



# Chief Constable

Recruitment Pack  
August 2021

On behalf of the  
communities of Cleveland,  
the Police and Crime  
Commissioner is seeking an  
exceptional leader for  
Cleveland Police

Putting the pride back into  
Cleveland Police





# Recruitment Pack Contents

Message from the PCC.....	3
The Local Area.....	4
Policing in Cleveland.....	5
The Challenge Ahead.....	6
Role Profile.....	7
Recruitment Process.....	13
Terms & Conditions.....	15
Further Information.....	17



# Message from the Police and Crime Commissioner



Thank you for your interest in becoming the new Chief Constable of Cleveland Police.

As the Police and Crime Commissioner (PCC), I want to ensure the communities of Cleveland have a first-class, efficient and effective Police force they so rightly deserve to keep them safe and one that both Police Officers, Police Staff and Police Volunteers can be truly proud of.

To support me in achieving this, I am looking for an exceptional, dedicated, ethical and high-performing leader to become our next Chief Constable. With significant and senior policing experience and a proven track record in delivering positive organisational change – you will lead and shape the future of Cleveland Police.

Having spent time with operational teams in my first few months in office, I have seen the strong desire to provide the best level of service to victims and to bring perpetrators to justice. I am seeking an individual who will support and grow this ethos to tackle neighbourhood crime, serious violence and protect the most vulnerable.

As an inspirational leader, through proactive and collaborative engagement with the workforce, partner agencies and communities you will bring about innovative and visible change that will make a real difference to policing and the public we serve.

This is a truly exciting time to join Cleveland Police, as we continue on our ambitious and complex journey of improvement which directly responds to the findings of the 2019 PEEL inspection by Her Majesty's Inspectorate for Constabularies and Fire and Rescue Services (HMICFRS).

If you share my enthusiasm, vision and passion to put the pride back into Cleveland Police and make Cleveland a safe place to live and work, and believe you are the right person to lead Cleveland Police in its next chapter – I look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'S Turner', with a long horizontal line extending from the end.

Steve Turner  
Cleveland Police & Crime Commissioner



# The Local Area



Cleveland Police is a geographically small force with a mix of densely populated areas with high levels of deprivation and some more affluent and rural areas.

Covering the four unitary authority areas of Middlesbrough, Stockton-on-Tees, Hartlepool and Redcar and Cleveland – several ward areas are among the most deprived nationally, presenting a significant policing challenge.

Serving around 568,000 residents and an increasingly diverse population. For example, Teesside University attracts around 18,300 students from over 100 countries and Middlesbrough has been identified as having the highest rate of asylum seekers within the UK.

The area has a long industrial history with a significant petrochemical industry, a nuclear power station and the busy sea port of Teesport, and will welcome a Freeport into the area. Cleveland is also home to a Championship football club.

Communities hold a strong sense of pride and affection for the area. As part of the levelling up agenda, the local area continues to benefit from inward investment – including securing £94m from the Towns Fund.

Understanding the demand for local policing services is a key priority alongside improvement work to ensure service delivery is good and that it meets the needs of local communities.

The PCC wants to ensure that residents receive policing services that are accessible, responsive and needs led to meet the requirements of all our communities, and that the Force builds a workplace that is inclusive and supportive.



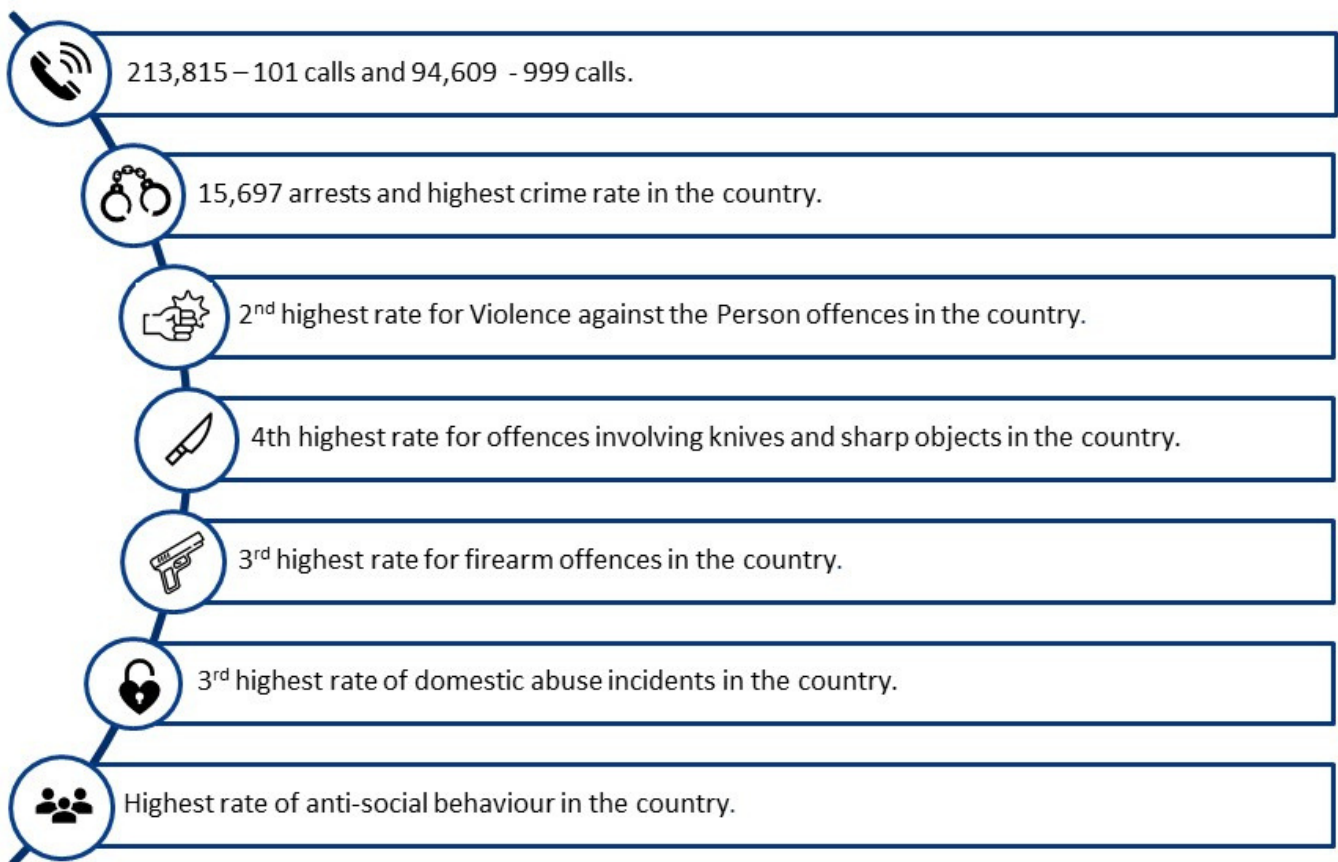
# Policing in Cleveland



Although the smallest geographical area of all forces in England and Wales (with the exception of the City of London Police) with high levels of deprivation and a number of problematic socio-demographic and economic factors, the challenges faced by Cleveland Police are more in keeping with those faced by the larger metropolitan forces.

This is recognised by the fact that Cleveland is currently considered to be 'most similar' to Greater Manchester, West Yorkshire, Merseyside, Northumbria, and Humberside.

At a glance, during 2020 Cleveland Police had:



# The Challenge Ahead



In May 2019 Cleveland Police were inspected by Her Majesty's Inspectorate to Constabulary and Fire & Rescue Service (HMICFRS). The report that followed rated Cleveland Police as 'inadequate' across all areas and six causes of concerns were identified:

- Understanding demand
- Vulnerability
- Investigations
- Leadership
- Culture, Ethics and Equality
- Problem Solving, Prevention and Engagement

To address these concerns a five-year plan 'Towards 2025' has been established by the Force, which sets out a vision for delivering outstanding policing for communities in Cleveland.

The Force is engaged in the HMICFRS Police Performance Oversight Group where the Force's performance and progress is monitored by the HM Chief Inspector of Constabulary, and supported by the College of Policing and the National Police Chiefs Council.

Over the last 12 months the Force has been re-inspected on how they protect and safeguard vulnerable people and revisits have been conducted to assess progress against Leadership, and Culture, Ethics and Equality causes of concern - where notable improvements have been made.

To date, a third of the recommendations issued from the 2019 Integrated PEEL Inspection have been signed off by HMICFRS.



In May 2021, a custody inspection has identified further causes of concern relating to; detainee safety, use of force and detainee care.

# Chief Constable Role Profile



## Job Purpose

To provide inspirational leadership to Cleveland Police and to ensure that the Force becomes and remains an outstanding police service.

To lead, support and continually develop the Executive command team actively demonstrating the force values, driving forward organisational change, delivering improved results, increasing satisfaction and efficiency.

To have overall responsibility for the strategic development, integrity, cultural change and performance standards of the Force.

To have overall responsibility for leading the Force, creating a vision and setting direction and culture for the Force that builds public and organisational confidence and trust and enables the delivery of an effective policing service.

To hold direct operational accountability for the policing response to crime and major and critical incidents and its effective command and leadership.

To be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.

To exercise direction and control of Cleveland Police in order to provide Cleveland with an effective and efficient Police Service and ensure the fulfilment of all the powers and duties of the office of Chief Constable - as a Corporation Sole the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with the Schemes of Governance and Consent which determine force governance arrangements and which set out the full roles and responsibilities of the Police and Crime Commissioner and Chief Constables respectively.



# Chief Constable Role Profile



## Principal Duties & Responsibilities

To work closely together with the Police & Crime Commissioner, to deliver the policing objectives set out in the Commissioner's Police & Crime Plan and to take responsibility for the role, powers and duties of the Chief Officer of Police as provided for by law and by local, regional and national governance frameworks, including but not limited to the Accountabilities, Behaviours and Development practices set out in the locally-adapted Policing Professional Profile as follows:

- Set and ensure the implementation of organisational and operational strategy for the Force, linking to wider plans and objectives such as the Police and Crime Plan and Strategic Policing Requirement, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop and maintain governance arrangements and processes to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer team; setting and role modelling flexible approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.

# Chief Constable Role Profile



## Principal Duties & Responsibilities

- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing and value for money within Teesside and the North East region.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

# Chief Constable Role Profile



## Values

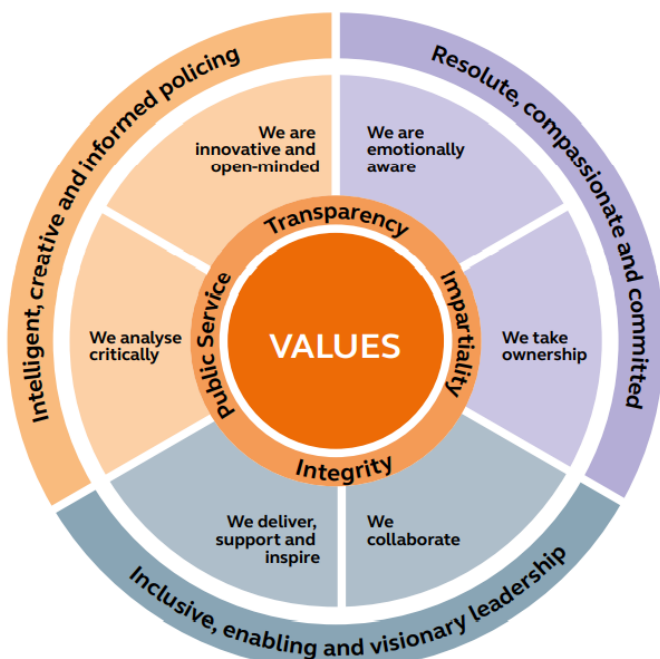
The Chief Constable is expected not only to display but to lead and promulgate the Values set out in the Competency and Values Framework (CVF).

These values of Integrity, Impartiality, Public Service and Transparency provide a minimum benchmark that applicants will actively promote, role model and foster at all levels internally, externally and on a personal level.

As a role model, the Code of Ethics will be embedded in all activities and applicants will be recognised for treating people fairly, actively listening to understand and providing access to services and information in an appropriate way.

Leading Cleveland Police, applicants will be recognised as a team player as well as a leader, working openly and adapting to get the best out of others, providing recognition and credit and working constructively and authentically to develop personally.

The remainder of the framework has six competencies that are clustered into three groups and applicants should be working towards or operating at Level 3.



### **Resolute, compassionate and committed**

We are emotionally aware

We take ownership

### **Intelligent, creative and informed policing**

We analyse critically

We are innovative and open minded

### **Inclusive, enabling and visionary leadership**

We are collaborative

We deliver, support and inspire



# Chief Constable Role Profile



## Essential Education, Skills and Experience

- Has held rank of ACC/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas).
- Successful completion of the Senior Police National Assessment Centre (PNAC) and the Strategic Command Course (SCC).
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation, actively role modelling new and agile working practices.
- Experience of accountability for management of significant budgets.
- Up to date operational/technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

# Chief Constable Role Profile



## Skills

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people to develop a supportive and inclusive culture which empowers all officers and staff. ,
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.

# Recruitment Process



## **Eligibility Requirements**

Applicants must meet the following requirements:

- Has held rank of Assistant Chief Constable, Commander or more senior rank in a UK Police Force
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course

For applicants from overseas, applicants must have served in an approved overseas police force at an approved rank

## **Application Process**

Eligible candidates are invited to apply by submitting:

- An up to date CV; and
- A completed supporting information form

Applications should be sent to [pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk) by 23:55hrs on Wednesday 29th September 2021.

Candidates who are successful at the application stage will be provided with further information regarding the format and composition of the interview process.

## **Interview & Assessment Dates**

Interviews and assessment will take place over two days, 12th and 13th October 2021.

## **Equality & Diversity**

A fundamental requirement is that the appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. We are committed to appointing on merit, in a way that is fair and open.



# Recruitment Process



## Further Information

For further information about the role you can contact Lisa Oldroyd, Acting Chief Executive & Monitoring Officer in confidence for an informal discussion. Eligible candidates can also contact the College of Policing for an informal discussion. Alternatively, candidates can contact the College of Policing's Senior Officer Hub team who can raise questions anonymously with Lisa Oldroyd on their behalf.

Prospective applicants are invited, if they wish, to attend a familiarisation visit to the Force area.

Both opportunities can be arranged by contacting the Office of the Police and Crime Commissioner at [pcc@cleveland.pnn.police.uk](mailto:pcc@cleveland.pnn.police.uk) The College of Policing Senior Officer Hub team can be reached on email [hub@college.pnn.police.uk](mailto:hub@college.pnn.police.uk) or Tel. 0800 496 3322.

## Selection Timetable

Date	Activity
23 August 2021	Recruitment window open
13-24 September 2021	Familiarisation visits - opportunity to visit the force area and meet with the PCC
29 September 2021	Closing date for applications
1st October 2021	Shortlisting
12th October 2021	Assessment Day One - Stakeholder Panels
13th October 2021	Assessment Day Two - Interview

Appointment of a preferred candidate to the office of Chief Constable is subject to confirmation at a hearing of the Cleveland Police and Crime Panel.

# Terms and Conditions



## **Salary**

Chief Constable salaries are set nationally and are dependent on the size of the Force. The Chief Constable for Cleveland's salary is £149,913 per annum, however the Police and Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10%. The PCC has therefore decided to offer the salary of £164,904.

This salary will increase in line with national police pay settlements.

## **Length of Appointment**

The initial fixed term appointment will be for up to 5 years, to be agreed as part of the final negotiations. Including the option for an extension will also be discussed.

## **Notice Period**

Termination of the fixed term appointment by the appointed person will require a six month notice period to be provided to the PCC.

## **Benefits**

The post holder will be provided a car, serviced, insured, taxed and maintained by the Police and Crime Commissioner. A car allowance can be provided if preferred.

The PCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations.

The PCC will meet the cost of the NPCC Professional Subscription and CPOSA Legal Expenses Insurance.

The PCC is keen to support the Continued Professional Development of the successful candidate and would look to align this with annual performance review process.

# Terms and Conditions



## **Relocation**

The post holder's residence should be within a reasonable travelling distance of the Cleveland Police estate to enable them to fulfil the responsibilities of the post.

Where the post holder moves 'home', and it is in the interest of efficiency and effectiveness of the Force, the PCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.

## **Working Hours**

Working hours will not be less than 40 hours per week and such as needed to fulfil the requirements of the post.

The appointed person will be required to devote the whole of their normal working times to fulfilling the duties set out in the role profile.

## **Annual Leave**

The post holder is entitled to leave in accordance with Police Regulations.

## **Performance and Development Review**

The post holder will be subject to an annual performance review appraisal.

## **Other Conditions**

This post will be offered in accordance with the Police Regulations and other applicable legislation.

Appointment of a preferred candidate to the office of Chief Constable is subject to confirmation at a hearing of the Cleveland Police and Crime Panel.



# Further Information



## Website Links

### **Cleveland Police & Crime Commissioner**

[Cleveland PCC Website](#)

[Police and Crime Plan 2021 - 2024 Consultation](#)

[Cleveland Joint Corporate Governance Framework](#)

[Cleveland Joint Audit Committee](#)

[Cleveland Independent Ethics Committee](#)

### **Cleveland Police**

[Cleveland Police Website](#)

[Cleveland Police Chief Officer Team - Executive Team](#)

[Cleveland Independent Advisory Groups](#)

[Equality, Diversity & Inclusion Strategy](#)

### **Her Majesty's Inspectorate to Constabulary and Fire & Rescue Service (HMICFRS)**

[Cleveland Police PEEL: Police effectiveness, efficiency and legitimacy 2018/19](#)

[Cleveland Police Integrated vulnerability inspection post-inspection review](#)

[Cleveland Police cause of concern revisit 2021 – Workforce, communication and fair treatment](#)

[Cleveland Police Custody Inspection 2021 - Report on an unannounced inspection visit to police custody suites in Cleveland Police](#)

[Cleveland Police cause of concern revisit 2021 – Ethics and culture](#)



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