



**Information pack for the post of  
CHIEF CONSTABLE  
CLEVELAND POLICE**

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Applications should be returned by the closing date to :  
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## **Recruitment Information pack**

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## **Message from the Police and Crime Commissioner for Cleveland**

The Police and Crime Commissioner elections in November 2012 marked a new era in policing in Cleveland, as well as elsewhere in England and Wales. It signalled a change in governance and accountability, but will not change the focus on ensuring crime and disorder is reduced in the force area.

Throughout the election process I made clear my priorities. They are:

- Retaining and developing Neighbourhood Policing
- Ensuring a better deal for Victims & Witnesses
- Helping to divert people from offending - and a renewed focus on rehabilitation/preventing re-offending
- Developing better co-ordination, communication and partnership between agencies to make the best use of resources
- Respecting and valuing those who deliver community safety services and encouraging good community and industrial relations

I am committed to providing clarity for the public and an undertaking that their views and concerns will be at the forefront of shaping plans.

I do understand that the introduction of the new system, coupled with other issues, has not made life easy for anyone connected with the Force, but I am determined that we should now look forward, working together and building on the very real achievements of recent years.

Of course my key role must be representing the interests of the public, ensuring my plan captures their concerns, and holding the force to account in a way that delivers results. I believe that can be best achieved by working in co-operation with the Chief Constable and senior management team, officers and staff and, of course, the many partners we rely on to tackle crime and protect our communities.

I have already announced 'Your Force, Your Voice'—an initiative which will involve me attending public meetings in every Neighbourhood Police Team area. I will support Neighbourhood teams at every opportunity and am committed to ensuring Cleveland Police is a "Force to be reckoned with", a robust policing style that delivers what is needed and what is expected.

I am looking for a Chief Constable with a commitment to integrity and professional standards, a clear focus on delivery so that the people of Cleveland feel safe on their streets and in their homes...while criminals are in real fear of being brought to justice.

**Barry Coppinger**  
**Police and Crime Commissioner**

## **ROLE DESCRIPTION**

### **Main Duties**

- Leading a Police Force in a way that is accessible and engaged with local communities and promotes measures to prevent crime, harm and disorder, in line with the objectives set by the Police and Crime Commissioner
- Directing a major change programme to put in place new ways of working to drive performance across the Police force at a time of significant financial pressures
- Setting a policing style that is robust and makes Cleveland Police a “Force to be reckoned with”, founded on integrity and high professional standards
- Demonstrating strong external and internal leadership through a personal contribution that projects the highest standards of professionalism, integrity and public service values to the people of Cleveland and beyond
- Working in strategic partnership with local authorities, community planning partnerships and national and international partners to deliver improved outcomes for the people of Cleveland.

### **Key Objectives**

- To reduce crime and disorder
- To drive high performance, efficiency and best value
- To lead an ambitious programme of reform, that instils a culture of continuous improvement and strives for excellence
- To lead Cleveland Police’s contribution to the delivery of national outcomes including building strategic partnerships with the other services nationally and locally, to improve the safety and well-being of persons, localities and communities in Cleveland Police in a way that is accessible and engaged with local communities and promotes measures to prevent crime, harm and disorder
- To establish and maintain effective relationships with the wider policing community, and other law enforcement agencies
- To put in place the structures and systems necessary to ensure that Cleveland Police effectively delivers its policing functions, in line with its statutory duties
- To create a balanced workforce that is motivated, committed and is equipped with the skills, knowledge and personal capacity to deliver a high quality, continually improving and efficient service which is responsive to both local and national needs, that maximises the talents and effectiveness of all the service’s police officers and staff, including strategies that promote principles of equality, fairness, dignity and trust

- To be responsible for the financial health of the Police Force, ensuring that expenditure meets Best Value and is controlled in line with budgets approved by the Police and Crime Commissioner
- To produce annual Police Plans that deliver the Strategic Police Priorities and the objectives set out in the Police and Crime Commissioner's Police and Crime Plan

## **PERSON SPECIFICATION**

### **Qualifications and Training**

It is **essential** that the applicant has:

- Successfully completed a relevant police Strategic Command Course; and
- At least five years' experience serving with a UK police force or policing organisation in the role of Assistant or Deputy Chief Constable or equivalent

### **Essential Experience**

- You will have extensive experience in leading a significant policing organisation, including the operational command of police officers at a senior level;
- You will have a successful track record of leading major organisational change, including driving quality, efficiency, delivery of financial savings and Best Value;
- You will be able to demonstrate successful engagement in partnerships in the public, private, voluntary and community sectors to improve the delivery of outcomes;
- You will have outstanding management experience, including the promotion of equality, fairness, dignity and trust; maximising the talents and effectiveness of all the service's police officers and staff; and dealing with performance and discipline.

## **Chief Constable of Cleveland PERSONAL QUALITIES**

You will be able to demonstrate and evidence a high level of competence and effectiveness in the following: -

### **Serving the public**

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understands the expectations, changing needs and concerns of different communities, and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

### **Professionalism**

- Acts with integrity, in line with the values and ethical standards of the Police Service.
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty. Openly acknowledges shortcomings in service and commits to putting them right.

### **Leading strategic change**

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force.
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

## **Leading the workforce**

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

## **Managing performance**

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Defines what good practice looks like, highlighting good practice. Confronts underperformance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

## **Decision making**

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation.
- Identifies the key issues clearly, and the inter-relationship between different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

## **Working with others**

- Builds effective working relationships through clear communication and a collaborative approach.
- Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies.
- Consults widely and involves people in decision-making, speaking in a way they understand and can engage with.
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.



- Negotiates effectively with local and national bodies, representing the interests of the Police Service.
- Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively. Fully commits to team decisions.

## **SALARY AND CONDITIONS OF APPOINTMENT**

### **Starting salary**

The salary for this office will be £140,000. There will be no bonus payable. Salary is paid on a monthly basis.

### **Duration of appointment**

The period of appointment will be determined by the Police and Crime Commissioner, for a fixed term of up to 3 years, with the possibility of extension for a further period.

### **Terms of appointment**

The appointment will be in accordance with Police Regulations. An appointment cannot be confirmed until the necessary candidate is certified medically fit by the medical advisor and necessary security clearance, and references are complete. Appointment is subject to confirmation by the Police and Crime Panel.

### **Working Locations**

The majority of work will be carried out from the Police Headquarters (initially) – Ladgate Lane Middlesbrough. However, the nature of the work will also require travel throughout Cleveland and across the UK.

### **Working Hours**

Working hours will be not less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive. However, the post holder will have responsibility for representing the Force and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time. There is a requirement to be contactable 24 hours per day when not on leave or in the absence of a designated deputy. This role will require evening and weekend working including attending meetings and events during these times.

### **Holiday**

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

### **Working Duty**

The post holder must devote the whole of their time to the duties of the office of Chief Constable and will not hold any other appointment or engage in other work except with the prior written consent of the Police and Crime Commissioner.

### **Medical**

Applicants to this position will be required to undertake a medical examination if required. A separate medical questionnaire form should be downloaded with your application form, then submitted in a sealed envelope to: -

Cleveland Police  
Occupational Health Team **(In confidence)**  
People Services  
Steria Limited  
III Acres  
Princeton Drive  
Thornaby  
Stockton on Tees  
TS17 6AJ

### **Security Clearance**

The successful applicant will be appointed subject to obtaining security clearance at DV (Developed Vetting) level.

### **References**

The two references will be obtained, once the assessment process is complete and the successful applicant is identified and confirmed by the Police and Crime Panel.

### **Relocation**

A relocation package may be available to the successful candidate should he or she be required to move house as a result of this appointment.

Candidates need to be aware that Her Majesty's Revenue and Customs (HMRC) treat such payments as a taxable benefit, which will be the responsibility of the individual officer.

### **Termination**

Termination is subject to three calendar months notice in writing by either side, otherwise by mutual consent or in disciplinary or similar circumstances.

### **Pension**

The office holder will be eligible for membership of the Police Pension Scheme.

## **Functions of the Chief Constable**

The Chief Constable will be responsible for fulfilling the statutory functions which are set out in the 2012 act.

These are:

The Chief Constable is responsible for, and must account to, the Police and Crime Commissioner, for the policing of Cleveland and in particular:

- Has direction and control of the Police Service
- Is responsible for the day to day administration of the Police Service, including the allocation and deployment of resources
- Is to be involved in the preparation of the Police and Crime Commissioners strategic police plan and annual report
- Is to prepare annual Police plans
- Must secure best value through continuous improvement in the policing of Cleveland
- Must designate local commanders, and ensure that adequate arrangements are in place for the policing of each local authority area
- Must ensure effective participation in community planning in each local authority area
- The Chief Constable must ensure that the policing of Cleveland is done -
  - With due regard to the policing principles which are:
    - That the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Cleveland, and
    - That the Police Service, working in collaboration with others where appropriate, should seek to achieve that by policing in a way which is accessible to and engaged with local communities and promotes measures to prevent crime, harm and disorder
  - In accordance with the strategic police priorities set by the Police and Crime Commissioner
  - In accordance with the Police and Crime Commissioner's strategic police plan and the relevant annual police plan, and
  - With due regard to any recommendations made or guidance issued by the Police and Crime Commissioner.

## **Functions of the Police and Crime Commissioner**

The Police and Crime Commissioner will have governance responsibility for Cleveland. It will:

- Maintain the Police Service
- Promote the policing principles
- Promote and support continuous improvement in the policing of Cleveland
- Keep under review the policing of Cleveland, and
- Hold the Chief Constable to account for the policing of Cleveland.

## **Application guidance notes**

### **Before you complete your application form**

Before completing and submitting your application form, you should give due consideration to the following:

- **Skills, Knowledge & Experience required for the post of Chief Constable** – do you meet the skills, knowledge and experience requirements?
- **Competency-based evidence** – are you familiar with what is being sought at application stage and what will be sought at interview through the use of competency based evidence and how you should evidence this?

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

**For further information** about this post you may contact:

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**Telephone:** 01642 661090

### **Recruitment Process**

Applications must be submitted using the application form provided. Please download the attached documents. The completed application forms should be submitted to: -

[recruiting@cleveland.pnn.police.uk](mailto:recruiting@cleveland.pnn.police.uk)

Please do not substitute your Curriculum Vitae as this will not be considered. This is to enable us to consider all applications on an equal basis.

**No applications will be accepted after 5pm on the closing date.**

**The closing date for applications is Friday 28<sup>th</sup> December 2012. It is anticipated that interviews will take place at Cleveland Police Headquarters on Thursday 24<sup>th</sup> January 2013.**

Applicants must also disclose any outstanding criminal convictions, investigations or disciplinary proceedings being carried out in relation to their conduct. In addition, applicants are required to disclose previous disciplinary offences that have not been expunged.

## **Nationality**

You can apply for this post as long as you are a UK national or have dual nationality with one part being British. In addition, this post is open to Commonwealth citizens and nationals of any of the member states of the European Economic Area (EEA).

## **Equality and 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 appointment on merit and diversity and equality for appointments.

## **Medical**

All candidates will be asked to complete a medical questionnaire. This will be considered only if you are shortlisted for interview. If following medical screening any further screening is necessary, you will be contacted by an Occupational Health Professional (OHP). The information provided will be kept confidential to that unit. The Panel will contact the OHP regarding only the successful candidate after the Appointments Committee has made its decision. In this way, any delay between the Committee's decision and the public announcement of the successful candidate is minimised.

## **Completing your application form**

Your application is very important as it is the key document which will determine whether or not you will proceed through the first assessment stage to interview and potentially ultimately to your appointment.

The Selection Panel is asking you to demonstrate and evidence through your application a high level of competence and effectiveness in the 5 key competences listed in the person specification. You can draw on examples of evidence from your working life, through your participation with a private, public, voluntary or community organisation, and/or other areas of your personal life. Application forms must be completed in full.

## **Membership of the Selection Panel for appointment**

The selection panel for this appointment will be chaired by the Police and Crime Commissioner and will include his Chief of Staff, a Local Authority Chief Executive, a HR Professional and a Police Advisor.

## **How your application for the post of Chief Constable will be handled following receipt**

The application will be assessed by the Selection Panel on the evidence provided within your application to assess if you have the necessary skills, knowledge and experience required for the position. The Selection Panel will use this assessment and will determine whether you progress to the interview stage.

All applicants who are not selected for the next stage of assessment will be advised of the outcome of their applications in writing.

Feedback can be requested by any applicant who is not selected for interview. Feedback will be based on the assessment of your merit in relation to the skills, knowledge and experience required.

If invited to interview and you have a disability you should let us know if you would like particular arrangements made for you. Contact details will be provided in your invitation to interview letter.

### **Interviews – reimbursement of expenses**

You can claim for reasonable expenses incurred in attending for interview, including dependent carer expenses. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, this can be arranged and the details of which will be included in the invitation to interview.

### **What will happen at the interview?**

At interview you will be expected to demonstrate to the Selection Panel how you meet the skills, knowledge and experience requirements for the role as Chief Constable of Cleveland Police as set out in the person specification. To this end, the Panel will ask you a series of questions which will seek examples of how you have used your skills, knowledge and experience to meet the person specification for this role.

The interview will consist of competency based questions which will test all 7 of the key competences and you will be required to give a presentation. The presentation topic will be detailed within the invitation to interview letter.

During and after the interview the Selection Panel will record your evidence in relation to all of the published skills, knowledge and experience required for this role and will compile an overall summary of all the evidence gathered. This will include the evidence you provided within your application form.

### **What will happen following the interview?**

The Panel will make its decision on the basis of the evidence presented by candidates.

The force will then proceed with security clearance to Developed Vetting (DV) level, if required. We will also conduct the medical clearance procedure and obtain your two references, and appointment is subject to satisfactory completion of these.

All applicants will be advised of the outcome of the appointments process in writing.

If you are successful you will be invited in writing to accept the appointment by the Police and Crime Commissioner. If you accept this offer, it will be subject to confirmation by the Police and Crime Panel.



Feedback will be offered to all applicants invited to interview. This offer will be contained in the letter you receive after the interview.