfer
Directorate/Team:	CEX Directorate / People & Culture Services
Location:	16 Summer Lane or other site/location
Responsible to:	Chief People & Culture Officer (CPCO), Matrix into Head of People Business Partnering and Head of Employee Relations and Shared Services
Responsible for:	People Advisor – Fire and OPCC Transfer (x2)
Key working relationships: (internal)	Executive Board and Senior leaders, People & Culture leadership (OD, Inclusion, Reward, ER, Talent, People Service Centre), Finance, Legal, Programme and Transformation Leads, Information Governance, Payroll, Pensions, People Systems/Data teams and senior stakeholders leading the West Midlands Fire Service and OPCC transition.
Key working relationships: (external)	Partner organisations, regional HR networks, benchmarking groups, legal and advisory bodies, West Midlands Fire Service and OPCC, recognised trade unions, external legal advisors, pensions bodies, payroll providers and system suppliers involved in transition and integration activity.

Purpose of the Post

To lead the People & Culture workstream for the transfer and integration of West Midlands Fire Service and OPCC (WMFS) and Office of Police Crime Commissioner (OPCC) into WMCA, providing senior people leadership, assurance and expert advice to ensure the transition is legally compliant, well-governed, values-led and aligned to the agreed future operating model.

The postholder will translate complex transfer requirements into clear, deliverable people plans covering TUPE, workforce due diligence, employee consultation, trade union engagement, organisational design, people systems, payroll, pensions, data, policy alignment and cultural integration.

Working across Executive leadership, the People & Culture Leadership Team, programme governance, Legal, Finance, ICT, Information Governance and external partners, the role will ensure that people risks, dependencies and decisions are proactively identified, managed and escalated, and that workforce considerations are embedded into transition planning and implementation.

The postholder will act as the principal People & Culture lead for the transfer of WMFS and OPCC, providing assurance to the Chief People and Culture Officer and relevant governance forums, and deputising where required on matters within the scope of the transition.

Accountabilities

- Lead the People & Culture workstream for the transfer and integration of WMFS and OPCC.
- Provide senior strategic people advice and assurance to the Chief People and Culture Officer, Executive Board and programme governance forums.
- Ensure legally compliant and well-governed delivery of TUPE, consultation, trade union engagement, employee communications and workforce due diligence.
- Coordinate specialist input across ER, OD, Reward, Payroll, Pensions, People Systems, People Services, Legal, Finance, ICT, Information Governance and key external partners.
- Identify, manage and escalate people-related risks, dependencies and decisions affecting transfer readiness and implementation, using workforce intelligence and evidence-based insight to inform decision making.

- Support workforce alignment, organisational design, cultural integration, inclusion and readiness for the future operating model, ensuring people strategies reflect WMCA values, the Fire & Rescue Service Code of Ethics and the OPCC core values.

Responsibilities

Strategic

- Define and lead the vision, structure, and operating model for the transition of WMFS and OPCC, ensuring it is future-ready, values-led, and aligned with WMCA's transformation priorities.
- Translate complex organisational challenges into people strategies that drive performance, inclusion, and sustainability.
- Act as the senior people advisor to Executive Directors, influencing strategic planning, governance, and investment through people insight regarding transition of WMFS and OPCC.
- Embed people strategy into organisational design, transformation, and change programmes, ensuring workforce alignment and cultural coherence.
- Lead the strategic people transition for the integration of WMFS and OPCC, translating complex transition requirements into clear people plans covering TUPE, consultation, workforce alignment, policy implications, organisational design and cultural integration.
- Provide senior people leadership on complex TUPE arrangements, including due diligence, measures, consultation planning, employee communications, trade union engagement, risk management and governance reporting.
- Represent People & Culture in corporate leadership forums, ensuring people priorities are integral to decision-making.
- Lead on the design and implementation of People strategies during the transition of WMFS and OPCC that drive performance, growth, and contribute to ensuring WMCA is an employer of choice.
- Lead the development of frameworks and governance for embedding People priorities into strategic planning cycles.
- Partner with the People & Culture SLT to drive workforce planning, talent development, and cultural change.
- Partner with senior leadership to align workforce strategy with long-term business goals.
- Contribute to the directorate's strategy, cross-functional planning, and continuous improvement.
- Work flexibly and with integrity to meet the needs of the WMCA and People and Culture Directorate.

People

- Act as a trusted advisor to the Executive Directors, Chief Officers and senior stakeholders, influencing leadership culture and organisational effectiveness regarding the transition of WMFS and OPCC.
- Facilitate effective joined up working between the People & Culture function to deliver against emerging organisational priorities, whilst supporting the aims of the People strategies and relevant transformation programmes.
- Work with senior finance colleagues to ensure that workforce plans, reward strategies, and organisational changes align with financial goals and constraints.
- Role model inclusive, ethical, and evidence-based leadership in line with the CIPD Profession Map, Civil Service HR standards, Core Code of Ethics for Fire and Rescue Services and the OPCC core values.
- Build high-trust relationships with senior leaders to enable confident, values-led people decision-making.
- Champion a systems-thinking approach to people leadership, ensuring joined-up delivery across all People & Culture specialisms.
- Represent WMCA in a professional manner in regional and sectoral workforce forums.

Operational

- Oversee the people workstream for transition readiness, ensuring accurate and secure transfer of employee data, clear ownership of workforce information, alignment of HR, payroll, pensions and people systems, and appropriate controls for data quality, confidentiality and GDPR compliance.
- Coordinate cross-functional input from Legal, Finance, ICT, Payroll, Pensions, Information Governance, People Services and external partners to resolve transition issues, manage dependencies and provide assurance to senior leaders.
- Monitor cross-organisational people risks, trends, and escalation themes, ensuring timely resolution and learning.

- Provide strategic governance and insight on workforce risks and opportunities, using evidence-based analysis to inform people strategies and drive continuous improvement aligned with evolving business priorities.
- Drive service innovation and high performance in how people support is delivered.

Financial

- Lead people input into business cases, workforce planning, and investment decisions.
- Advise on the cost, risk, and value of people proposals, ensuring alignment with public value and financial sustainability.
- Promote strategic workforce planning and talent deployment to meet future service needs.
- Ensure Value for Money and follows the appropriate governance processes for dealing with any financial activities.

Other

- Deputise for the CPCO, represent People & Culture at senior leadership, governance, and external forums regarding the transition of WMFS and OPCC.
- Promote inclusion, wellbeing and fairness across all leadership and people processes.
- Undertaking such tasks as may reasonably be expected commensurate with the scope and level of the role.

Person Specification

Candidates/post holders will be expected to demonstrate the following:	Essential / Desirable		How Evidenced?		
Experience	E	D	A*	I*	T*
Extensive experience in a senior HRBP or strategic people leadership role within a complex, multi-stakeholder environment	x		x	x	
Experience of leading people workstreams within major organisational transfer, merger, integration or transformation programmes.	x		x	x	
Proven track record of influencing Executive level decision making through people insight and strategic advice	x		x	x	
Experience coordinating cross-functional People input across the employee lifecycle	x		x	x	
Experience leading complex TUPE, workforce transition or organisational integration activity, including employee consultation, trade union engagement, due diligence and transition risk management.	x		x	x	
Experience providing assurance to senior governance boards or programme boards.	x		x	x	
Experience working with elected members, boards, or statutory governance	x		x	x	
Skills / Knowledge	E	D	A*	I*	T*
Strong knowledge of employment law, people policy and public sector governance	x			x	
Deep understanding of strategic workforce planning, organisational design, and change leadership.	x			x	
Strong understanding of workforce data, HR systems, payroll and pensions dependencies during organisational transfer, with the ability to ensure data integrity, confidentiality, governance and business continuity.	x			x	
Skilled in using data, evidence, and systems thinking to drive people strategy and organisational outcomes.	x		x	x	
Ability to operate in a matrix environment, influencing specialist teams without necessarily having direct line management responsibility.	x			x	
Excellent stakeholder engagement, coaching, and influencing skills at Executive level.	x		x	x	
Strong awareness of strategic workforce drivers and organisational performance	x		x	x	
Understanding of public sector context or regional devolution		x		x	
Qualification / Education / Training	E	D	A*	I*	T*
CIPD Level 7 or equivalent senior-level HR experience	x		x		

Evidence of continued professional development	x				
Management, coaching or leadership qualification		x	x		

***Key:** A = Application, I = Interview, T = Testing/Assessment

Core Expectations	
Health, Safety & Wellbeing	All employees have a duty to take reasonable care for the health, safety, and wellbeing of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health, safety, and wellbeing.
Equality & Diversity	Promote and champion equality and diversity in all aspects of the role.
Learning & Development	Participate in and take responsibility of any learning and development required to carry out this role effectively.
Performance Management	Actively engage in the performance management process and take responsibility for managing performance outcomes.
GDPR	Ensure the reasonable and proportionate protection, processing, sharing, and storing of WMCA information in accordance with the relevant legislation, corporate policies, and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.
Adherence to Policies	Be aware of and comply with all organisation policies.
Matrix Working	Work in a matrix way when required by actively collaborating across traditional boundaries—such as directorates, functions, or geographic areas—to achieve shared goals. Depending on your role, you may contribute to multiple projects or workstreams, often working alongside different teams and leaders.
Business Continuity	All staff should actively participate in business continuity training and exercises when required, ensuring they understand and follow business continuity plans and procedures to maintain organisational resilience during disruptions.
Other	There may be a requirement to work outside normal office hours on occasion, including a requirement to work within stakeholder and partner offices within the WMCA constituent area on a regular basis.

Values		
Our culture is underpinned by what we do and how we do it. Our behaviours outline the ways we need to work to deliver success, become truly inclusive, and make the organisation somewhere where everyone can give their best contribution.		
Value	Competency	Behaviour
Collaborative	Team Focussed	Works as part of team, managing and leading.
	Service Driven	Customer, resident, and partner focussed.
Driven	Empowered & Accountable	Takes ownership and leads when needed.
	Performance Focused	Ambitious and going the extra mile.
Inclusive	'One Organisation' Mindset	Believe in each other's expertise.
	Open & Honest	We do what we say we are going to do.
Innovative	Forward Thinking	Embrace change and open to new possibilities.
	Problem Solving	Go for clear and simple whenever possible.

Additional Post Requirements							
Politically Restricted Post		Disclosure and Barring Service (DBS)				Vetting	
Yes ☐	No ☒	Basic ☐	Standard ☐	Enhanced ☐	None ☒	Yes ☐	No ☒

Job Evaluation Details			
Date Evaluation Agreed	JEP Reference	Grade	Job Family