



Staffordshire Police, Fire and Crime Panel - Confirmation Hearing

Monday 9 February 2026

11:30

Oak Room, County Buildings, Stafford

The meeting will be webcast live and archived for 12 months. It can be viewed at the following link: <https://staffordshire.public-i.tv/core/portal/home>

Kate Loader
County Solicitor and Monitoring Officer
30 January 2026

Agenda

1. **Apologies**
2. **Declarations of interest**
3. **Consideration of the proposed appointment to the post of Chief Fire Officer for Staffordshire** (Pages 5 - 56)

A Panel procedure note, background information and job description /person specification are attached.

a) To receive representations from the Police, Fire and Crime Commissioner on the criteria met by the chosen candidate.

b) To receive a presentation by, and to questions, the proposed Chief Fire Officer on their skills, experience and ability to meet the criteria for the post.

4. **Exclusion of the Public**

The Chairman to move:

"That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt

information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below”.

Part Two

(All reports in this section are exempt)

Membership	
Charlotte Atkins (Vice-Chairperson) Richard Cox (Chairperson) Carol Dean Chris Elliott Gill Heesom Zdzislaw Krupski	Angela Loughran Vince Merrick Anthony Screen Duncan Walker David Williams

Notes for Members of the Press and Public

Filming of Meetings

Staffordshire County Council is defined as a Data Controller under the Data Protection Act 2018. The County Council has agreed that public meetings should be the subject of live web transmission ‘webcasting’. Fixed cameras are located within meeting room for this purpose.

The webcast will be live on the County Council’s website and recorded for subsequent play-back for 12 months. The recording will also be uploaded to YouTube. By entering the meeting room and using the seats around the meeting tables you are deemed to be consenting to being filmed and to the possible use of those images and sound recordings for the purpose of webcasting.

If you have privacy concerns about the webcast or do not wish to have your image captured, then please contact the Member and Democratic Services officer named at the top right of the agenda.

Recording by Press and Public

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the Chair, disrupt the meeting.



Press and Public attendance at meetings

We welcome your attendance at this meeting. To ensure all business can be completed fairly and efficiently, we require a standard of mutual respect. Please be advised that any person causing a disruption or behaving in a manner that prevents the meeting from proceeding will be required to leave the meeting room. Security or local authorities may be called upon to assist if necessary.

Please be prepared to have your bag and/or personal belongings to be searched.



PFCP PROCEDURAL RULES – PROCESS NOTE 1

CONFIRMATION HEARINGS – SENIOR APPOINTMENTS

1. Deputy Commissioner, Chief Executive in the OPCC, Chief Finance Officer (Police and Crime function) and Chief Finance Officer (Fire and Rescue function)

The Police, Fire and Crime Commissioner will notify the Panel of the need for a confirmatory hearing in respect of proposed senior appointment and will provide the Panel with the following information:

- The name of the proposed appointee ('The candidate)
- The criteria used to assess the suitability of the candidate
- An explanation as to why the candidate satisfies the criteria
- The terms and conditions on which the candidate is to be appointed

The Confirmation hearing will be held at the next available meeting of the panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged (see below re timescale)

Confirmatory hearings will be held in public, where the preferred candidate is requested to appear for the purpose of answering questions relating to the appointment.

Questions will focus on determining the professional competence and personal independence of the candidate.

Following this hearing, the panel will meet in private to review the proposed appointment and make a report to the commissioner recommending whether or not the candidate should be appointed.

The Panel must meet and make its report to the Commissioner within three weeks of the date of receiving notification of the need for a Confirmation Hearing.

2. Chief Constable and Chief Fire Officer

The Procedure and timescale detailed at 1 above applies.

For a confirmatory hearing for the proposed appointment of the Chief Constable or the Chief Fire Officer in addition to the requirement to review and make a report to the Commissioner, the panel has the power to veto the appointment.

Having considered the appointment, the panel will be asked to either:

- a) Make a report supporting the appointment without qualification or comment;
- b) Make a report supporting the appointment with associated recommendations, or

- c) veto the appointment (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

If the panel vetoes the appointment of the candidate, the report to the commissioner must include a statement that the panel has vetoed the appointment with reasons.

The Panel must publish their report in any manner they consider appropriate

Where the Panel does NOT exercise its veto

The Commissioner must accept or reject the Panel's recommendation and notify the Panel accordingly.

Where the Panel DOES exercise its veto

The Commissioner must not appoint that candidate

The Commissioner may propose a reserve candidate

The Procedure and timescale detailed at 1 above applies

Having considered the appointment, the panel is required to make a report to the commissioner including a recommendation on whether or not the reserve candidate should be appointed.

The Panel must publish their report

The Commissioner is required to have regard to the report (including the recommendation) and notify the Panel of his decision as to whether he accepts or rejects the recommendation.

The Commissioner can subsequently appoint the reserve candidate or proposed another person for appointment to the post; in the event of the Commissioner choosing the latter course of action, that candidate will become the 'reserve candidate' and the process above relating to reserve candidate will be repeated.



Police, Fire and Crime Panel – 09 February 2026

Confirmation Hearing for the appointment of the Chief Fire Officer of Staffordshire Fire & Rescue Service

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1. This report recommends the appointment of Glynn Luznyj to the position of Chief Fire Officer for Staffordshire.
- 1.2. This report outlines the recruitment process undertaken, the selection criteria used and the terms and conditions of employment.

2. Introduction & Context

- 2.1. The role of Staffordshire Chief Fire Officer will be vacated by Rob Barber when he retires on 02 June 2026.
- 2.2. Working for the Commissioner, the role of the Chief Fire Officer is vital in the delivery of the following:
 - The Commissioner's Fire and Rescue Plan 2024 - 2028
 - The Service's Community Risk Management Plan 2025 – 2028
- 2.3. The Commissioner put in place measures to ensure that the selection process undertaken to appoint a new Chief Fire Officer for Staffordshire was properly informed to ensure the transparency, legality and fairness of the process, and most importantly the candidate's fit against the identified competencies/criteria.
- 2.4. Louise Clayton, Chief Executive and Monitoring Officer, oversaw all arrangements for the selection process, supported and advised by Gemma Derrick, Head of HR Business Partnering Staffordshire Police.

3. Role Profile

- 3.1. The role profile (**Appendix 1**) was reviewed and agreed by Ben Adams and Louise Clayton. The role profile outlines the key requirements of the role to form the method on which to test competence.
- 3.2. In addition to the role profile a candidate pack (**Appendix 2**) was provided which contained comprehensive information about the role and Service:



- An introduction by the Commissioner, outlining the role and his expectations of a Chief Fire Officer with the aim of encouraging candidates to join Staffordshire Fire & Rescue Service
- Staffordshire Fire & Rescue Service data, including financial and resource information
- The Commissioner's Fire & Rescue Plan Priorities
- Staffordshire Fire & Rescue Vision and Values
- Job Advert, including pay and benefits and links to the Fire & Rescue Plan (2024 – 2028) and Community Risk Management Plan (2025 – 2028) and role profile
- Application and selection process, including links to application (**Appendix 3**) and declaration of interest form (**Appendix 4**), National Fire Chiefs Council (NFCC) Leadership Framework and Core Code of Ethics

4. Sourcing Candidates

- 4.1. In line with the best practice from the College of Policing, guidance for appointing Chief Officers, the role was advertised for three weeks with a closing date of 24 December 2025. The advert was published on the Staffordshire Commissioner and NFCC websites and promoted on social media platforms.
- 4.2. The advertising campaign resulted in two enquiries and one application submitted by the deadline.

5. Shortlisting

- 5.1. The shortlisting panel comprised of the Commissioner and Chief Executive.
- 5.2. The shortlisting process considered evidence drawn from the application form, covering letter and declaration of interests form, and was completed on 02 January 2026.
- 5.3. An example of the shortlisting form is attached (**Appendix 5**).
- 5.4. Glynn Luznyj was assessed as meeting all the shortlisting requirements and notified on 02 January 2026 that he would progress to interview.

6. Selection Process – Stakeholder Panel

- 6.1. The selection process involved a stakeholder panel interview, which took place on 22 January 2026.
- 6.2. The stakeholder panel comprised of:
 - Paula Hammond, Director of Commissioning & Partnerships, Commissioner's Office
 - Emily Clarke, Chief Superintendent, Staffordshire Police
 - Martin Starkey, Fire Brigade Secretary, Fire Brigade Union
 - Richard Battams, Head of Programmes, Staffordshire Police



6.3. The stakeholder panel:

- a. Was briefed in advance by Gemma Derrick, and areas to probe and style of questioning agreed.
- b. The session was facilitated by Gemma Derrick.
- c. Identified areas of overall strengths and areas of doubt and provided areas to probe further at interview.

6.4. Feedback from the stakeholder panel was collated by Gemma Derrick to be shared with the Interview Board prior to formal interviews.

6.5. Collectively, the stakeholder panel found no significant areas of doubt or uncertainty regarding his readiness for the role.

7. Selection Process – Interview Board

7.1. The interview took place on 23 January 2026, and the Interview Board comprised of:

- Ben Adams, Police, Fire & Crime Commissioner
- Phil Garrigan, National Fire Chiefs Council (NFCC) Chair
- Michelle Skeer, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)
- Gemma Derrick, HR Advisor & observer

7.2. Board members were provided with a comprehensive pack of information to assist them during the interviews, including - Candidate Recruitment Pack, Role Profile, Candidates application forms, cover letter and interview presentation.

8. Process

8.1. Candidates were provided with a presentation topic in advance of the Interview Board. The presentation to the Interview Board was evaluated alongside the structured interview questions (**Appendix 6**).

8.2. The interviews were conducted on the basis of the pre-prepared questions and the additional 'probing' questions asked at the interview were to establish a deeper or further demonstration of the competencies. All questions were pertinent and relevant to the competencies outlined in the role profile.

9. Proposed Candidate

9.1. Glynn joined Staffordshire Fire & Rescue Service in 1996, progressing through every operational and strategic role, from Firefighter to Deputy Chief Fire Officer, spanning the entire range of disciplines in the service – prevention, protection, response, partnerships, people and Organisational effectiveness.

9.2. Glynn has vast experience working within complex collaborative environments, chairing hundreds of multi-agency Strategic Coordinating Groups over the last decade and currently Chairs a sub group of the Local Resilience Forum and represents Staffordshire Fire & Rescue Service on numerous partnership boards.



- 9.3. Glynn holds all the required training and qualifications required and demonstrated a commitment to continuous professional development.
- 9.4. Glynn evidenced throughout the process, his extension senior leadership experience, at a local, regional and national level. Glynn has held a number of regional and national roles and is currently the National Secretary of the Fire Leaders Association, a role that requires strategic leadership and political awareness.
- 9.5. Glynn demonstrated a proven track record of operational excellence, strategic vision and values driven leadership, aligning with the ambitions of the Service, the Commissioner and Staffordshire's communities.
- 9.6. Glynn presented as an authentic, caring leader, with a deep knowledge and understanding of Staffordshire, with a strong sense of pride and intent to build a lasting legacy.
- 9.7. During both the stakeholder panel and interview board, Glynn demonstrated strong commitment to public service, and to Staffordshire, evident through his approach and vision for the service.

10. Conclusion

- 10.1. The Interview Board was assured, before reaching their final decision of:
 - a. Technical fit by way of a suitably qualified person
 - b. Personal qualities, behaviours, competencies and overall fit for Staffordshire Fire & Rescue Service
 - c. Business acumen and service delivery
 - d. Competency fit by way of suitably qualified person
- 10.2. The outcome of the Interview Board was to recommend that the Commissioner appoint Glynn Luznyj to the post, subject to medical and vetting clearance and suitable references. Further confirmation by the Police, Fire and Crime Panel will be required.

11. Recommendation

- 11.1. Having taken all specialist advice and considered the opinions and views of the Stakeholder Panel and Interview Board, it is the Commissioner's recommendation that the candidate be appointed subject to confirmation by the Police, Fire & Crime Panel.
- 11.2. It is recommended that:
 - The Police, Fire & Crime Panel consider fully the content of this report outlining the selection process for this role.



- The Police, Fire & Crime Panel confirm the appointment of Glynn Luznyj to the role of Chief Fire Officer of Staffordshire on a permanent, full time contract with effect from 03 June 2026 on a commencing salary of £171,265 per annum.
- In confirming the appointment the Police, Fire and Crime Panel recognise the significant strengths and personal fit that Glynn Luznyj has demonstrated.

Report Author

Louise Clayton
Chief Executive

Appendices

Appendix 1 - Role Profile

Appendix 2 - Candidate pack

Appendix 3 - Application Form

Appendix 4 - Declaration of Interests Form

Appendix 5 - Shortlisting form

Appendix 6 - Presentation topic & Interview questions

Job Description

Job Title: Chief Fire Officer and Head of Paid Service

Salary: £171,265pa

Responsible to: Staffordshire Commissioner Fire and Rescue Authority

Responsible for: Strategic Leadership Team

Post Objective:

- 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 Community Risk Management Plan (CRMP).
10. To lead the development and implementation of the CRMP 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 (continuous duty) ; 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 2 years' experience in the strategic management of critical incidents • Education to level 7 leadership qualification (Executive leadership programme, or equivalent) • 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 	<ul style="list-style-type: none"> • Has held rank of Assistant Chief Fire Officer 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 Brigade Command Course or the fire service Executive Leadership Programme. • Knowledge of the current change agenda within the Fire and Rescue Service at local and national level and its strategic implications.

<p>development, change and innovation.</p> <ul style="list-style-type: none"> • 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, technological, and environmental factors and an understanding of the implications for strategic planning. • 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 	
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<p>at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.</p> <ul style="list-style-type: none">• 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.• Knowledge and experience of managing positive industrial relations within a unionised workforce	
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Chief Fire Officer Recruitment Brochure 2025

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STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

Introduction



Welcome to Staffordshire, and thank you for expressing an interest in joining our Fire and Rescue Authority as Chief Fire Officer and Head of Paid Service. I am looking for an experienced and exceptional leader, who will continue to develop and drive transformation of the Service in the face of significant national change that must be responded to, while ensuring the continued delivery of a first-class emergency response to fires, other emergencies and to local communities.

The Service has made significant progress in recent years, and I am looking to you to continue this work. In the most recent inspection, Staffordshire was graded Outstanding for its response to major and multi-agency incidents, and Good across the majority of other areas, reflecting the dedication and professionalism of our firefighters, staff and volunteers.

I have a clear set of priorities in my Fire & Rescue Plan, which build on those set out in my first term of office. Central to this is the ability to respond to changing demands, getting the balance right in meeting our communities' traditional expectations while also

making the reforms needed to ensure the Service is prepared for future challenges.

Another key priority in my Plan is for the Service to use its expertise to support other areas of demand, such as health, so it was particularly pleasing to see the Falls Response and Home from Hospital schemes highlighted by HMICFRS as good practice in its latest inspection.

These forward-thinking prevention activities are an important part of managing risk and protecting the most vulnerable in our communities.

I am looking to you to deliver on these priorities, as they are what the public have told me they want to see in Staffordshire.

During a time of financial uncertainty, local government reorganisation and public service reform, I want you to be a strong player in this collective effort to keep Staffordshire safe and ensure our partnerships continue to have real impact.

You will be an excellent strategic leader, with the vision to take Staffordshire Fire and Rescue forward through continued modernisation, building on the Service's reputation while also addressing the challenges facing the sector.

Introduction continued...

You will lead the Executive Leadership Team, oversee the activities of the Service's directorates, lead on fire service integration and collaboration with partners and deliver against my Fire & 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 I welcome your interest.

You can look forward to an excellent working relationship with Staffordshire Police's Acting Chief Constable and her senior team, and my team in the Commissioner's Office.

Effective governance, honesty, openness and transparency are important to me, and I encourage a relationship where everyone is free to speak truth to power. Combined, these factors will ensure we make the right decisions, and deliver an excellent service to the communities of Staffordshire.

Thank you again for your interest in the role. I look forward to receiving your application.

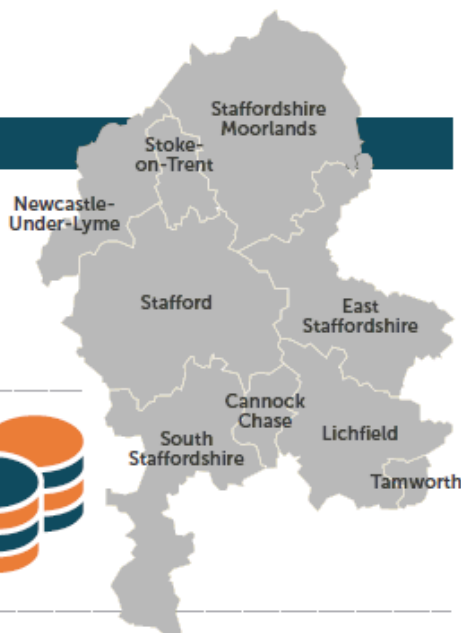
Ben Adams
Police, Fire & Crime
Commissioner



Finance and Resources

 Budget
£52m

12 pence
per person per day



 **33** fire stations

 **39** fire appliances

 **8** full time

 **2** day shift

 **23** on call

About Staffordshire

 **1.18m** people

 **488,600** households

 **1,049** square miles

Motorways

64.5 miles

A roads

543.5 miles

Minor roads

3,895.5 miles

30

Firefighters and Staff

282
wholetime
firefighters

350
on-call
firefighters

160
support
staff



From 1 April 2024 -31 March 2025, there were:

 **18,067** calls
for service

 **8,825**
incidents attended

437
accidental
dwelling fires



 **1,757**
secondary fires

 **107**
accidental
business fires

869
road traffic
collisions attended



15,398
safe and well visits



 **511**
fire safety audits

 **10**
enforcement
notices issued

12
prohibition
notices issued



Fire & Rescue Plan Priorities

Priority 1

An outstanding Fire & Rescue service



Ensure your local Fire & Rescue service continues to be accessible and responsive to changing demands so that risk is appropriately and proportionally managed, community and firefighter safety remains paramount and high levels of public confidence and trust in the service are maintained.

Priority 2

Preventing



Deliver effective and targeted prevention work that provides early help to individuals, families and communities so that we keep people safe from fires, road traffic collisions and other incidents, they feel safer and there is less pressure on fire response services.

Priority 3

Protecting



Protect people, premises and the environment through the right balance of education, advice and support and the use of regulatory and enforcement powers to keep people safe.

Staffordshire Fire & Rescue - Vision and Values



The Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour, as seen in our framework.

Putting our communities first: We put the interest of the public, the community and service users first.

Integrity: We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect: Making decisions objectively based on evidence, without discrimination or bias.

Leadership: We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity, and inclusion (EDI): We continually recognise and promote the value of EDI within both the Service and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Advert

Post title:	Chief Fire Officer and Head of Paid Service
Accountable to:	Staffordshire Police, Fire and Crime Commissioner
Location:	Staffordshire Fire & Rescue Service HQ, Pirehill, Stone, ST15
Salary:	£171,265 pa
Contract:	Fulltime permanent
Benefits include:	Vehicle provided

[View the full CFO Role profile](#)

The successful candidate will be expected to deliver against the Commissioner's [Fire & Rescue Plan 2024-2028](#) and the Service's [Community Management Rescue Plan \(CMRP\) 2025-2028](#).

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 communities 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 is 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, 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.

Staffordshire Fire and Rescue is committed to equal opportunities and welcomes applications for this post from all sections of the community.

Application and Selection Process

Applications

The closing date for applications is **24 December 2025**, at 12:00 midday. Candidates are asked to provide a covering letter and complete an [application form](#) and a [Declaration of Interest](#) form and email all three documents to Louise Clayton, Chief Executive; louise.clayton@staffordshire-pfcc.gov.uk

For an informal discussion with Ben Adams or Louise Clayton, please contact Louise Clayton at louise.clayton@staffordshire-pfcc.gov.uk.

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

Your application form should outline why you would like to be the Chief Fire Officer for Staffordshire and why you think you are the right person for this role and for Staffordshire.

We are keen to understand what you know about Staffordshire Fire and Rescue and the Staffordshire Commissioner's priorities, what skills and experience you will bring to provide stability for Staffordshire during the next few years, and how you will build on the improvements made during the last few years to make Staffordshire Fire and Rescue an outstanding service.

Selection Process

All information submitted by applicants will be considered by the Police, Fire and Crime Commissioner and his 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.

Application and Selection Process continued...

The following checks may be undertaken during the shortlisting stage, prior to interview:

- Social media sweep
- Two References

Please be aware of the key dates set out below, and ensure that, should you be shortlisted, you are available for the dates indicated.

Shortlisted applicants will be informed no later than **2 January 2026**; if successful, candidates will be invited to a stakeholder panel on **22 January 2026** and an interview on **23 January 2026**.

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.



Chief Fire Officer / Head of Paid Service Application Form

Candidate Name:
Application for:
Closing Date: 24 December 2025

When completed, this form should be returned to:

Louise.clayton@staffordshire-pfcc.gov.uk



Please complete this form fully in black ink or typescript, which should be no smaller than 12 point. CVs are not acceptable; please do not enclose with this form.

Personal Details	
Surname:
Forename(s):
Preferred Title (e.g. Mr, Mrs, Ms, Dr):
Address:
Postcode:
Telephone: (home)
(work)
(mobile)
Email address:
National Insurance Number:



Equality Act 2010

This Act makes it unlawful for employers to discriminate against people with a disability in all areas of employment, including recruitment.

The Equality Act defines a person as having a disability if they have a physical or mental impairment, which has a substantial and long-term effect (i.e. has lasted or is expected to last at least 12 months) and has an adverse effect on the person's ability to carry out normal day to day activities.

Interview Guarantee Scheme

The Office of the Police, Fire and Crime Commissioner (OPFCC) is committed to the employment and career development of anyone with a disability.

We operate a guaranteed interview scheme for anyone with a disability as defined in the Disability Discrimination Act 1995 (as amended).

If you consider yourself to be a disabled applicant and can demonstrate on your application form that you meet the criteria as contained in the essential skills section of the role profile you will be invited to participate in the next stage of the selection process.

Declaration:

I consider myself to have a disability as defined above and want to apply under the guaranteed interview scheme.

- ☐ Yes
☐ No

Reasonable adjustments or arrangements at interview

If you have a disability, are there any arrangements we can make for you if you are called for assessment/interview?

- ☐ Yes
☐ No

If Yes, please outline your requirements:



Relevant Training/Qualifications

Please give relevant details below including evidence of continuous professional development in both the leadership and operational role and evidence of competence to command at Gold Command level. (Where an expiry date applies, please only list those which remain current.) Please refer to Role Profile.

Course Title	Organising Body	Course Duration & Completion Date

Membership of Professional Institutions

Where membership of a professional institution is specified as an essential requirement, please give relevant details below.

Name of Organisation	Level of Membership	Date Awarded

Where a driving licence is specified as an essential requirement for the post, please give relevant details below.

Driving License
Do you hold a current driving license?



If yes, what is your driving license number?
If yes, which groups?
Have you any endorsements on your license? If so, how many?
Do you hold a current EFAD qualification?

Employment History
Present or Most Recent Employment (if applicable)
Employer's Name and Address:
Position Held:
Date of Appointment:
Date left/length of notice required:
Reason for leaving:
Salary and other allowances:

Past Employment

You are asked to provide full details of your employment history. Please include full time and part-time work.

All gaps in employment history must be accounted for and reasons given.

Employment references will be sought to cover a **minimum period of 5 years**. Where appropriate, please provide contact details for referees for the required period.

Please note that references may be sought as part of the recruitment process.



Name, address & nature of business	Position Held	Date started (mnth/yr)	Date left (mnth/yr)	Reason for leaving/reason for break in employment
<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Person to contact for reference:</p> <p>.....</p> <p>Position within organisation:</p> <p>.....</p> <p>Tel:</p> <p>Fax:</p> <p>Email address:</p> <p>.....</p>				
<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Person to contact for reference:</p> <p>.....</p> <p>Position within organisation:</p> <p>.....</p> <p>Tel:</p> <p>Fax:</p> <p>Email address:</p> <p>.....</p>				



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Business Interests/Secondary Working

We monitor the business interests/secondary working in line with Gold book terms and conditions, in particular where such activities may result in a conflict of interest detrimental to their duties within the Service.

Do you currently have any job or business interests which you intend to continue should you be appointed?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
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If YES, please state the nature of this job or business and the extent of your involvement (e.g. actively involved, non-executive director). Include hours spent on it.

Vetting

Appointment to the role will be subject to successfully obtaining clearance at National Security Check level.



Supporting Information

Please use this space (maximum of 2,000 words) to evidence how you meet the four areas of leadership set out in the NFCC Leadership Framework including your leadership skills and overall experience that would make you a suitable candidate for the role of Chief Fire Officer/Head of Paid services.

This form should be completed electronically in a font no smaller than 12 point and you should restrict your evidence to the box provided.

Supporting information (continued)









[Empty rectangular box for content]



Nationality

What is your nationality?		
If a Commonwealth citizen or a foreign national, is your stay in the UK free of restrictions? Yes <input type="checkbox"/> No <input type="checkbox"/>		
If a Commonwealth citizen or a foreign national, you must include a copy of your passport which shows that your stay in the UK is free of restrictions. Photocopy of passport enclosed? Yes <input type="checkbox"/> No <input type="checkbox"/>		



Data Protection Act

The Data Protection Act 1998 places responsibilities on us to process personal data that we hold in a fair and proper way. The Act came into force on 1 March 2000 and regulates the use of personal data, including any data you supply on this application form.

The OPFCC may contact other organisations (such as the Criminal Records Bureau, previous employer(s), educational establishments, etc.) to check that factual information has been given on the application form. The information will be stored securely, by the Shared Services team within Staffordshire Police, both manually and electronically and destroyed after 12 months if your application is unsuccessful.

The Office is under a duty to protect funds it administers, and to this end may use the information you have provided as part of the recruitment process for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering public funds for these purposes.

As part of this ongoing responsibility Staffordshire Fire and Rescue, on behalf of the OPCC, participates in the Audit Commission National Fraud initiative every two years. Key payroll and other data is used in a matching exercise to identify frauds, data errors etc.

Candidate Declaration:

I certify that:

- The information I have provided is true to the best of my knowledge.
- This application form is my own work, and I have not been assisted in its preparation.
- There are no major omissions from this form affecting my suitability for the position.
- I understand that my application may be disqualified if it fails to meet the above requirements.

I understand that:

- The information that I have provided will be held on manual and computer systems as part of the recruitment process. I consent to my data being processed to progress my application to Staffordshire Fire and Rescue. If my application is successful, I agree for the Shared Services to administer my personnel record.

Signed:

Date:



Chief Fire Officer

Declaration and Interests Form

Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct (please provide dates) and any previous disciplinary offences which have not been expunged.

Do you currently have any job or business interest which you intend to continue should you be successful in this application? If YES, please state the nature of this job or business and the extent of your involvement (e.g., actively involved, non-executive director). Include hours spent on it.

If there are any further disclosures you wish to make, please outline below.



I declare that the information given on this application form is to my knowledge true.

I understand that if it is subsequently discovered that any statement is false or misleading, any offer of appointment may be withdrawn, or I may be removed from office by written notice from the Police and Crime Commissioner.

I declare that all the statements I have made in this application are true to the best of my knowledge and belief.

Sign:

Print Name:

Date:



**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 2 years' experience in the strategic management of critical incidents				
Education to Level 7 leadership qualification (executive leadership programme or equivalent)				
Incident Command L4 and Multi-Agency Gold Incident Command Strategic Command accreditations.				



Experience of successfully engaging with and influencing multi-agency partnerships				
Experience of implementing successful organisational development, change and innovation.				
A successful track record of actively promoting diversity and a genuine commitment to equality.				
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.				
Outstanding Leadership: Builds high-performing teams and develops people to their full potential. Fosters an open and honest environment building collaborative working partnerships.				
Organisational effectiveness: Drives the mission and organisational plans and values ensuring decisions and actions are beneficial to the customer.				



Uses leadership to continuously improve, innovate and change.				
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.				
The Office of the Police and Crime Commissioner participate in the Interview guarantee scheme. Is the applicant disabled? <u>If the answer is yes please ensure that you make the Recruitment Team aware.</u>				Yes <input type="checkbox"/> No <input type="checkbox"/>
Has the applicant declared any convictions or out-standing financial issues? <u>If the answer is yes please ensure that you make the Recruitment Team aware</u>				Yes <input type="checkbox"/> No <input type="checkbox"/>



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime



Chief Fire Officer – Presentation and Interview Questions

Presentation to Interview Panel:

Candidates have been asked to prepare a 10-minute presentation on the following topic:

“Opportunities and challenges for Staffordshire Fire and Rescue Service in a time of public sector and local government reform”.

Following the presentation, the panel will have 10 minutes to ask follow-up questions. Presentations will be scored.

Interview Questions

1. Tell us why you have applied for the Chief Fire Officer role and why the time is right for you to step up into this critical role.
2. If budget challenges continue, how might we avoid reductions in front line capacity?
3. How as leader of Staffordshire Fire and Rescue authority will you shape the culture of the organisation to increase standards and build on public confidence?
4. Describe the most impactful, complex piece of work you’ve led. Outline the issue, your considerations, the process adopted and the outcome.
5. What do you see as the key areas for collaboration with Staffordshire partners and other Fire and Rescue services?
6. What is your experience of HMICFRS inspections? Explain your role within the inspections, the methodology applied, the outcome and any learning.
7. What will you bring to this role that no other candidate will?

