



Gwasanaeth Tân ac Achub  
Canolbarth a Gorllewin Cymru

Mid and West Wales  
Fire and Rescue Service



# Director of People and Culture

Candidate Pack, April 2026

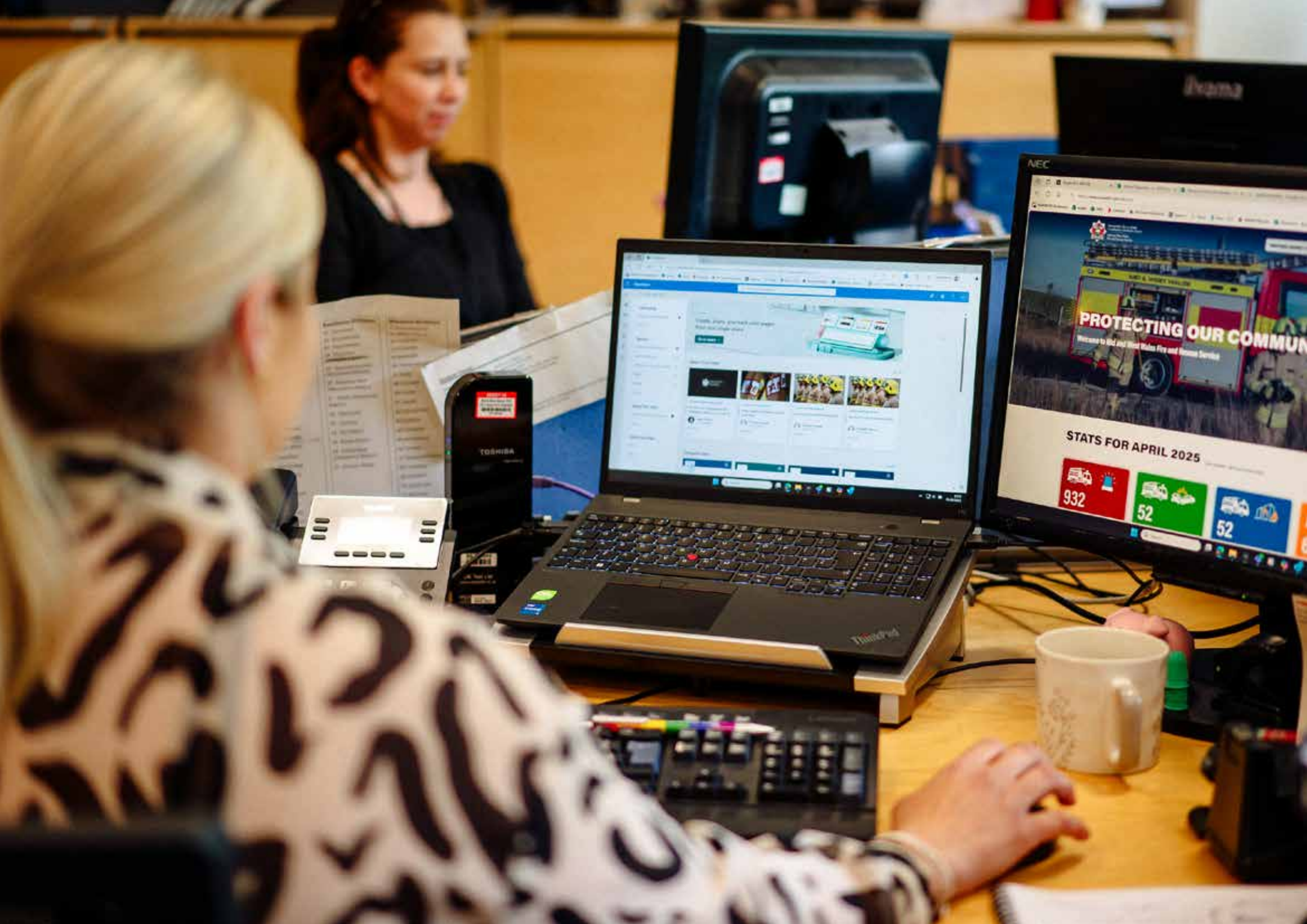


LHH

# Contents

Welcome From Craig Flannery	04
Advertisement	05
About	06
Our Location	08
The Role	10
The Person	11
Conditions & Remuneration	13
How to apply	14





Website analytics dashboard showing various charts and data points.

NEC  
STATS FOR APRIL 2025  
PROTECTING OUR COMMUNITY  
Welcome to Mid and West Wales Fire and Rescue Service  
932  
52  
52

# From Craig Flannery, Chief Fire Officer, Mid and West Wales Fire and Rescue Service

Help us make better decisions for our people and the communities we serve.

Thank you for your interest in the role of Director of People and Culture with Mid and West Wales Fire and Rescue Service.

This is a critically important appointment for our Service. We are an organisation with a strong sense of purpose, serving communities across a large and diverse geographical area, and we are proud of the dedication and professionalism of our people. However, like many modern emergency services, we are also navigating a period of significant change - operationally, culturally and organisationally.

The Director of People and Culture will play a central role in shaping how we respond to that challenge.

This is not a traditional HR leadership role. We are seeking an individual who can lead genuine transformation - someone who will align our people function with our strategic ambitions, strengthen leadership capability across the organisation and help us build a culture that is inclusive, accountable and high-performing.

The successful candidate will bring both empathy and courage, as well as the ability to listen and build trust, and have the confidence to challenge constructively and drive meaningful change. You will join a committed Executive Leadership Team and contribute at the highest level of the organisation.

I am looking for a colleague who will provide clear, evidence-based advice, offer balanced and thoughtful challenge, and help us make better decisions for our people and the communities we serve.

There is important work to do immediately, including stabilising aspects of the workforce environment, strengthening industrial relations and building confidence in the people function. At the same time, there is a longer-term opportunity to reshape how we develop our leaders, support our teams and embed a culture that enables us to deliver excellence now and into the future.

We are open-minded about your background. What matters most is your ability to operate credibly at executive level, lead organisational development and bring a genuine commitment to public service and to Wales.

If you are motivated by the opportunity to make a lasting and visible impact within an essential public service, I would strongly encourage you to consider this role.

I look forward to learning more about you.

Yours sincerely,

**Craig Flannery**  
Chief Fire Officer  
Mid and West Wales Fire and Rescue Service



# Advertisement

## Director of People and Culture, Mid and West Wales Fire and Rescue Service

**Location – Service Headquarters, Carmarthen/Hybrid**  
**Salary – £115,894 - £122,261 per annum**

Mid and West Wales Fire and Rescue Service is seeking an outstanding Director of People and Culture to lead a fundamental transformation of its people function, strengthen organisational capability and help build a modern, high-performing and inclusive culture.

This is not a traditional HR Director role. As a key member of the Executive Leadership Team, you will play a central role in shaping the direction of the Service. You will align the People and Culture function to the organisation's strategic priorities, ensuring it becomes a true driver of performance, culture and operational excellence - not simply a support service.

You will lead organisation-wide cultural and leadership development, embed clear standards of performance and behaviour and build a cohesive, professional People and Culture Directorate capable of sustaining long-term progress.

Crucially, you will also deliver early impact - stabilising workforce challenges, strengthening industrial relations and building confidence in leadership and the wider people function.

We are looking for a senior people leader with:

- **A strong track record in complex, unionised or operational environments.**
- **Experience of leading organisational development and cultural transformation.**
- **The credibility and confidence to operate and challenge at Executive level.**
- **The emotional intelligence to lead with empathy while delivering change.**
- **The ability to build leadership capability and develop high-potential teams.**

You may come from within or beyond the public sector, but you will bring a clear affinity with public service values, a commitment to Wales and an appreciation of the responsibilities of an emergency service.

This is a pivotal role at a defining moment for the Service. If you are motivated by the opportunity to lead meaningful change, influence at the highest level and make a lasting impact on communities across Wales, we would be delighted to hear from you.

To find out more and how to apply please visit [Penna | Jobs](#) or for an informal discussion about this exciting role, please contact Fizza Islam at [Fizza.Islam@LHH.com](mailto:Fizza.Islam@LHH.com) or on **0141 220 6460**.

Applications must be submitted by **midnight on Sunday May 17, 2026**.



# About

## Reducing risk and protecting the most vulnerable across our communities.

Mid and West Wales Fire and Rescue Service protects and serves more than 900,000 people across almost two-thirds of Wales.

Covering approximately 11,700 square kilometres - from Port Talbot in the south to the borders of Powys in the north, and from the industrial centres of Swansea and Neath Port Talbot to the coastal communities of Pembrokeshire and Ceredigion - we are one of the largest Fire and Rescue Services in the United Kingdom by geography.

### **Our landscape defines our challenge.**

#### **We manage a diverse risk profile that includes:**

- Major petrochemical and energy infrastructure at Milford Haven.
- Heavy industry and dense urban environments.
- Extensive rural and agricultural communities.
- 650km of coastline and significant inland waterways.
- Seasonal population increases driven by tourism.

We operate from 56 fire stations and 2 volunteer stations across three divisions, supported by approximately 1,350 dedicated colleagues working across emergency response, prevention, protection and corporate functions.

While emergency response remains at the heart of our service, our role today is broader and more preventative than ever. We attend thousands of incidents each year - including fires, road traffic collisions, flooding and specialist rescues - but increasingly our impact is measured by the incidents that do not happen.

Through targeted prevention activity, business fire safety enforcement, community engagement, medical response collaboration and partnership working, we are reducing risk and protecting the most vulnerable across our communities.

While we are rightly proud of our operational capability, we are equally proud of our growing role in prevention, protection and partnership.

#### **Our current strategic focus includes:**

- Strengthening financial resilience and long-term sustainability.
- Embedding cultural maturity and inclusive leadership.
- Enhancing operational excellence and incident command capability.
- Deepening collaboration across Welsh blue-light and public service partners.
- Leveraging digital transformation and data insight.
- Ensuring our workforce reflects and represents the communities we serve.

This is not business as usual. Like all public services, we operate in an environment of financial constraint, public scrutiny and evolving community expectation. Our response is to lead with authenticity, transparency and ambition - continuously improving how we deploy our people, our assets and our expertise.

Mid and West Wales Fire and Rescue Service is overseen by the Mid and West Wales Fire and Rescue Authority, comprising 25 elected Members representing six constituent local authorities. As a service, we are publicly accountable and operate within the legislative and policy framework set by Welsh Government. However, our focus is simple: to deliver safe, effective and efficient services that earn and maintain the trust of the communities we serve.





# Our Location

**Mid and West Wales Fire and Rescue Service offers a rare combination: you can work in an organisation with the scale and complexity of a major emergency service, alongside living a quality of life that is increasingly difficult to find elsewhere in the UK.**

## A Place to Breathe — and Belong

Carmarthen, the location of our Service Headquarters, is widely regarded as the oldest town in Wales. It blends historic character with a growing cultural and commercial vibrancy. Independent retailers, cafés and restaurants sit alongside modern developments, with strong transport links connecting the town to Swansea, Cardiff and beyond.

The wider region offers extraordinary natural beauty. From the Pembrokeshire Coast National Park and the Gower Peninsula to the Cambrian Mountains and Brecon Beacons, Mid and West Wales provides immediate access to coastline, countryside and open space.

For those who value outdoor living, the area offers sailing, surfing, cycling, hiking and equestrian pursuits within easy reach. For others, it offers something equally valuable - space, pace and perspective.

## Connectivity and Access

Carmarthen is well connected by rail and road:

- Direct rail services to Swansea, Cardiff and London.
- Access to the M4 corridor within approximately 30–40 minutes.
- Cardiff Airport within around 90 minutes.

For senior leaders relocating from urban centres, the commute is replaced with community.

## Education and Community

The region benefits from a range of highly regarded primary and secondary schools in both the state and independent sectors. Higher education institutions in Swansea and Aberystwyth contribute to a vibrant student and research presence across the region.

Mid and West Wales has a strong sense of identity and community. The Welsh language and culture are an important and celebrated part of everyday life, and many leaders relocating to the area speak of the warmth and welcome they receive.

## Housing and Cost of Living

Compared to many parts of the UK, Mid and West Wales offers excellent value in housing, whether seeking coastal property, rural tranquillity or town-centre convenience. The balance between professional responsibility and personal wellbeing is genuinely achievable here.

## A Leadership Role with Lifestyle Balance

This is a service that demands high performance - but it is also located in a part of the UK that enables leaders to recharge, reflect and maintain balance. Relocating for a senior leadership role is a significant decision - professionally and personally.

For those willing to relocate, Mid and West Wales offers more than a career move. It offers a change in pace without a reduction in impact.





# The Role: Build a modern, professional People and Culture Directorate from the ground up

This is a role that requires immediate impact alongside long-term vision.

This is a pivotal executive appointment with the opportunity to shape the future of Mid and West Wales Fire and Rescue Service.

As Director of People and Culture, you will lead the transformation of the Service's people function, ensuring it becomes a strategic driver of organisational performance, culture and operational excellence.

You will not simply oversee human resources management and development, you will redefine how the Service attracts, develops, supports and leads its people.

This is a role that requires immediate impact alongside long-term vision.

## Aligning People and Culture with Strategic Priorities

You will ensure that the People and Culture function is fully aligned to the Service's strategic direction, including its Community Risk Management Plan.

This will involve repositioning HR and OD as true strategic partners - moving away from a reactive, transactional model towards a proactive, insight-led function that underpins operational resilience and performance.

You will establish clear governance, accountability and workforce planning frameworks, ensuring that people strategy directly supports frontline delivery.

## Leading Cultural and Organisational Transformation

You will play a central role in shaping the Service's culture and leadership capability.

This will require you to diagnose organisational culture, strengthen behavioural expectations and embed a consistent leadership framework that builds confidence, accountability and inclusion.

Building on a large body of work already undertaken, you will lead a meaningful cultural evolution that enhances both workforce experience and service delivery, and ensure that values, wellbeing and performance are fully integrated, creating an environment where people can perform at their best.

## Building a Modern People and Culture Directorate

You will bring together all people-related functions into a coherent, high-performing directorate to build a modern, professional People and Culture Directorate from the ground up.

This includes shaping the structure and operating model, developing a capable and confident leadership team and embedding consistent standards, roles and expectations across the function.

You will invest in the development of your team, building capability and ensuring the function is equipped to sustain progress over the long term.



## Delivering Immediate Stabilisation and Building Trust

Alongside transformation, you will be expected to deliver early, visible impact.

You will address current workforce challenges decisively and fairly, strengthen industrial relations and create an environment of psychological safety and open communication.

You will improve workforce confidence in leadership and ensure that governance, compliance and risk management are robust and effective.

## Contributing at Executive Level

As a full member of the Executive Leadership Team, you will play a key role in shaping the future direction of the Service by contributing meaningfully at the highest level and helping build a strong, balanced and high-performing Executive Team.

You will provide clear, evidence-based advice and constructive challenge to the Chief Fire Officer and senior colleagues, influencing decision-making with integrity, insight and professionalism.

This is a role for a leader who combines strategic thinking with operational delivery, who can challenge with confidence and empathy, and who is motivated by the opportunity to make a lasting impact within a critical public service.

# The Person

This role requires a rare combination of credibility, courage and empathy.

We are seeking an exceptional senior people leader who can operate at Executive level, lead meaningful transformation and build trust across a complex, operational organisation. You will be as comfortable shaping strategy as you are delivering tangible change on the ground.

## Experience and Track Record

You will bring a strong and credible track record of senior leadership within a complex environment.

### This is likely to include:

- Significant experience leading a people, HR or organisational development function within a complex, unionised and/or operationally critical organisation.
- A demonstrable track record of delivering organisational development, cultural change and transformation at scale.
- Experience of reshaping, building or modernising a people function to improve impact and effectiveness.
- Proven experience of operating at Board or Executive level, contributing to strategy and influencing decision-making.
- A strong record of building constructive and effective industrial relations.

You may come from within or beyond the public sector. What matters most is your ability to translate people strategy into real organisational impact.

## Leadership and Capability

You will be a strategic thinker who can turn ambition into delivery.

### You will demonstrate:

- The ability to align people strategy with organisational priorities and operational realities.
- A clear commitment to embedding values, wellbeing and inclusion as core components of organisational life.
- Strong judgement and the confidence to challenge appropriately at senior level.
- High emotional intelligence, with the ability to lead change in a way that brings people with you.
- Political awareness and resilience, particularly in a high-profile and scrutinised environment.
- A coaching-led leadership style, with a genuine commitment to developing others.

You will be someone who can disrupt constructively - raising standards and expectations without losing trust or engagement.

## Personal Style and Impact

Your personal credibility and approach will be critical to success in this role.

### You will:

- Build strong, trusting relationships across the organisation.
- Communicate with clarity, openness and authenticity.
- Demonstrate integrity and sound judgement in complex situations.
- Be visible, approachable and confident in engaging with colleagues at all levels.
- Bring energy, pace and focus to both immediate challenges and longer-term priorities.



## Values and Alignment

Above all, you will demonstrate a strong alignment with the purpose and values of Mid and West Wales Fire and Rescue Service.

### You will bring:

- A genuine affinity with public service and the role of an emergency service.
- A visible commitment to Wales and the communities the Service supports.
- A strong sense of responsibility, professionalism and integrity.

A CIPD qualification - or equivalent experience in a related field - is expected.

This is a role for a leader who can balance empathy with delivery, challenge with collaboration and strategy with action - someone who will leave a lasting impact on the Service and its people.



# Conditions & Remuneration

Working for the Service opens the door to a whole portfolio of benefits which can enhance your lifestyle.

## Salary

£115,894 - £122,261 per annum

## Place of Work

Service Headquarters, Carmarthen/Hybrid

## Benefits

Working for the Service opens the door to a whole portfolio of benefits which can enhance your lifestyle both now and into the future. These include:

- Membership of Local Government Pension Scheme
- Generous Annual Leave
- Learning and Development Opportunities
- Sports and Social
- Health and Fitness Advisors
- Welsh Language Courses
- Shopping Benefits
- Occupational Health
- Free Car Parking
- Employee Assistance Programme
- Cycle to Work Scheme
- Employee Wellbeing
- Fire Fighters Charity

## Timescales

Closing date for applications:  
Midnight on Sunday May 17, 2026.

Assessment centre:  
W/C June 15, 2026

Interviews:  
W/C June 22, 2026



# How to apply

Mid and West Wales Fire and Rescue Service believe that a truly effective fire and rescue service must be representative of all backgrounds, cultures and perspectives, ensuring fairness, respect and equal opportunity for everyone.

To apply for the post, please click [Penna | Jobs](#) and upload a tailored CV and covering letter by **midnight on Sunday May 17, 2026**. If you encounter any issues please contact [Fizza.Islam@LHH.com](mailto:Fizza.Islam@LHH.com)

Please note that the covering letter should be no more than three pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact Fizza Islam, LHH on **+44 (0)141 220 6460** or email the above address.

Mid and West Wales Fire and Rescue Service believe that a truly effective fire and rescue service must be representative of all backgrounds, cultures and perspectives, ensuring fairness, respect and equal opportunity for everyone. Equality, Diversity and Inclusion are embedded in our core values and operational practices, influencing everything from community engagement and service delivery to recruitment, leadership and career development.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.





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