

Freedom of Information request: Reference number FOI2025/00482

Date of request: 8th May 2025

Request:

I would like to see all training records, qualifications, competencies and reports relating to PSU Investigators and the direction of their role as impartial trained Investigators, up to and including the job description, qualifications and competencies required for role execution and the job specification and associated requirements for Head of PSU.

Response:

Further to your request, please see below for the job descriptions for LFB PSU members of staff at grade E and F, which also contains details of qualifications, skills and competencies. The job description for the Head of PSU is also included.

Training records, qualifications, competencies and reports of PSU staff are considered personal data and therefore are not suitable for release. This information requested is exempt under [section 40 of the FOIA - Personal Information](#).



LONDON FIRE BRIGADE

The London Fire Commissioner is the fire and rescue authority for London.

Our purpose – Trusted to serve and protect London

Our vision – We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London.

Job Description

Job Title:	Professional Standards Advisor
Employer:	London Fire Commissioner
Post number:	TBC
Grade:	FRS E
Directorate:	Corporate Services
Department:	People Services
Section:	Professional Standards Unit
Location:	Brigade Headquarters, 169 Union St, London, SE1
Reports To:	Head of Professional Standards Unit
Staff Directly Responsible for:	None

How this role contributes to our vision:

To provide a comprehensive HR advisory and support service on all matters relating to discipline, grievance, and complex investigations. Providing advice and support to a range of customers, ensuring that they receive advice and support in accordance with the policies and procedures of the Brigade and in line with best practice. To encourage a culture of continuous improvement and modernisation, and to provide appropriate leadership and challenge to customers on all HR issues.

The postholder must demonstrate high levels of integrity to build and retain trust in the PSU service.

Main duties and responsibilities

1. Provision of Advice and Support

- 1.1. To pro-actively provide appropriate, high quality, professional HR advice and support to an agreed set of customers on discipline, grievance, and complex investigations, both individual and collective.
- 1.2. At the direction of the Head of Professional Standards to give advice and provide support, briefings, and surgeries on HR issues.
- 1.3. To respond to email and telephone requests for advice and support from Brigade managers on discipline, grievance, and complex investigation matters, seeking guidance where necessary and copying answers of general interest to shared email drive for information.
- 1.4. To prepare and present briefing sessions to staff and managers on a range of people issues and policies as required.

2. Casework

- 2.1. To lead in the management of complex disciplinary and grievance cases in conjunction with line managers.
- 2.2. To liaise with General Counsel, Counselling and Trauma, Inclusion, the Occupational Health Service, other sections within the People Directorate and trade union representatives in order to progress individual cases as appropriate.
- 2.3. To co-ordinate the Brigade complex cases, and to assist managers in the preparation of cases for formal meetings. To attend Employment Tribunals as required.
- 2.4. To prepare reports, correspondence, and documentation as necessary.

3. Promoting HR Policies and Procedures

- 3.1. As a member of the Professional Standards Unit to assist the Brigade in developing best practice in all discipline, grievance, and investigation matters.
- 3.2. To consult, and obtain feedback from, managers and staff on People Services policies and procedures, the services provided by People Services department and ways in which they can be improved/modernised.
- 3.3. To audit the application of People Services policies and procedures and provide feedback to the HR colleagues and local managers as appropriate.

3.4. To identify customer HR needs and ensure that these are met directly or via the appropriate level of management and/or section of the People Services Department.

4. Project work and policy development

4.1. To assist, as required, in the review and development of corporate HR policies, procedures, and management guidance.

4.2. To undertake research into people issues and make recommendations to People Services management as required.

4.3. To lead or participate in project work relating to Brigade People Services policies and procedures.

5. Responsibility for team development

5.1. To participate fully in the function and development of the Professional Standards team, including developing team objectives and performance indicators, and sharing knowledge, skills, ideas, and experience for the benefit of the whole team.

5.2. To initiate, devise and, where agreed, implement new systems, procedures and working practices as appropriate.

5.3. To assist with the establishment and maintenance of HR records and ensure that all information is dealt with in a confidential, secure, and sensitive manner and in accordance with Data Protection and other relevant legislation.

5.4. To assist on the HR absence of the designated officers.

5.5. To provide general support to the Professional Standards Investigators and, in particular, assist with research, drafting of reports, briefing papers and preparation of training materials, and the collation, provision and analysis of statistical management information.

6. Responsibility for Performance and Self-development

6.1. In conjunction with the Head of Professional Standards, plan and organise own work in order to ensure that personal and team objectives are met.

6.2. Maintain a comprehensive and up to date knowledge of all relevant employment legislation, professional good practice and Brigade policy and procedural information relevant to the duties of the post.

6.3. In conjunction with line manager, identify and agree personal development needs and objectives, striving to achieve the highest possible standards of personal development and professional performance.

6.4. Take personal responsibility for maintenance and care of all equipment provided in order to fulfil the duties of the post.

6.5. To meet all agreed performance indicators for the team.

7. General

7.1. To represent the Professional Standards Unit at meetings/hearings/case conferences/working groups as required.

7.2. To participate as an advisor on grievance, disciplinary, probation and other management panels and support investigators.

7.3. To participate, on behalf of the Brigade, in selection and assessment processes as an HR representative.

7.4. To undertake investigations on discipline and grievance matters as required by the Head of Professional Standards.

8. Equalities and Health and Safety Policies

8.1. To undertake the duties of the post in accordance with the Brigade's inclusion strategies and approaches, taking every opportunity to promote the aims and objectives of them.

8.2. Organise own work to minimise risk. Be aware of own responsibilities in maintaining a safe and healthy workplace. Take responsibility to ensure that hazards are removed safely, minimised and/or reported according to established procedures.

8.3. To undertake display screen and other equipment duties safely and in accordance with Brigade policy and regulations governing their use.

Note One: In addition to the duties set out above, you may from time to time be required to undertake additional duties necessary to meet the needs of the Brigade. Such duties will be commensurate with the responsibilities and grading of the post.

Note Two: In order to provide a comprehensive advisory service to managers and staff groups located at a variety of sites, the post holder will be required to undertake visits to other Brigade work locations throughout North or South London as appropriate, ensuring efficient use of their time and resources.

Note Three: All roles within the PSU will require an enhanced level of background check, which will include social media screening. Applicants will be provided with more information on this as part of the assessment process.

Selection criteria for: Professional Standards Advisor

Grade: FRS E

1 Experience

- 1.1 CIPD qualified or equivalent comprehensive knowledge of the application of conditions of service, good professional HR practice and current employment legislation, together with significant experience of providing high quality HR services.
- 1.2 Significant experience of providing HR advice to staff at all levels including trade union representatives.
- 1.3 Experience of using information technology applications together with good keyboard skills and an understanding of the ways in which IT applications can be utilised in a HR environment.
- 1.4 Experience of producing detailed written work, particularly in relation to the drafting of reports and briefing papers.
- 1.5 Experience of effectively balancing customer and organisational HR requirements in order to ensure successful delivery of business objectives.

2. Skills

- 2.1. Effective oral communication and negotiating skills in order to explain and provide advice on HR matters to staff at all levels, to chair meetings, undertake presentations to managers and staff and be proactive in the resolution of disputes.
- 2.2. Good interpersonal skills in order to develop and maintain effective working relationships at all levels and to demonstrate tact and discretion when dealing with sensitive issues.
- 2.3. Analytical skills in order to undertake research and provide concise summaries of findings and to interpret procedures and legislation to aid decision making.
- 2.4. Numerical skills in order to collate, interpret and present statistical information.

3. Knowledge

- 3.1. Knowledge of, or the ability, to quickly acquire knowledge of the terms and conditions of employment relating to both uniformed and non-uniformed staff.
- 3.2. An awareness of the reasons for having an equality policy and why it is observed in all areas of work and behaviour. A commitment to ensuring relevant policies are implemented and adhered to.

- 3.3. An awareness of the importance of ensuring confidential information and security of sensitive information and an awareness of the principles of the Data Protection Act and the Freedom of Information Act.
- 3.4. Organise own work to minimise risk. Be aware of own responsibilities in maintaining a safe and healthy workplace. Take responsibility to ensure that hazards are removed safely, minimised and/or reported according to established procedures.



LONDON FIRE BRIGADE

The London Fire Commissioner is the fire and rescue authority for London.

Our purpose – Trusted to serve and protect London

Our vision – We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London.

Job Description

Job Title:	Professional Standards - Investigator
Employer:	London Fire Commissioner
Post number:	TBC
Grade:	FRS F
Directorate:	Corporate Services
Department:	People Services
Section:	Professional Standards Unit
Location:	Brigade Headquarters, 169 Union St, London, SE1
Reports To:	Head of Professional Standards Unit
Staff Directly Responsible for:	TBD

How this role contributes to our vision:

To ensure that the Brigade's standards of behaviours and integrity are adhered to by all employees. To ensure complex concerns, matters of conscience, and standards of behaviours complaints are investigated and resolved swiftly, inclusively and appropriately. The postholder must demonstrate high levels of integrity to build and retain trust in the PSU service.

Main duties and responsibilities

1 Investigation and case management

- 1.1 Prevent and investigate serious matters relating to conduct within the LFB, to establish and maintain effective working relationships with professional bodies to support the investigative processes.
- 1.2 Conduct comprehensive and robust investigations into allegations of improper behaviour, breaches of LFB's standards of behaviour, and matters of concern raised by colleagues.
- 1.3 Hold oversight and make decisions where appropriate for all Professional Standards Investigations to drive consistency in investigations.
- 1.4 Direct and provide expert advice across complex investigations, ensuring that the LFB meets its duty of care to all colleagues involved in any investigation.

2 Communication and stakeholder management

- 2.1 Build and maintain strong working relationships with the senior leadership team and other senior managers to provide advice and guidance on Professional Standards matters and to identify opportunities for new initiatives that will improve standards of behaviour.
- 2.2 Collaborate with other Brigades and parts of the Greater London Assembly, identifying opportunities and contributing to the development of innovation in Professional Standards activities, to improve the effectiveness of evidence-based practices and to foster collaboration.
- 2.3 Produce investigation reports, drawing on a range of sources and self-generated information to develop clear recommendations for senior managers within the LFB relating to discipline and grievance.
- 2.4 Produce briefing information and reports as required, ensuring senior leaders are sighted on sensitive and contentious matters and understand presented risks.
- 2.5 Provide management and leadership direction to colleagues across the PSU, supporting them in their investigations and complex casework.

3 Developing departmental excellence

- 3.1 Support the proactive development and fostering of a positive behavioural culture within LFB, working with colleagues to ensure that standards of behaviour and values are implemented and adhered to in all areas.
- 3.2 Ensure that key performance indicators and service level agreements are met and improved up, as well as continuously reviewed to be more efficient and deliver value for money.
- 3.3 Act as the representative of the Division/Department as required both within and outside the Brigade.
- 3.4 Ensure that they and their staff carry out all their responsibilities in line with Brigade policy, procedures and the law.

4 Performance and self-development

- 4.1 Maintain knowledge of employment related law and its implications for the Brigade.
- 4.2 To ensure that all information relating to the work of the section is dealt with in a confidential, secure and sensitive manner and in accordance with GDPR and Data Protection legislation.
- 4.3 To participate, on behalf of the Brigade, in selection interviewing as an HR representative.
- 4.4 To assist with follow up actions arising from meetings including research and providing findings to senior management.

To use the information technology and communication systems of the Brigade in accordance with the ICT Acceptable Use policy. Use all information systems in accordance with the GDPR and the Data Protection Act.

- 4.5 To represent the Brigade in a professional manner at all times.
- 4.6 Establish and maintain professional and effective working relationships with Brigade staff and external organisations.

Note One: In addition to the duties set out above, you may from time to time be required to undertake additional duties necessary to meet the needs of the Brigade. Such duties will be commensurate with the responsibilities and grading of the post.

Note Two: In order to provide a comprehensive advisory service to managers and staff groups located at a variety of sites, the post holder will be required to undertake visits to other Brigade work locations throughout London as appropriate, ensuring efficient use of their time and resources.

Note Three: All roles within the PSU will require an enhanced level of background check, which will include social media screening. Applicants will be provided with more information on this as part of the assessment process.

Selection criteria for: Professional Standards Investigator

Grade: FRS F

1. Experience

- 1.1 Experience of conducting serious and complex investigations within a large organisation.
- 1.2 Experience in the provision of a human resource service at a senior level together with a comprehensive knowledge of the application of conditions of service and current employment legislation in a large multi-functional organisation.
- 1.3 Experience of managing, motivating and developing support staff.
- 1.4 Experience of leading or operating within functions that deliver investigations and compliance activity relating to standards of behaviour.
- 1.5 Desirable: Experience of leading and delivering vetting services for an operational organisation which deals with the public, including vulnerable people.

2. Skills

- 2.1 Effective written and oral communication skills in order to write reports and correspondence.
- 2.2 Excellent interpersonal skills in order to develop and maintain effective working relationships at all levels and to demonstrate tact and discretion when dealing with sensitive issues.
- 2.3 Analytical skills in order to undertake research and provide concise summaries of findings, as well as identify and understand issues across a large organisation using multiple sources of information.
- 2.4 Strong team management, with the ability to develop and engage colleagues within the professional standards function and beyond to ensure a collaborative approach to managing sensitive matters and complex investigations.
- 2.5 Good organisational skills in order to manage workloads and meet deadlines, as required.
- 2.6 Good project management skills and an awareness of project management tools and methods.

3. Knowledge

- 3.1 Knowledge of employment legislation and investigation procedures, with knowledge of organisational duty of care and confidentiality requirements.
- 3.2 An understanding of the reasons for having clear and effective standards of behaviour and why it is observed in all areas of work and behaviour. A commitment to ensuring relevant policies are implemented and adhered to.

- 3.3 An understanding of the importance of ensuring confidential information and security of sensitive information. An awareness of the principles of the Data Protection/GDPR and the Freedom of information Act.
- 3.4 An understanding of one's responsibility as an individual and as a manager for health and safety in the workplace.



The London Fire Commissioner is the fire and rescue authority for London.

Our purpose – Trusted to serve and protect London.

Our vision – We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London.

Job title:	Head of Professional Standards Unit (PSU)
Employer:	London Fire Commissioner
Post no:	310251
Grade:	TMG B
Directorate:	People Services
Department:	Professional Standards Unit
Section:	People Services
Location:	Brigade Headquarters, 169 Union St, London, SE1
Reports to:	Director for People
Staff directly responsible for:	Investigators HR Caseworkers Administrators

How this job contributes to Our Vision:

To uphold professional standards across the Brigade which are in line with our values and code of ethics and to deliver the highest standards of honesty and integrity in support of culture improvement across the Brigade. To ensure that a fair and consistent approach is applied to all employee relations complaints and investigations with the aim of resolving them swiftly and appropriately. To ensure that all employees of the Brigade are properly vetted on an ongoing basis.

Main duties and responsibilities

1. Role Overview

- 1.1 As the Head of PSU you will maintain a degree of independence within the organisation, to instil confidence and impartiality in all employee relations processes. This will assure both staff and the communities we serve, that your oversight brings about continuous improvement to our professional standards and behaviour and the culture within the Brigade.
- 1.2 You will provide visible leadership to a multi-disciplinary team of specialists that uphold the professional standards and behaviours of LFB which align with our values, whilst standardising our approach in this area to ensure all matters are managed in a fair, consistent and confidential manner.
- 1.3 You will lead the PSU to drive the development of an internal culture that delivers the highest standards of honesty and integrity within the Brigade which protects the people working at LFB and the communities we serve.
- 1.4 You will foster a proactive approach to the usage of organisational data relating to professional standards, leading the team to source and collate management information and insight from across the LFB. This information will inform an understanding of patterns and trends across the organisation within discipline, grievance and professional standards and enable early interventions. To achieve this the PSU oversees and manages all employee relations cases.
- 1.5 The Head of PSU will oversee the investigation and resolution of complaints and allegations of misconduct, ensuring that lessons learned are identified and used to make improvements across the Brigade. The role holder will seek to proactively resolve complaints and understand patterns of behaviour which may routinely go unnoticed and authorise appropriate action in response to investigations.
- 1.6 The Head of PSU will ensure that vetting takes place to a high standard and within agreed timescales. This crucial security capability ensures that everyone working in LFB can be trusted to deliver their work ethically, professionally, and legally.

2. Key Accountabilities

- 2.1 Uphold standards of professional behaviour and provide visible leadership, taking appropriate action to hold others to account at all levels in Brigade.
- 2.2 Manage the internal and external risk to the Brigade by briefing senior stakeholders on the most serious complaints and investigations which may have the potential to cause reputational harm, either internally or externally, and identify opportunities to minimise and mitigate that risk.

- 2.3 Lead, motivate and engage Professional Standards staff, protecting and promoting workforce wellbeing, to enable a high performing team. Manage the budget and resources for the team, making decisions in accordance with legislation to deliver operations that are cost effective and are in line with LFB's strategic objectives.
- 2.4 Be open to scrutiny by senior external stakeholders within the Greater London Authority, London Assembly, the National Fire Chiefs Council or His Majesty's Inspectorate of Constabulary and Fire & Rescue Services about the work of the PSU to develop and maintain a high level of confidence and trust in the integrity of the Brigade and improvements to internal culture.
- 2.5 Build and maintain strong internal working relationships including with the senior leadership team, other teams within People Services, Legal services and colleagues in Operations to provide advice and guidance on Professional Standards matters, identify opportunities for new initiatives that will improve standards of behaviour and ensure that lessons learned lead to swift and effective service improvement.
- 2.6 Manage and report on the performance of the Professional Standards function, setting performance objectives, holding staff accountable for delivering these and taking appropriate corrective action where necessary to ensure the delivery of functional objectives.
- 2.7 Develop the Professional Standards' function capability and capacity to ensure delivery of agreed functional priorities. Collaborate with other Fire and Rescue Services, the Greater London Authority and the National Fire Chiefs Council, identifying opportunities and contributing to the development of innovation in Professional Standards activities, to improve the effectiveness of evidence-based practices and to foster collaboration.
- 2.8 Manage, monitor and oversee vetting of staff to ensure full compliance.
- 3. Key Responsibilities**
- 3.1 Lead and oversee the management of the PSU including, but not limited to, people management responsibility including accountability for team performance and development.
- 3.2 Identify and assign investigating officers, including acting as a senior investigator for the most serious cases of complaint or misconduct within the Brigade. Ensure the appropriate resources are allocated and appropriately utilised on a case-by-case basis.
- 3.3 Be the key ambassador for the Professional Standards approach with a continuous improvement, tenacious mindset.

- 3.4 Lead on the monitoring, maintenance and updating of LFB employment policies in accordance with legislation, to ensure Brigade-wide awareness of Professional Standards
- 3.5 Manage budgets and contribute to budget setting and ensure services are delivered to budget.
- 3.6 Support the team to ensure that investigations are concluded in a timely manner (KPIs) and work with the external complaints provider to underpin this. Ensure that all parties are kept informed of developments or delays as needed.
- 3.7 Manage projects in accordance with the Brigade's definition and/or contribute to project delivery as a team member.
- 3.8 Produce and/or contribute to the writing of reports for Committees/panels, as required.
- 3.9 Contribute to business planning, as required.
- 3.10 Manage and maintain relationships with external suppliers/providers holding them to account in line with agreed KPI's, SLA's and contractual requirements.
- 3.11 Ensure effective communication with all internal and external stakeholders, as appropriate. Enhancing successful outcomes through working with all stakeholders, including colleagues within and outside the PS Department.
- 3.12 Deputise for the Director for People as required at internal or external meetings.
- 3.13 Ensure that the customer needs are met in terms of service delivery and develop new and improved services for the customers.
- 3.14 Initiate new developments which improve service quality and efficiency and contributes to continuous improvement activities.
- 3.15 Ensure your own continual professional development takes place to maintain your knowledge of employment law and its implications for the Brigade.

Please note: In addition to the duties set out above, you may from time to time be required to undertake extra duties necessary to meet the needs of the Brigade. Such duties to be commensurate with the responsibilities and grading of the responsibilities and grading of the post.

Person Specification:**Experience**

Leading a professional standards/employee relations function within a large organisation and a complex political environment.

Significant experience of using your knowledge and acumen in relation to complex employee relation case management and vetting services for an operational organisation which deals with the public, including vulnerable people.

Ability to reach complex critical judgments and manage issues both in real time and during an investigation process.

Be CIPD Level 7 qualified or have equivalent knowledge and experience.

Providing advice to managers at all levels on the interpretation and application of corporate policies, processes, conditions of service and employment legislation in a large multi-functional organisation.

Developing and reviewing policies and procedures, and liaising and negotiating with a wide range of staff, including representative bodies.

Managing, motivating and developing a team and leading functions that deliver investigations and compliance activity relating to standards of behaviour.

Developing and managing relationships with senior external stakeholders up to and including executive/board level, the Mayor of London and Greater London Authority, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and the Home Office and others as and when required.

Managing relationships with a diverse range of external suppliers/providers holding them to accounts in line with agreed KPIs, SLAs and contractual requirements.

Managing risks including setting up processes and controls to proactively minimise exposure to litigation.

Skills

Excellent judgement on when to act immediately to address issues relating to quality, standards and conduct, initiating investigations and management interventions as required.

Excellent interpersonal skills with the curiosity and ability to develop and maintain effective working relationships at all levels and to demonstrate tact and discretion when dealing with sensitive issues.

Excellent written and oral communication skills in order to write reports and correspondence.

A high level of analytical skills to undertake research and provide concise summaries of findings, as well as identify and understand issues across a large organisation using multiple sources of data.

A high level of numerical skills to monitor budgets and to provide and interpret statistical information.

Excellent organisational skills in order to manage workloads and meet deadlines, as required.

Knowledge

Extensive and demonstrable knowledge of employment law to enable you to give advice and make decisions in a thoughtful, considered and balanced manner.

A profound and deep-rooted understanding of the reasons for having clear and effective standards of behaviour and why it is observed in all areas of work and behaviour. A commitment to ensuring relevant policies are implemented and adhered to.

An understanding of the importance of ensuring confidential information and security of sensitive information. An awareness of the principles of the Data Protection/GDPR and the Freedom of information Act.

An understanding of one's responsibility as an individual and as a manager for health and safety in the workplace.

Please note: These are the criteria against which your suitability for the post will be assessed. You must show clearly in your application how your experience, skills and knowledge meet each of the highlighted selection criteria or all if none are highlighted. If you do not address the relevant criteria on your application form, it will not be possible to shortlist you. Please note that if shortlisted you will be required to address all criteria when interviewed.

LFB Values

Our values underpin everything we do. Refreshed in 2023 following engagement with our employees and communities, these values are a representation of LFB at our best. If you are appointed, you will be expected to uphold these values. You will be assessed against the values in your recruitment process.

Our values are:

- Service We put the public first
- Courage We step up to the challenge
- Learning We listen so that we can improve
- Teamwork We work together and include everyone
- Integrity We act with honesty
- Equity We treat everyone fairly according to their needs