

CHIEF FIRE OFFICER and HEAD OF PAID SERVICE

Staffordshire Commissioner Fire and Rescue Authority

Role Profile

Role Purpose

- The Chief Fire Officer and Head of Paid Service is responsible and accountable to the Staffordshire Commissioner Fire and Rescue Authority (CFRA). The core purpose of the role is to advise the CFRA in the provision of an effective and efficient Fire and Rescue Service, delivering its services in accordance with all statutory, legal and other obligations.
- Together with the CFRA Chief Executive, Monitoring Officer and Chief Finance Officer, the Chief Fire Officer will ensure that the Authority is discharging all Fire and Rescue responsibilities imposed on it by statute and guidance and contributing to the broader community safety agenda. The Chief Fire Officer and the Fire and Rescue Service will work with the Staffordshire Commissioner's Office in ensuring that there is an effective and efficient approach in meeting these responsibilities and expectations.
- The Chief Fire Officer and Head of Paid Service is responsible for providing strategic leadership, direction, coordination and effective management of people and resources within the Fire and Rescue Service to ensure the highest standards of direct service provision across Staffordshire. In doing so the role will ensure appropriate corporate policies are put in place to comply with this measure.
- The Chief Fire Officer is responsible for effective working with stakeholders and other partners to develop and deliver the vision, priorities and objectives of the Fire and Rescue Service and to meet broader community safety requirements.

Key Responsibilities

1. To advise the CFRA in the discharge of statutory duties and expectations within the Fire and Rescue Services Act 2004, the National Framework and other relevant legislation and guidance. To be accountable to the CFRA, having due regard to such legislation and guidance. To act as the professional advisor to the CFRA for all matters relating to the Fire and Rescue Service.
2. To ensure that the requirements of the Regulatory Reform (Fire Safety) Order 2005, as they apply to the CFRA, are fully met.

3. To keep under review and determine the requirements of legislation and guidance to the Service and ensure that they are met in accordance with the CFRA's Fire and Rescue Plan and agreed determinations.
4. To take overall responsibility for and to engender a safety culture throughout the Service, ensuring compliance with Health and Safety requirements and good practice to assist the CFRA in discharging its statutory duties.
5. To support the CFRA's Office in the development of the Fire and Rescue Plan.
6. To take responsibility for the preparation and drafting of the Fire and Rescue Statement on behalf of the CFRA and in consultation with the Commissioner's Office.
7. To discharge the obligations and duties described in the Home Office Financial Management Code of Practice 2018.
8. To provide professional advice to the CFRA that the requirements in relation to National Resilience Capabilities are sufficient, effective and maintained at a state of operational readiness. To engage with and support the National Coordination and Advisory Framework (NCAF).
9. To provide professional advice to the CFRA in the determination of the resources required to sustain and deliver the Fire and Rescue Service to meet the agreed strategic aims and objectives of the CFRA's Fire and Rescue Plan and the Integrated Risk Management Plan (IRMP).
10. To lead the development and implementation of the IRMP ensuring that business planning frameworks, strategies and business continuity planning are in line with good practice.
11. Provide visible leadership and strategic direction within the Fire and Rescue Service and ensure that senior management and staff are well led and effectively managed.
12. To effectively manage the Fire and Rescue Service budget secured by the CFRA for the purposes of fulfilling the statutory and legal duties conferred upon it. To ensure resources are utilised effectively, efficiently and in a sustainable manner to secure value for money in the deployment of those resources.
13. Establish effective governance arrangements within the Fire and Rescue Service underpinned by robust policies that demonstrate adherence to 'The Nolan principles'.

14. To ensure mechanisms are established to effectively monitor and report on operational and organisational performance. To evaluate opportunities for the continuous improvement of the Service against agreed strategies, policies and plans.
15. Foster and maintain high quality industrial relations with the respective bodies that represent the Service's employees and ensure appropriate policies exist to ensure compliance with standards of behaviour and codes of conduct from all staff.
16. To be available outside of normal working hours to provide the effective operational and organisational leadership and management of a 24/7 emergency response service; to operate as a Brigade Manager within the National Incident Command System providing out of hours cover as a gold commander; to work with the Local Resilience Forum and to be held to account for ensuring the responsibilities contained within the Civil Contingencies Act are met.
17. To provide strategic support and advice to other incidents and events that present a significant risk to the community and environment and liaise with key personnel from other agencies or Services to ensure their effective management and resolution.
18. Ensure the Service and its resources are available to respond, within legal requirements to any emergency that might occur within the designated area.
19. Provide leadership and influence at national, regional and local level by representing the CFRA and the Service, engaging and working with the National Fire Chiefs Council and other forums.
20. To proactively seek, develop and implement collaborative working opportunities that met the requirements of the Policing and Crime Act 2017. To work strategically with other partners to deliver inter-operability and intra-operability in order to deliver improved service to communities.
21. To work with the Staffordshire Commissioner's Office in ensuring an efficient and effective approach to strategy, service planning and delivery, resource management, performance, partnership working and governance.
22. To manage all Fire and Rescue Service employment matters on behalf of the CFRA and establish appropriate policies to ensure that the current and future needs of the Fire Authority and its employees are met.

Brigade Manager Role Map

In addition to these general qualities required of a Chief Fire Officer, the post holder is subject to the Fire and Rescue Service Brigade Manager Role Map.

Brigade Manager Role Map	
EFSM1	Provide strategic advice and support to resolve operational incidents
EFSM4	Plan organisational strategy to meet agreed aims and objectives
EFSM5	Plan implementation of organisational strategy to meet objectives
EFSM7	Evaluate organisational performance against agreed measures
EFSM8	Lead organisational strategy through effective decision making
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance work based performance
EFSM16	Manage yourself to achieve work objectives
EFSM20	Exchange information to ensure effective service delivery

Education, Qualifications, Operational Skills and Experience	
Essential:	Desirable:
<ul style="list-style-type: none"> • Successful completion of the Strategic Incident Command Level 4 or equivalent. • Multi Agency Gold Command (MAGIC) • Proven relevant experience of leadership within a Fire and Rescue Service including a minimum of 3 years' experience in the strategic management of critical incidents 	<ul style="list-style-type: none"> • Has held rank of Area Manager or a more senior rank in a UK Fire Service (or have held one of the comparable roles if appointed from overseas) • Successfully completed a senior management development programme such as the fire service Executive Leadership Programme or equivalent.



- | | |
|---|---|
| <ul style="list-style-type: none">• Education to degree level in a relevant subject area or equivalent professional qualification appropriate to the post.• Evidence of Continuous Professional Development• A demonstrable track record of successful experience of working at a strategic level, including the leadership of staff at senior leadership level.• Experience of successfully engaging with and influencing multi-agency partnerships• Demonstrate knowledge of the statutory role, powers and responsibilities of the Fire and Rescue Service• Experience of implementing successful organisational development, change and innovation.• A successful track record of actively promoting diversity and a genuine commitment to equality.• Ability to demonstrate high level of emotional intelligence and self-awareness• Ability to communicate clearly and effectively in interpersonal relations, industrial relations and with the media, both verbally and written.• Able to operate with high levels of commercial acumen, skilled in effective organisational financial and budgetary management which balances conflicting resource demands and drives value for money.• Up to date operational/technical fire service knowledge.• Knowledge of developing legal, political, economic, social, | <ul style="list-style-type: none">• Knowledge of the current change agenda within the Fire and Rescue Service at local and national level and its strategic implications. |
|---|---|



<p>technological, and environmental factors and an understanding of the implications for strategic planning.</p> <ul style="list-style-type: none">• Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.• Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.• Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.• Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the fire service context.	
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Chief Fire Officer / Head of Paid Service

Candidate Information Pack

July 2021

INTRODUCTION

Dear Candidate

Thank you for your interest in our forthcoming selection process for the Chief Fire Officer / Head of Paid Service role.

Staffordshire Fire & Rescue Service has an excellent reputation and has consistently shown itself to be capable of adapting to changing need and circumstances, both in meeting its statutory requirements and in working in partnership with other organisations around the wider landscape.

I want that approach to continue, but also understand the challenges faced by all Fire and Rescue services in looking forwards, whether these be as a result of changing service requirements, finances, or government-led change.

In these times, the need for exceptional senior leadership is obvious and I am looking for an exceptional candidate that can build from the strong position that our current Chief Fire Officer, Becci Bryant will leave when she retires later this year.

I make no apology for the high standards that I expect of the Service and the thoughtful, strategic and cohesive leadership that must come with that. If you think you are ready for this challenge, then we would welcome an application from you and wish you every success in the selection process.

Ben Adams

Police, Fire and Crime Commissioner for Staffordshire

CHIEF FIRE OFFICER / HEAD OF PAID SERVICE ROLE

About the role

The Chief Fire Officer / Head of Paid Service has overall responsibility for leading Staffordshire Fire and Rescue. They will have a strong focus on performance, driving efficiencies and transforming the service delivery operations to provide best value for money for the community of Staffordshire.

The Chief Fire Officer / Head of Paid Services is ultimately accountable for the statutory obligations and duties (under the Fire and Rescue Services Act 2004 and other Statutory Instruments, Guidelines and Regulations), including current statutes and regulations relating to fire safety and fire prevention.

The Police, Fire and Crime Commissioner will also be looking for an individual who is genuinely committed to staff engagement, diversity and inclusion and who will be able to influence others whilst ensuring the Service has strong leadership to shape and direct service provision and uphold the existing high standards of performance that exist.

The Chief Fire Officer will need to lead the organisation across all aspects, both operationally and ensuring best value for public money through responsible budget and workforce management and development. They will use evidence based decision making, to deliver measurable benefits working closely with key stakeholders to deliver effective solution based initiatives. They are responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

The Chief Fire Officer will be required to undertake operational duties and be available on call as agreed. Consequently you will need to have a suitable base within the County or bordering the County in order to respond to operational incidents in a timely fashion.

The successful candidate will possess a detailed understanding of the issues relating to the fire and rescue service at national and local levels, have excellent political awareness and be an inspiring and outstanding leader. Candidates will also need to demonstrate resilience and excellent interpersonal skills and the ability to execute ambitious programmes of change.

View the full [CFO role profile](#).

The successful candidate will be expected to deliver against the Commissioner's Fire and Rescue Plan (currently under review) and the Service's [Corporate Safety Plan 2020 - 2024](#).

Selection Process

The closing date for the application is **noon on Friday, 20th August 2021** . Completed application forms should be marked private and confidential and emailed to Glynn Dixon, Chief Executive; glynn.dixon@staffordshire-pfcc.pnn.gov.uk.

Candidates who would like an informal discussion with either Ben Adams, Police, Fire and Crime Commissioner or Glynn Dixon, Chief Executive should contact Lyndsey Pajor on 01785 232270 or via email; lyndsey.pajor@staffordshire-pfcc.pnn.gov.uk.

In addition, visits to the Service can be facilitated to enable candidate to engage with colleagues across the Service and to gain an insight to the culture of Staffordshire Fire and Rescue. Please contact Lyndsey Pajor should you wish to make suitable arrangements.

Application forms will be considered by the Police, Fire and Crime Commissioner and the shortlisting panel. Evidence will be drawn from the Application form including how you meet the criteria set out in the [NFCC Leadership Framework](#) and the skills as detailed in the [Role Profile](#).

Applicants values are considered and assessed at every stage of the selection process as detailed in the **NFCC Leadership Framework** and the [Core Code of Ethics](#) which outline the expected standards of behaviour.

Please be advised of the key dates for the process below. Should you progress to interview stage it is important that you make every effort to attend the scheduled dates. Please note that the current dates may be subject to change taking into consideration the changing environment due to COVID-19 arrangements. Should this be necessary we will endeavour to give as much notice as possible.

Shortlisted applicants will be informed no later than **27th August 2021**, if successful you will be invited to undergo a Personality Assessment, we anticipate this to take place week beginning 30th August 2021.

Candidates will then be invited to participate in Stakeholder / Staff Panels on the **Tuesday, 7th September 2021** followed by a formal interview on the **Wednesday, 8th September 2021**.

Should there be a requirement and with prior agreement, the PFCC will make suitable arrangements to cover the costs of any reasonable and necessary expenses of candidates who are invited to interview.

TERMS AND CONDITIONS

For full conditions of service, please click [here](#).

Post :	Chief Fire Officer / Head of Paid Services
Accountable to :	The Police, Fire and Crime Commissioner for Staffordshire
Location :	Staffordshire Fire and Rescue Pirehill Stone Staffordshire ST15 0BS

If you have any further questions regarding the selection process of the role, please address these to: Glynn Dixon, Chief Executive, Staffordshire Police, Fire and Crime Commissioner's Office, PO Box 3167, Stafford, ST16 9JZ.

Contact details: Tel 01785 232270 or email: glynn.dixon@staffordshire-pfcc.pnn.gov.uk



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Chief Fire Officer / Head of Paid Service of Staffordshire Fire and Rescue Service

Salary circa: £144,873

Location: Staffordshire Fire and Rescue, Pirehill, Stone, Staffordshire, ST15 OBS

Staffordshire's Police, Fire and Crime Commissioner is recruiting a Chief Fire Officer / Head of Paid Service who can lead Staffordshire Fire and Rescue over the next few years, developing and transforming the Service in the face of significant national challenges that need to be responded to, whilst ensuring the continued delivery of a first-class emergency response to fires, other emergencies and to local communities.

The successful candidate will be an excellent strategic leader, able to bring forward thinking and solutions that maintain the reputation that the Service has, whilst addressing challenges. They will lead the Principal Officer Team, oversee the activities of the Service's directorates, lead on fire service integration and collaboration with partners and deliver against the Commissioner's Fire and Rescue Plan and the Service's Safety Plan.

If you can bring that approach alongside a collective focus and leadership style that embeds the right culture to help achieve sustainable and modern ways of delivering fire and rescue services, then we would welcome your interest.

Applicants will need to have a minimum of three years' experience of operating in a strategic role along with experience of leading across a multi-agency environment. The role is an operational post and applicants' will need to be operationally competent. Applicants will have full Incident Command L4 and Multi-Agency Gold Incident Command Strategic Command accreditations, or be in the process of obtaining these. The successful applicant will also form part of the continuous Principal Officer Gold Rota. Ideally candidates should have completed the Executive Leadership Programme, or equivalent strategic leadership programme, or be working towards this.

Ben Adams
Police, Fire and Crime Commissioner for Staffordshire

For an application form and information pack, please click [here](#).

Closing date for applications: 20th August 2021

**Appointment of Chief Fire Officer/ Head of Paid Services
Shortlisting Form**

Candidate:

Ref Number:

Assessor:

TO WHAT EXTENT HAS THE CANDIDATE DEMONSTRATED	Not at all (0)	Limited (1)	Reasonable (2)	Significant (3)
Proven relevant experience of leadership within a Fire and Rescue Service including a minimum of 3 years' experience in the strategic management of critical incidents				
Experience of working in a multi-agency environment				
Incident Command L4 and Multi-Agency Gold Incident Command Strategic Command accreditations, or in the process of obtaining these				
Experience of successfully engaging with and influencing multi-agency partnerships				
Experience of implementing successful organisational development, change and innovation.				

<p>A successful track record of actively promoting diversity and a genuine commitment to equality.</p>				
<p>Personal Impact: Demonstrates personal integrity and an ability to self-manage. Uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.</p>				
<p>Outstanding Leadership: builds high-performing teams and develops people to their full potential. Fosters an open and honest environment building collaborative working partnerships.</p>				
<p>Organisational Effectiveness: Drives the mission and organisational plans making decisions that are beneficial to the customer. Uses leadership to continuously improve, innovate and change.</p>				
<p>Service Delivery: Focussed on delivering high quality services now and into the future. Uses intelligent problem solving with an outcome focussed approach, to ensure continuous improvement and value for money to our customers.</p>				
<p>The Office of the Police and Crime Commissioner participates in the Interview guarantee scheme. Is the applicant disabled?</p> <p><u>If the answer is yes please ensure that you make the Recruitment Team aware.</u></p>				<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
<p>Has the applicant declared any convictions or outstanding financial issues?</p> <p><u>If the answer is yes please ensure that you make the Recruitment Team aware</u></p>				<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>

From: Helen Brunjes
Sent: 25 August 2021 18:12
To: Rob.barber@staffordshirefire.gov.uk
Subject: Staffordshire Chief Fire Officer - Shortlisting Result

Dear Rob

On behalf of the Staffordshire Commissioner's Office I would like to say thank you for considering and applying for the Staffordshire Chief Fire Officer position.

As you may be aware the Shortlisting Panel have met today to discuss your application. I am pleased to inform you that you have been successful and will be invited to take part in the next stages of the selection process, which are detailed below.

Personality Assessment

The College of Policing have now been sent your contact details that you provided on your application form, and will be in contact direct regarding this part of the process.

Staff and Stakeholder Panels – 7 September 2021

This will take place at Staffordshire Police Headquarters, which is the base for the Commissioner's office. Confirmation of times and location details will be confirmed next week.

You will take part in two panels; one with staff and the other with the stakeholder group. So that you can prepare in advance of the above date, please find below the subject matters you will be required to brief the panels on. You will allowed 10 minutes to brief the panels and they will then have 20-30 minutes to ask you questions. You can present verbally or if you would like to use presenting tools please let me know.

Staff Panel Briefing Topic:

Over the next 5 years Staffordshire Fire & Rescue service is facing a period of unprecedented change at both a national and local level. How will you lead on this change and ensure that you take staff with you on that journey?

Stakeholder Panel Briefing Topic:

How will you ensure that Staffordshire Fire and Rescue Service works collaboratively with partners to deliver community safety outcomes and enhance service delivery?

Formal Presentation and Interview – 8 September 2021

You will need to report to Staffordshire Police Headquarters, Stafford. Your time and details of panel members will be shared with you next week.

Formal Presentation to Interview Panel:

What are the main challenges facing Staffordshire Fire & Rescue Service in the next 3 to 5 years and how will you address these challenges?

You will have 10 Minutes to present to the panel and the panel will then have a further 20 -30 minutes to ask you questions around your presentation. PowerPoint facility will be available for you to use. If you require any other presenting tools please can you advise ASAP. Once the presentation stage has concluded you will move onto the formal Interview stage of the process. Your presentation will need to be sent to Graham Bradley, Graham.Bradley@staffordshire.pnn.police.uk by no later than 0900 hrs on Monday 6 September 2021.

Ahead of any of the above stages, if you have any concerns, special requests or adjustments please can you email Graham Bradley, Recruitment Manager Graham.Bradley@staffordshire.pnn.police.uk who will ensure we can facilitate any requests you may have.

In the meantime if you have any questions please do not hesitate to contact me.

Kind regards,

Helen Brunjes
People Services



Recruiting – Police Promotions / Police Transferee / Internal Police Vacancies
Staffordshire Police | Staffordshire Fire and Rescue Service

Phone: 01785 234077 **Mobile:** 07793389510

Helen.Brunjes@staffordshire.pnn.police.uk



Chief Fire Officer – Presentation

Formal Presentation to Interview Panel

Candidate name:	
Date:	
Panel member:	

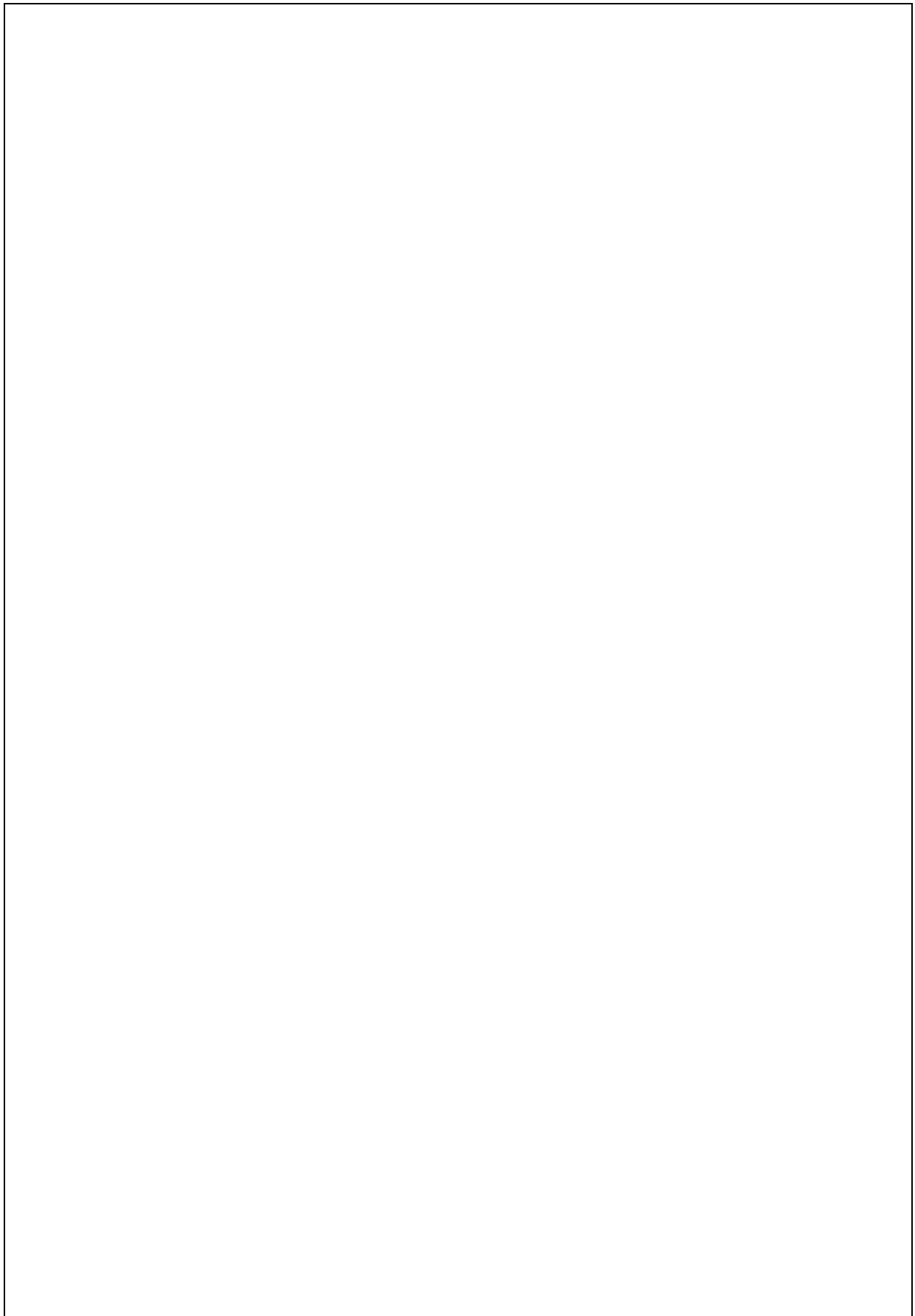
The candidate has 10 Minutes to present followed by 20 minutes of questions from the panel.

Subject

What are the main challenges facing Staffordshire Fire & Rescue Service in the next 3 to 5 years and how will you address these challenges?

Notes

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Please use the scoring criteria below to evaluate the candidate's responses.

Scoring Sheet	
Score	Definition
1	Evidence is vague, with serious shortcomings in the quality of the response provided. Overall response falls below the required standard.
2	Evidence is limited. Responses were patchy and below that expected.
3	Evidence is moderate, and the responses provided are at the minimum level expected.
4	Evidence and responses are good and well structured, demonstrating good knowledge.
5	Evidence and responses are excellent and beyond that expected.

Overall Score	
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Feedback



STAFFORDSHIRE COMMISSIONER

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Chief Fire Officer process

8th August 2021

The interview process.

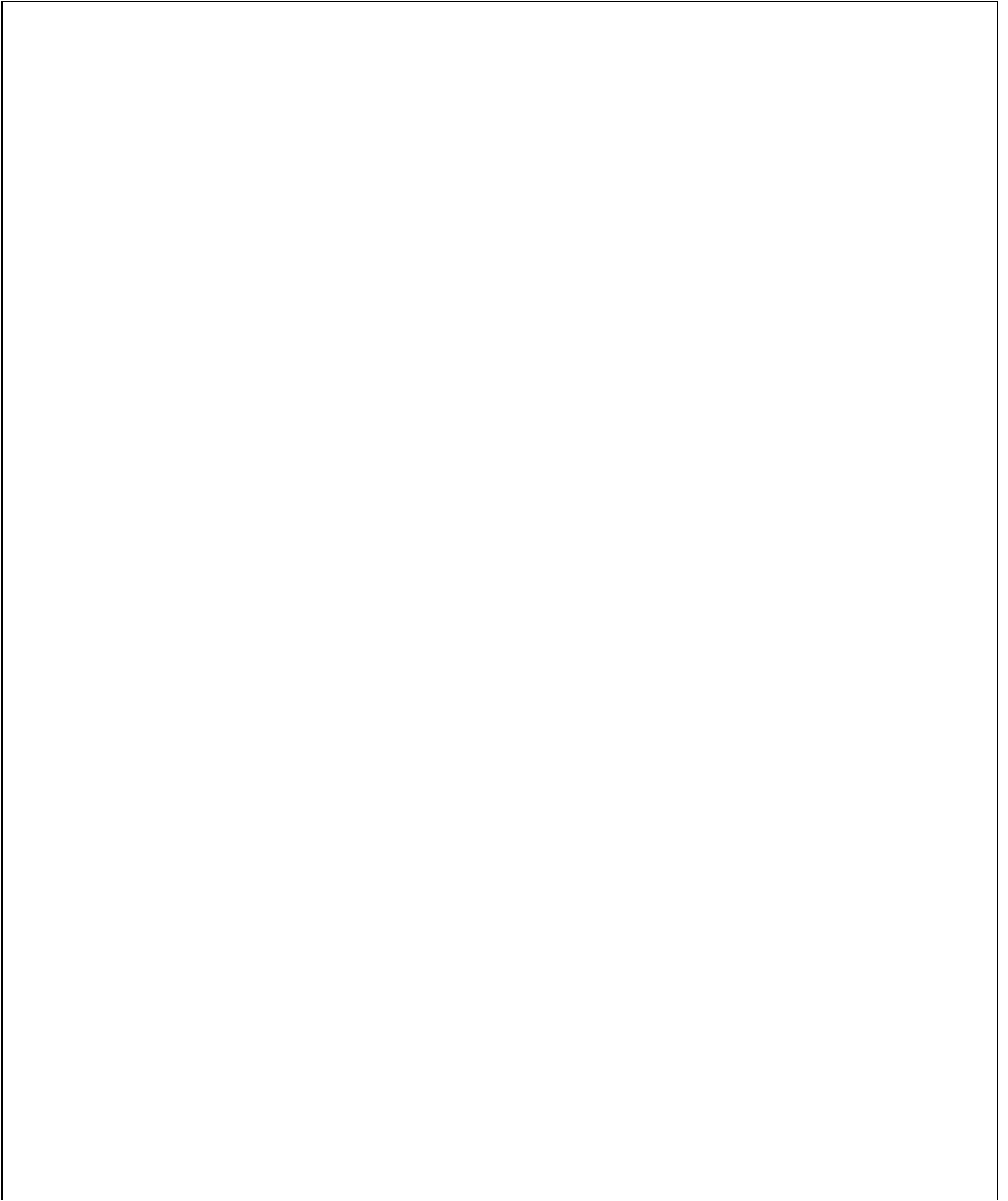
Much of this goes without saying, but at the outset of the interview, especially if you are chairing the panel, you will want to cover off the following points to make sure the candidate is as settled as possible:

- Introduce all of the panel members, names and roles
- Make sure the candidate is aware water is available and they can help themselves
- Explain to them that you will be making notes throughout and that may mean they see the top of your head a lot
- Explain to them there are no trick questions, you just want to get the best out of them, if they don't understand anything, they can just ask for clarification.
- Let them know roughly how long the interview will last.

Candidate name:	
Date:	
Panel member:	

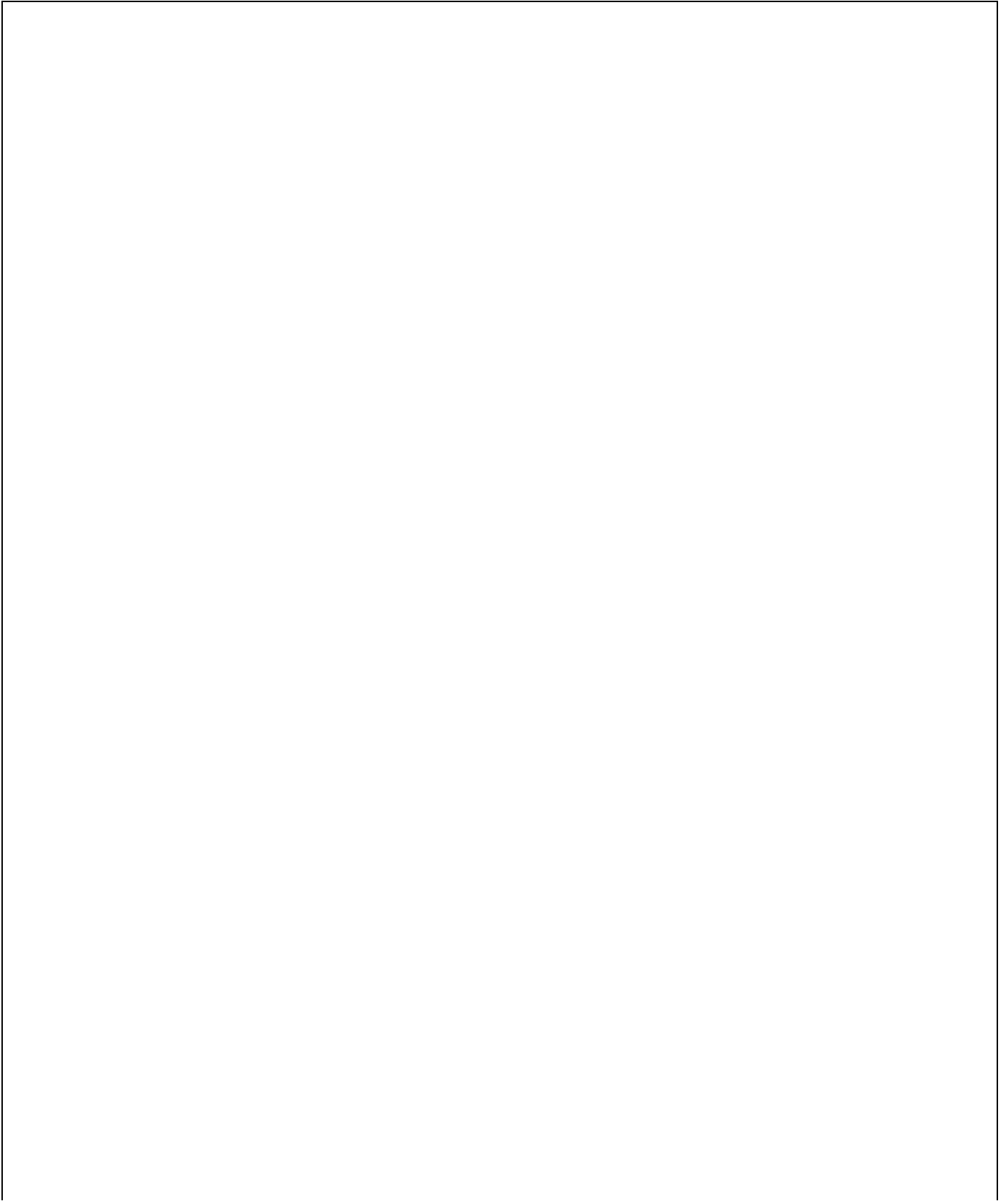
Leadership

Q1. Talk to us about why you have applied for the Chief Fire Officer post in Staffordshire and broadly why you feel the time is right to step up into this critical role.



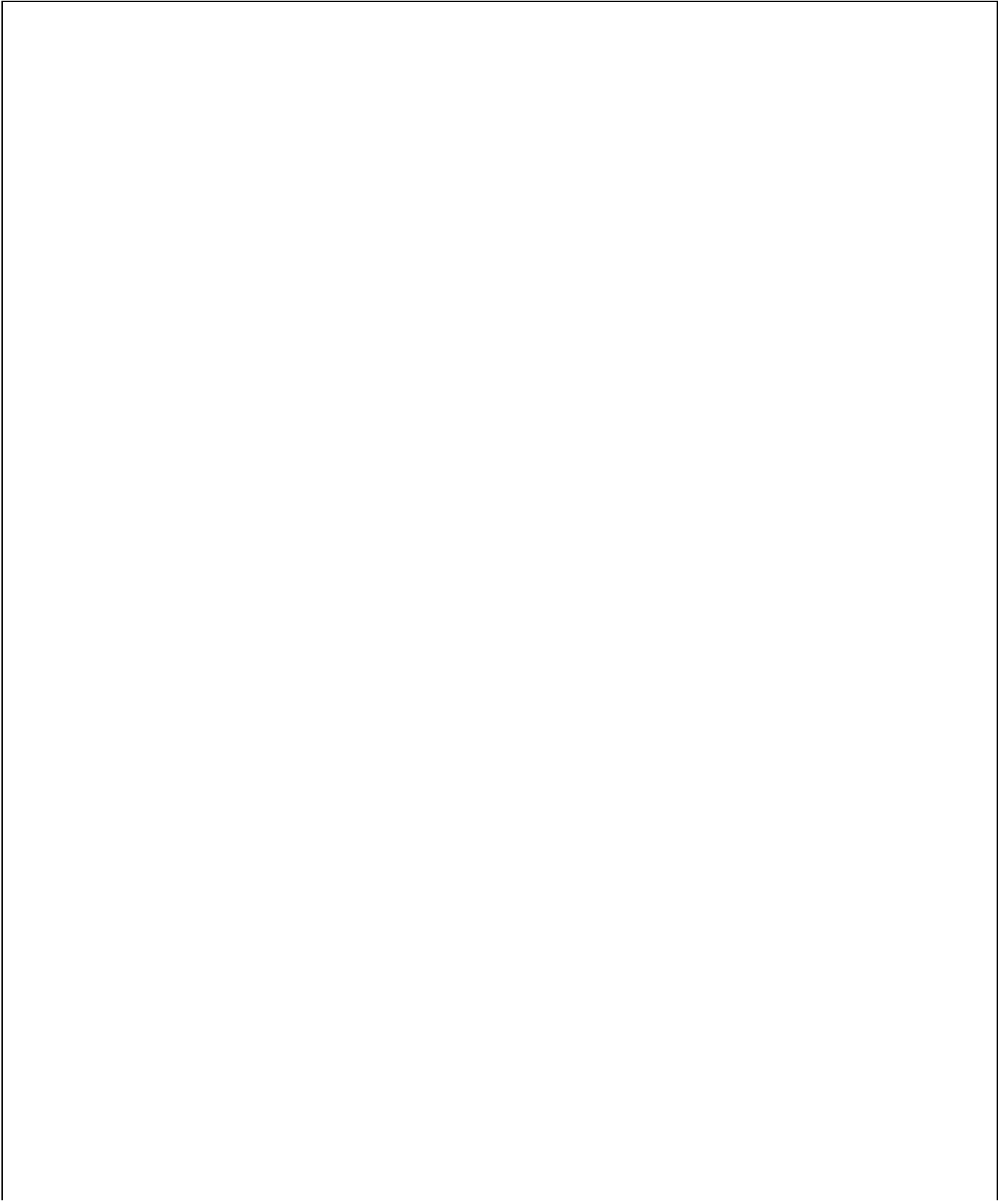
Leadership

Q2. What do you think makes a great leader and how would you demonstrate these skills as Chief Fire Officer?



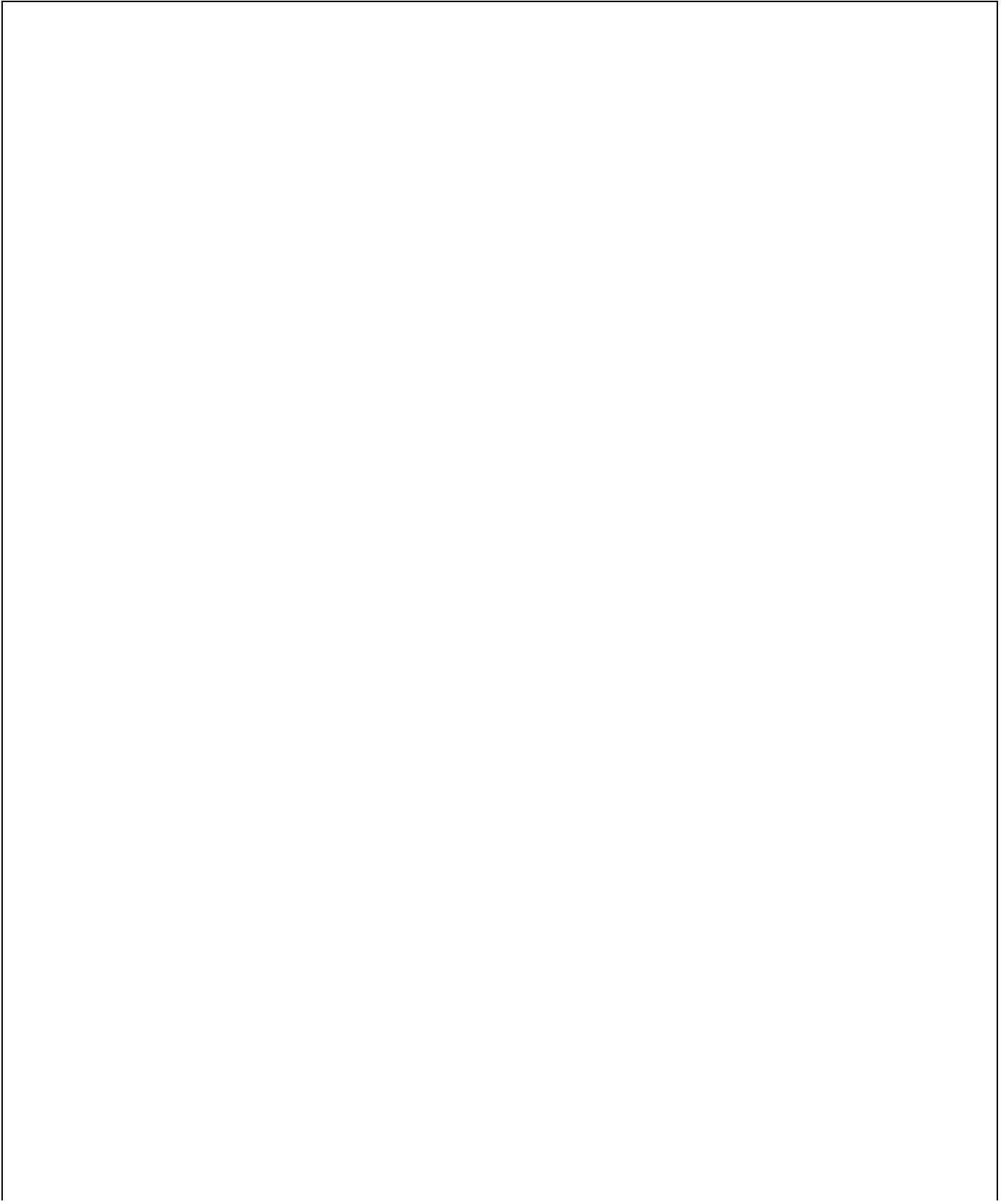
Collaboration and Change

Q3. Tell us about a time when you have worked with external bodies and stakeholders to deliver successful strategic change. What was your contribution and why was it important?



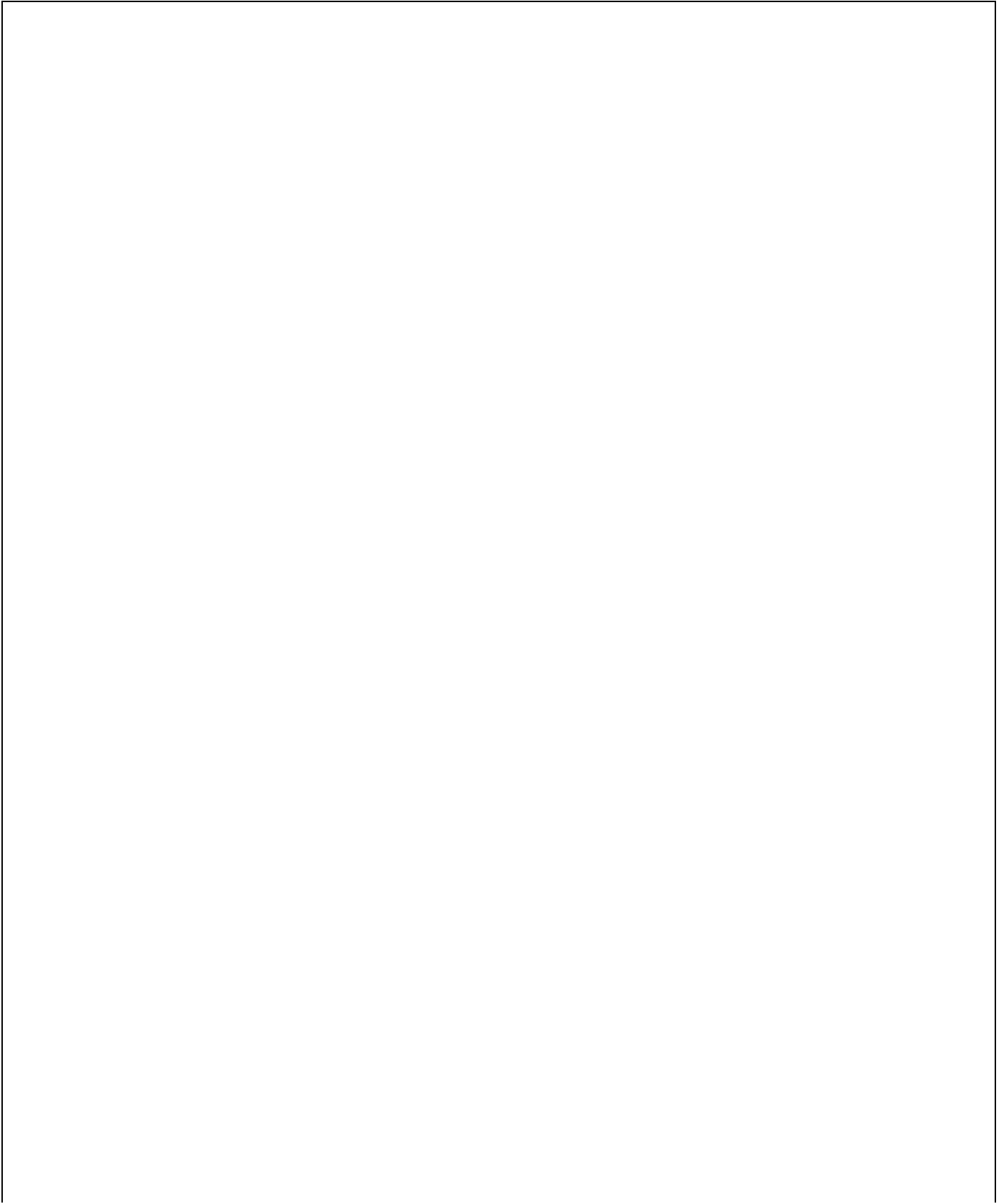
Diversity and Inclusion

Q4. What do you see as the key challenges for the Service in relation to diversity, inclusion and wellbeing and how as Chief Fire officer will you address these?



Service Delivery

Q.5 Given the challenges to be addressed and the changes required in the Service how would you ensure that all those in the Service are engaged, understand and contribute to future plans?



Innovation and Forward Thinking

Q6. Looking forwards, to what degree do you think innovation in the Service is necessary? Tell us about a time when you have inspired new and innovative approaches to protecting communities from harm?

Please use the scoring criteria below to evaluate the candidate's responses.

Scoring Sheet	
Score	Definition
1	Evidence is vague, with serious shortcomings in the quality of the response provided. Overall response falls below the required standard.
2	Evidence is limited. Responses were patchy and below that expected.
3	Evidence is moderate, and the responses provided are at the minimum level expected.
4	Evidence and responses are good and well structured, demonstrating good knowledge.
5	Evidence and responses are excellent and beyond that expected.

Question 1	Talk to us about why you have applied for the Chief Fire Officer post in Staffordshire and broadly why you feel the time is right to step up into this critical role.
Panel to evaluate the merits of the candidate's response.	Comments

<p>Question 2</p> <p>The following criteria should be considered when evaluating the candidate's response. Please note that this list is not exhaustive</p>	<p>What do you think makes a great leader and how would you demonstrate these skills as Chief Fire Officer?</p>
<ul style="list-style-type: none">• Promotes and upholds our values and professional standards and communicates the importance of ethical and inclusive approaches.• Communicates with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public.• Uses non-stigmatising behaviours or language and non-stereotypical language.• Promotes two-way dialogue.• Evaluates own performance and take steps to continuously improve.• Works hard to build and keep trust by listening to others' views and adapting to change.• Ensures fair and effective systems and methods are in place for succession and nurturing people's career.• Role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring.	

<p>Question 3</p> <p>The following criteria should be considered when evaluating the candidate's response. Please note that this list is not exhaustive</p>	<p>Tell us about a time when you have worked with external bodies and stakeholders to deliver successful strategic change. What was your contribution and why was it important?</p>
<ul style="list-style-type: none"> • Proactively builds and sustains collaborative relationships with members, partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working. • Uses evidence from our own and other's organisations to set strategy and direction for the service. • Promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service. • Sets strategies and budgets through consultation, which represent the best value service now and into the future for communities. • Ensures that all staff demonstrate appropriate levels of business awareness. • Takes a long-term view to consider the future political, social and economic landscape and communicates this to the organisation. 	<p>Comments</p>

<p>Question 4</p> <p>The following criteria should be considered when evaluating the candidate's response. Please note that this list is not exhaustive</p>	<p>What do you see as the key challenges for the Service in relation to diversity, inclusion and wellbeing and how as Chief Fire officer will you address these?</p>
<ul style="list-style-type: none"> • Promotes and role models inclusion. • Works hard to build and keep trust by listening to others' views • Promotes two-way dialogue. • Values inclusion and sets positive examples of appropriate behaviour for peers and colleagues. • Takes responsibility for inclusion, and encourages different points of view. • Role models and mentors others in how they communicate and engage to encourage inclusion. • Enters into dialogue not conflict. When conflict does occur, handles it in a professional manner. • Uses a variety of engagement methods to seek feedback and understand people's views on emerging issues. • Recognises the pressures of leading an organisation, role modelling resilience and promoting a healthy work-life balance. • Embeds wellbeing and mental health in all strategies, setting up systems to monitor and support employee mental health and organisational wellbeing. • Creates a culture where individual and team wellbeing is a priority and ensures systems to address this where required 	<p>Comments</p>

<p>Question 5</p> <p>The following criteria should be considered when evaluating the candidate's response. Please note that this list is not exhaustive</p>	<p>Given the challenges to be addressed and the changes required in the Service how would you ensure that all those in the Service are engaged, understand and contribute to future plans?</p>
<ul style="list-style-type: none"> • Communicates with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. • Is aware of the wider impact the organisation has on improving community outcomes. • Takes a long-term view to consider the future political, social and economic landscape and communicates this to the organisation. • Ensures that our approach to corporate risk is well considered and reasonable in the circumstances. • Makes sure the organisation understands how our work contributes to and delivers organisational priorities. • Fosters a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. • Defines and enforce the standards and processes that will help this to happen. • Puts in place measures that will allow others to take responsibility effectively • Take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation. 	<p>Comments</p>

<p>Question 6</p> <p>The following criteria should be considered when evaluating the candidate's response. Please note that this list is not exhaustive.</p>	<p>Looking forwards, to what degree do you think innovation in the Service is necessary? Tell us about a time when you have inspired new and innovative approaches to protecting communities from harm?</p>
<ul style="list-style-type: none"> • Strives to establish a learning ethos both internally and externally. • Create conditions for innovation and change that support our vision. • Fosters and enables continuous improvement through using the right tools and methods. • Improves business processes to promote more efficient ways of achieving our plans. • Implements, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. • Provides space and encouragement to help others stand back from day to-day activities, in order to review their direction, approach and how they achieve organisational goals. • Works to create an innovative learning culture, recognising and promoting innovative activities. • Leads, tests and implements new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of their immediate sphere. • Demonstrates accountability for ensuring that the Staffordshire remains up to date and at the forefront of national good practice. 	<p>Comments</p>

Overall Scores

Please use the following table to record your overall scores:

Question	Score	Notes
Q1.		
Q2		
Q3		
Q4		
Q5		
Q6		
TOTAL:		