



Police & Crime Commissioner for Cleveland
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Report of the Police & Crime Commissioner to the Chair and Members of the Cleveland Police & Crime Panel

10 February 2022

Chief Constable – Notification of Proposed Appointment

1. Purpose of the Report

- 1.1 To notify the Panel of the Commissioner's proposed appointee to the office of Chief Constable of Cleveland Police, further to the requirements of the Police Reform and Social Responsibility Act 2011.
- 1.2 To notify the Panel of the name of the candidate; the criteria used to assess suitability; how the candidate satisfied those criteria; and the terms and conditions of appointment.

2. Background

- 2.1 Chief Constable Richard Lewis resigned from Cleveland Police to take up the post of Chief Constable of Dyfed Powys, and his last day as the Chief Constable of Cleveland Police was 11 December 2021.
- 2.2 Section 38(1) of the Police Reform and Social Responsibility Act 2011 provides that the Police and Crime Commissioner "Commissioner" for a police area must appoint the Chief Constable of the police force for that area.
- 2.3 On notification that Chief Constable Lewis intended to submit his resignation in July 2021, the Commissioner commenced preparations for a recruitment process and engaged the support of the College of Policing Senior Leaders Hub to provide 'expert' advice and support to the process, to ensure:
 - The design of the process aligned with the national guidance on the appointment of Chief Police officers;
 - Executive and consultancy support to the process;

- Brief and advise panel members on the approach to be taken to the roles required of them and provided briefings on assessment and selection; and
 - Quality-assure the process throughout, working in close consultation with officers across the Office of the Police and Crime Commissioner (OPCC) and in particular, assisting the Independent Member and the Chief Executive and Monitoring Officer in their roles as the officers who must be satisfied that the process was thorough, rigorous and fair throughout.
- 2.4 A recruitment campaign was launched on 23 August 2021 and final selection interviews took place on 11 November 2021, resulting in the Commissioner, with the unanimous support of the Appointment Panel, not identifying a preferred candidate on this occasion.
- 2.5 In accordance with Section 41(2) Police Reform and Social Responsibility Act 2011, on 12 December 2021, the designated senior Deputy Chief Constable - DCC Helen McMillan became the interim Acting Chief Constable of Cleveland Police – Decision Record Form (DRF) [2022. 007676](#) refers.
- 2.6 On 6 December 2021, with the continued support of the College of Policing, the Commissioner relaunched a refreshed recruitment campaign and final selection interviews took place on 1 and 2 February 2022, resulting in the Commissioner identifying a preferred candidate.
- 2.7 Under the Police Reform and Social Responsibility Act 2011, the Commissioner must notify the Police and Crime Panel of the proposed appointment of a Chief Constable. Set out below is the Commissioner’s proposed appointment, providing information as required by paragraph 3 of Schedule 8 to the Act, specifically:
- a) The name of the person whom the Commissioner is proposing to appoint;
 - b) The criteria used to assess the suitability of the candidate for the appointment;
 - c) Why the candidate satisfies these criteria; and
 - d) The terms and conditions on which the candidate is to be appointed.
- 2.8 The Police and Crime Panel is required to review the proposed appointment, hold a confirmation hearing and make a report to the Commissioner which includes a recommendation as to whether the candidate should be appointed. The hearing date is set for 10 February 2022.
- 2.9 The procedural steps that must be followed are set out in Schedule 8 to the Act and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.
- 2.10 In progressing the recruitment of a new Chief Constable, the Commissioner has had regard to the legislation referred to above and the College of Policing guidance for appointing Chief Officers (2021), the guidance is included in Appendix A of this report.

3. Appointment Process and Criteria

- 3.1 [Home Office Circular 13/2018](#) outlines the legal requirements and principles for the appointment of Chief Constables and includes the requirement for the Commissioner to appoint an Independent Member to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit. It also details the extent to which the panel fulfils their responsibility to challenge and test the candidates' suitability against the requirements of the role. The Independent Member is required to produce a written report on the appointment process, to be submitted to the Police and Crime Panel.
- 3.2 Chief Fire Officer for Cleveland Fire Brigade was appointed as the Independent Member of the selection panel. Attached at Appendix B, the Independent Member has produced a report providing details about the selection and decision making process.

4. Advertisement of the Chief Constable Vacancy

- 4.1 The advertisement for the role of Chief Constable was launched on 6 December 2021. The advert, attached at Appendix C, reflected the Police and Crime Commissioner's vision and included links to the recruitment pack and application form. Full details of the skills, experience, knowledge and qualifications required were provided in the Role Profile which was included in the recruitment pack, attached at Appendix D.
- 4.2 Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.
- 4.3 The position was advertised using the following methods:
- Police and Crime Commissioner's website.
 - College of Policing website.
 - ChiefsNet Intranet.
 - A letter from the Commissioner was sent, via the College of Policing Hub, to all eligible officers.
- 4.4 The Chief Constable post and recruitment pack was advertised from 6 December 2021 to 12 January 2022 (inclusive) which was 38 days; the Home Office Circular

states that 'the vacancy must be advertised for at least three weeks and must be advertised through a public website or some other form of publication that deals with policing matters'.

5. Recruitment Pack

5.1 The Recruitment Pack was available via the Police and Crime Commissioner's website. This comprised of the following:

- Message from the Police and Crime Commissioner
- The Police and Crime Commissioner's 10-point plan
- Details about the local area
- The context of policing in Cleveland
- Challenges ahead in Cleveland
- Role profile – setting out the role purpose, responsibilities, skills, experience required, including Level 3 of the Competency and Values Framework (CVF).
- Recruitment process
- Terms and conditions
- Further information links
- Application Form – required candidates to provide evidence against the core values within the Competency and Values Framework and which was tested during assessment and interview process. (attached at Appendix E).
- Equality Monitoring Information (attached at Appendix F).

6. Shortlisting

6.1 Held on 24 January 2022, the shortlisting process was facilitated by the College of Policing. There was a pre-confirmed assessment criteria which was designed in accordance with the Competency and Values Framework (Level 3). The criteria was demonstrated by the candidates' application form and assessed by panel members made-up from the main Appointment Panel.

6.2 In total four applications were received, where the two highest scoring applicants were taken forward to the interview stages. However, due to personal reasons, one candidate withdrew their application prior to the interview stage.

7. Internal and External Stakeholder Panels

7.1 Both Stakeholder panels were held on 1 February 2022. The candidate met in sequence with first the internal and then the external stakeholders. The objective of these sessions was to involve a diverse range of internal and external stakeholder interests in the selection process.

7.2 Supported by the College of Policing, both Panel sessions required the candidate to answer a series of questions, 40 minutes was allocated to pre-determined questions

submitted by panel members followed by 20 minutes of open questions from the panel to explore additional areas of interest.

- 7.3 Panel membership and questions are contained within the Independent Member’s report attached at Appendix B.
- 7.4 Overall feedback on the candidate was given by the College of Policing to Appointments Panel immediately prior to the candidate’s final interview.

8. Appointments Panel

- 8.1 The final Appointments Panel was convened on 2 February 2022.
- 8.2 The Police and Crime Commissioner selected Appointment Panel members to provide a diverse range of perspectives and experience along with extensive knowledge of policing and understanding of the needs of local communities.
- 8.3 The Appointments Panel members included:
 - Steve Turner, Police & Crime Commissioner for Cleveland
 - Bernie O’Reilly, Deputy Chief Executive for the College of Policing
 - Denise McGuckin, Managing Director for Hartlepool Borough Council
 - Kulbir Peacock, Chair of the Strategic Independent Advisory Group
 - Lord Bernard Hogan-Howe, Independent Policing Advisor
 - Ian Hayton, Chief Fire Officer, Cleveland Fire Brigade – Independent Member
- 8.4 The Panel and process were supported by the following advisors, who did not have a role in the decision-making process:
 - Helen Slimmon, Senior Psychologist, Selection and Assessment, College of Policing.
 - Lisa Oldroyd, Chief Executive & Monitoring Officer.
- 8.5 As detailed in the Appointments Panel Interview Panel Exercise Pack, attached at Appendix G, the candidate was asked to prepare a 10-minute briefing in advance on the following topic:

What is your vision for Cleveland Police and how will you implement this if you are appointed as Chief Constable?

- 8.6 Following the presentation the Panel asked the candidate the following pre-determined questions which were aligned to the Competency and Values Framework (CVF).

Theme/CVF	Question
Leadership and personal insight	<p>Why do you want to be the Chief Constable of Cleveland?</p> <ul style="list-style-type: none"> • What unique challenges and opportunities does Cleveland present?

	<ul style="list-style-type: none"> • How will delivering in Cleveland differ to other chief constable roles? • Why are you best placed to tackle these challenges?
Connection between senior leaders and workforce (we deliver, support and inspire)	<p>Cleveland Police is on a complex and ambitious journey of improvement and change. As the new Chief Constable you will need to build the trust and confidence of your workforce to successfully deliver this. How will you do this?</p> <ul style="list-style-type: none"> • How will you know you have achieved this? • What does good look like? • Can you give an example when you led an organisation through a journey of improvement/change?
Community confidence and legitimacy (Public service)	<p>How will you build public confidence in Cleveland Police, whilst balancing the demands from communities to see visible policing with the need to tackle new and significant threats that are out of sight?</p> <ul style="list-style-type: none"> • How will you understand and manage community perceptions and expectations? • How will you prioritise your resources? • What opportunities do you see to reduce costs and enable the force to meet the policing demands of the future?
Building a stable, effective, senior team (we take ownership)	<p>How will you build and maintain a stable and effective senior leader team in Cleveland Police?</p> <ul style="list-style-type: none"> • What will good look like? • When have you done this? • How will you develop your senior team?
Setting high professional standards (integrity)	<p>How will you ensure everyone working for Cleveland Police are committed to delivering high professional standards?</p> <ul style="list-style-type: none"> • How will you monitor this? • What does good look like? • How will you move the organisation forward from legacy issues of the past and prevent the reoccurrence of these in the future?
Working with partners effectively (we are collaborative)	<p>How will you ensure partners work with you to deliver improvements with tangible benefits to the communities in Cleveland?</p> <ul style="list-style-type: none"> • How will you ensure partners work together to achieve the best possible outcomes? • How will you persuade partners to work to a collective purpose? • How will you ensure all partners are accountable for delivery?

8.7 The Appointments Panel assessed the performance of the candidate in the presentation and interview against the Competency and Values Framework (CVF). The panel members individually assessed the candidate utilising the rating scale included at Appendix G (page 8).

9. Proposed Appointment

- 9.1 The Panel concluded the assessment of the candidate against the Competencies and Values Framework. Following the conclusion of the assessment process the Panel unanimously agreed that the Commissioner approves Mark Webster to be the preferred candidate as the next Chief Constable of Cleveland Police.
- 9.2 The Commissioner considers that Mark Webster satisfies the selection criteria as set out below:
- Meets the criteria for appointment to the rank of Chief Constable, set out in law
 - There is no match of the candidate on the advisory and barred list maintained by the College of Policing.
 - Has undertaken an open, transparent and rigorous recruitment process which included independent, internal and external scrutiny and met the principles of fairness, openness and merit.
 - Throughout the assessment process Mark provided evidence that he meets the criteria set out in the role profile, which was demonstrated in the strength of his application and performance in final interview with the Appointments Panel.
 - As evidenced in the Shortlisting Panel and Appointments Panel assessment ratings at Appendix H, Mark proved himself as an extremely talented and dedicated police leader with a wealth of experience in operational policing, including several years of experience as a Chief Officer. He set out a clear policing vision to keep people safe from crime and harm, demonstrating a strong commitment to public service and delivering to the highest professional standards.

10. Terms and Conditions

- 10.1 Subject to confirmation of the appointment by the Police and Crime Panel, the proposed candidate will be appointed for an initial fixed term appointment of 3 years as set out in the Terms of Appointment attached at Appendix I.
- 10.2 The 'spot rate' salary (as determined by the Secretary of State) for Cleveland 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 Commissioner has decided to exercise this discretion and the Chief Constable's salary will be £164,904 per annum.

11. Recommendation

- 11.1 The Police and Crime Panel is asked to review the proposed appointment and to make a report to the Commissioner on the proposal, including a recommendation as to whether or not the candidate should be appointed.

Steve Turner
Cleveland Police and Crime Commissioner

Appendices

Appendix A – College of Police, Guidance for Appointing Chief Officers

Appendix B – Independent Member Report

Appendix C – Chief Constable Vacancy Advert

Appendix D – Chief Constable Recruitment Pack

Appendix E – Chief Constable Application Form

Appendix F – Equal Opportunities Form

Appendix G – Chief Constable Appointment Interview Panel Pack

Appendix H – Chief Constable Assessment Scores

Appendix I – Chief Constable Terms and Condition