

Chief Constable Guidance Document

Cleveland Police and the Selection Process



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Foreword

Police and Crime Commissioner Barry Copping



To be my chosen candidate, you will be an inspirational leader with the drive and vision to take Cleveland Police forward to be the outstanding police service that our communities expect and deserve.

Your skills as an ambassador and effective communicator will be matched by your openness to challenge and change, positioning you strongly to take the helm of an organisation which will continue to listen to its communities and to its personnel – keeping its communities safe and strong and becoming an employer of choice for all who may wish to flourish in a policing career.

As Chief Constable you will work closely with me - my expectations are high for a relationship which is both robust and challenging, but with common purpose – centred upon a new Police & Crime Plan built upon the mandate upon which I was recently re-elected by the people of Cleveland.

You will share my focus of achieving a better deal for victims and be committed to delivering results by combining a strong local policing presence with service delivered in partnership and collaboration to achieve the ultimate goals of reducing crime, preventing re-offending and securing the future of our communities.

Embedding public confidence in the Force will be a key challenge and to succeed in the role you will bring to bear your track record in delivering step change in public satisfaction, ethics and integrity in addition to ensuring that the organisation continues its journey towards better reflecting the diversity of the communities it serves.

I have a lifelong commitment to promoting equality of opportunity and I welcome applications from all suitably-qualified and experienced candidates. Join us and you will be part of an organisation that not only champions human rights and strives to eliminate discrimination, but which also celebrates the fact that we are all equally different.

Guide Outline

This guide will provide you with the information that you need to assist you in applying for the position of Chief Constable. It contains information to help you gain an understanding of the Force, the area that we police, the role of Chief Constable, and the recruitment and selection process.

It has been developed by the Office of the Police and Crime Commissioner for Cleveland who will help to facilitate the recruitment process. The team looks forward to welcoming all applications for the role of Chief Constable.



Welcome to Cleveland

Our policing area covers approximately 230 square miles of natural beauty and has a population of over 560,000. The area's landscape combines industrial sites, sites of outstanding scenery and those of special scientific interest.

We have one of the longest coastlines with some of the highest cliffs in the UK and Cleveland has a long heritage of innovation and development.

The area will again host Premier League football from next season and we have a passionate League Two side. Our town centres offer fantastic shopping, lively bars and restaurants, state-of-the-art universities and one of the UK's leading modern art galleries.

Cleveland contains one of the largest integrated chemical sites in Europe, which brings a rewarding yet complex policing challenge. Multimillion pound international corporations such as Conoco Phillips, INEOS, SABIC, Lucite International, and BASF also operate in the area. Hartlepool is also home to the only nuclear power station in the north east.

Cleveland is on the fringe of the picturesque and tranquil North Yorkshire Moors and has a strong transport network for travelling further afield, with the UK's largest seaport by volume and an international airport on the doorstep.



Working Together

Partnership working in Cleveland is second to none. We strive to build productive relationships with agencies active across Cleveland with the common aim of keeping our communities safe from serious harm.

We achieve positive links with our community leaders and engage with local people to ensure that they can arm themselves with the knowledge to prevent crime and assist us to detect crime.

Our officers and staff are well tested and experienced in major incident planning due to the expertise of a successful and well managed Local Resilience Forum.

Cleveland benefits from diverse communities and impassioned public, private and third sector professionals. We harness their skills and abilities with the ethos that tackling criminality and protecting those who are vulnerable is not a matter for the police alone.

We achieve results by working alongside our four local authorities, the Crown Prosecution Service, the National Probation Service and the courts.

Our activities are co-ordinated through a number of non-statutory and statutory partnerships, these include:

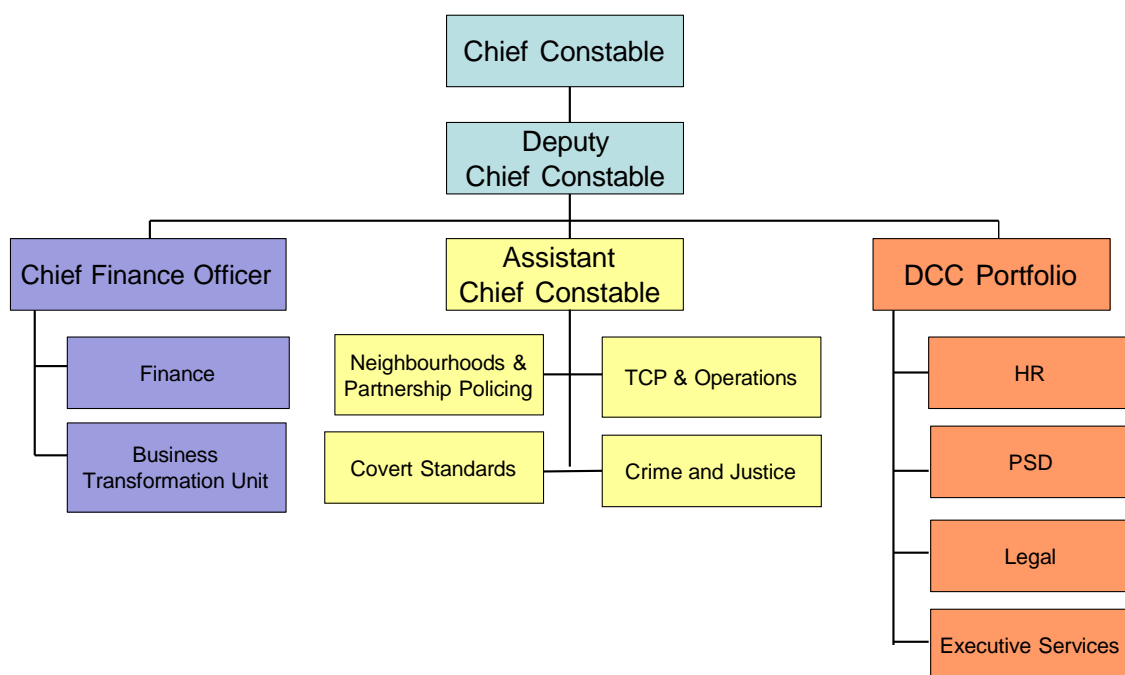
- Community Safety Partnerships
- Local Safeguarding Children Boards
- Local Criminal Justice Boards

Collaboration

Collaborating with other services is a key priority of the Police and Crime Commissioner and much work has already been achieved in this field. Our future is one which has collaboration at the heart – if it proves to deliver better services to the public and/or better value for money we will look to share services.

Our successes in collaboration include the Cleveland and Durham Specialist Operations Unit and the tri-force collaboration project – Evolve.

Cleveland Police Top Level Structure



Last updated Dec 2015

Key:
 TCP Tasking Co-ordination and Performance
 DCC Deputy Chief Constable
 HR Human Resources
 PSD Professional Standards Department

Our Vision

Cleveland Police will work with others to deliver high quality, professional policing services that focus on protecting you from harm and responding to local needs

Our Values



Leadership Matrix (How it all fits together)

VALUE	SERVICE We put the public first and strive for excellence	BENEVOLENCE We demonstrate care and compassion for each other and those we meet	INTEGRITY We strive to do the right thing and adhere to principles of fairness and honesty
Link to Code of Ethics Principles	Objectivity Selflessness Leadership	Respect Fairness	Accountability Honesty Integrity Openness
Link to Policing Professional Framework	Service delivery Openness to change Serving the public Leading change* Managing performance*	Working with others Leading people*	Professionalism Decision making
Proud to serve Proud to belong Proud to lead	Keep people safe Maintain professional skills Creativity/innovation	Support victims Look after each other Treat others with empathy and compassion	Maintain trust/confidence in policing Our actions reflect the Code of Ethics Leaders are role models
What does it mean to us	<ul style="list-style-type: none"> Everyone has a real belief in public service Performance = what you do + how you do it Individuals are competent in their roles We are flexible, innovative and creative problem solvers We seek feedback and develop personal skills and knowledge 	<ul style="list-style-type: none"> We focus on meeting community needs We build public confidence by engaging with communities We work in partnership We work co-operative with others We support colleagues We are courteous, polite and considerate We show empathy and compassion We treat people with dignity and respect 	<ul style="list-style-type: none"> We are consistent in our behaviour towards others Policies/processes recognise individual difference and barriers We do what we say we are going to do We deliver on agreed deadlines and standards We make effective use of NDM and professional judgement Everyone upholds the Code of Ethics We take ownership of problems We remain calm and professional in the face of conflict
What does it mean to leaders	<ul style="list-style-type: none"> Ensure staff understand / serve community needs Plan ahead and identify and implement improvements Have organisational knowledge / networks Manage competing priorities Define objectives with clear timescales and outcomes Delegate and empower appropriately Hold people to account and address under-performance 	<ul style="list-style-type: none"> Inspire people, creating enthusiasm and commitment Give genuine praise Give honest and constructive feedback Invest time in developing, coaching/mentoring people Care about individuals Embrace difference and break down barriers 	<ul style="list-style-type: none"> Promote open and honest communication Be approachable Set clear direction Tell the truth – doesn't shy away from things Challenge unprofessional conduct / behaviour
Leaders will:			

The Cleveland Selection Process

At the end of each stage of the recruitment process you will be notified whether or not you have been successful and therefore eligible to proceed to the next stage.

The Recruitment Stages

Stage 1	Application Form	Stage 2	Shortlisting Stage
Stage 3	Interview	Stage 4	Pre-employment checks

Stage 1 - Application Form

The Cleveland Police application form will be hosted on our e-recruitment system. Please ensure you complete the application form fully and within the required time-scales as incomplete forms will not be accepted. Information submitted is limited to a word count of 300 words.

Stage 2 - Shortlisting Stage

Shortlisting will be conducted anonymously by the selection panel and will take place within an agreed timeframe. You will be contacted through our e-recruitment system to advise whether you are being processed to the interview stage. The Force has adopted the Policing Professional Framework (PPF) in Appendix 1.

Stage 3 - Interview

For recruitment and selection and candidates will be scored against the relevant personal qualities for the role:

- Serving the Public
- Leading Strategic Change
- Leading the Workforce
- Managing Performance
- Professionalism
- Decision Making
- Working with Others

The interview will be a series of competency based questions focussing upon aspects that the Commissioner considers relevant.

The Cleveland Selection Process

Stage 4 - Pre-appointment Checks

Pre-Appointment checks will be undertaken for the successful applicant and will consist of:

- A Fitness Test
- Medical Assessment
- Vetting Checks
- References

Next Steps

The completed applications will be considered by the Police and Crime Commissioner and his panel of advisors on 10th June 2016 and the shortlisted candidates will be notified of their decision on the 17th June 2016.

Cleveland Police will host a familiarisation day for interested candidates at Police Headquarters, Ladgate Lane, Middlesbrough on 26th May 2016. Applications are encouraged from eligible individuals from within United Kingdom policing, those who have held senior ranks in designated overseas police forces, or who have complementary experience gained during their careers in sectors other than policing. PCC Barry Coppinger will provide a personal guided 2 hour tour of Cleveland to interested candidates.

The selection interviews will take place on Friday 24th June 2016 at Police HQ. This process will include an interview from a group of Cleveland Police key stakeholders and an interview from the Commissioner's panel of advisors. The Commissioner's panel of advisors includes an independent member and a Policing Advisor.

The Commissioner's preferred candidate for appointment will be required to attend a confirmation hearing to be held by the Cleveland Police & Crime Panel.

Candidates are advised to visit www.cleveland-pcc.gov.uk and www.cleveland.police.uk to find out further information.

The Commissioner's Chief Executive, Simon Dennis, (telephone 01642 301653) will be happy to discuss the post informally.

Appendix 1

Policing Professional Framework (PPF): Personal Qualities and Behavioural Indicators

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 local stakeholders, developing partnerships and ensuring people can engage with police at all levels. Understands partners' perspectives and priorities, and work co-operatively with them to deliver the best possible overall service to the public.

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 performance 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.

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 within the operational unit. 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. Demonstrates courage and resilience in difficult situations, defusing conflict and remaining calm and professional under pressure.

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 issue clearly, and the inter-relationship between different factors. Considers the wider implications of different options, assessing the costs, risks and benefits of each. Makes clear, proportionate and justifiable decision, reviewing these as necessary.

Working with others

Builds effective working relationships with people through clear communication and a collaborative approach. Maintains visibility to staff and ensures communication processes work effectively throughout the operational unit. Consults widely and involves people in decision making, speaking to people 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. Sells ideas convincingly, setting out benefits of a particular approach, and striving to reach mutually beneficial solutions. Expresses own views positively and constructively, and fully commits to team decisions.

**Summary of Key Conditions of Employment
(subject to confirmation with successful candidate)****Salary**

The starting salary for the position is £137,133. Any rises are subject to satisfactory performance as evaluated through the PDR process. All rates are subject to annual review in accordance with nationally agreed arrangements.

Length of appointment

This will be a fixed term appointment, for a period to be agreed upon appointment, of up to five years. This may be extended by agreement for a further period of a maximum of three years after initial appointment, and for subsequent terms each of a maximum of one year.

Relocation

A relocation package may be available in appropriate cases.

Location

The post holder will be based at Police Headquarters at Ladgate Lane initially.

Allowances and expenses

Allowances and expenses appropriate to the post will be paid in accordance with Police Regulations, determinations and Cleveland Police policies and procedures.

Key Dates

Session	Dates
Open Briefing for candidates	26th May 2016
Applications for role closes	9th June 2016
Invite to interview	17th June 2016
Stakeholder Interview	24th June 2016
Panel Interview	24th June 2016



**CLEVELAND
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