

Chief Constable of Cleveland Police

ROLE PROFILE

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| Job Title | Chief Constable |
| Service Unit | Cleveland Police |
| Team | Executive |
| Responsible to | Police and Crime Commissioner for Cleveland |
| Salary Range | In line with National Pay Scale set for Force |
| Vetting Status | In line with Vetting Code |

Job Purpose:

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

To provide inspirational leadership to the Executive command team to drive forward organisational change, delivering improved results, increased satisfaction and increased 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.

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:

Note

The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post

All Staff are to comply with confidentiality and principles laid down in the Data Protection Act (DPA) and the Management of Police Information (MOPI).

All post holders to comply with health and safety legislation.

All Staff are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police.

Policing Professional Profile

Chief Constable

Primary Accountabilities:

(This section details the key responsibilities required of the role)

- Set and ensure the implementation of organisational and operational strategy for the Force, having regard 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.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- 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 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.
- 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.

- 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.

Behaviours:

(Outlines the behavioural requirements of the role)

All roles are expected to know, understand and act within the ethics and values of the Police Service.

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 as follows:

- Integrity
 - I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
 - I demonstrate courage in doing the right thing, even in challenging situations.
 - I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
 - I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
 - I am open and responsive to challenge about my actions and words.
 - I declare any conflicts of interest at the earliest opportunity.
 - I am respectful of the authority and influence my position gives me.
 - I use resources effectively and efficiently and not for personal benefit.
- Impartiality
 - I take into account individual needs and requirements in all of my actions
 - I understand that treating everyone fairly does not mean everyone is treated the same
 - I always give people an equal opportunity to express their views
 - I communicate with everyone, making sure the most relevant message is provided to all
 - I value everyone's views and opinions by actively listening to understand their perspective
 - I make fair and objective decisions using the best available evidence
 - I enable everyone to have equal access to services and information, where appropriate
- Public Service
 - I act in the interest of the public, first and foremost.
 - I am motivated by serving the public, ensuring that I provide the best service possible at all times.
 - I seek to understand the needs of others to act in their best interests.
 - I adapt to address the needs and concerns of different communities.
 - I tailor my communication to be appropriate and respectful to my audience.
 - I take into consideration how others want to be treated when interacting with them.

- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.
- Transparency
 - I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
 - I am clear and comprehensive when communicating with others.
 - I am open and honest about my areas for development and I strive to improve.
 - I give an accurate representation of my actions and records.
 - I recognise the value of feedback and act on it.
 - I give constructive and accurate feedback.
 - I represent the opinions of others accurately and consistently.
 - I am consistent and truthful in my communications.
 - I maintain confidentiality appropriately.

The Competency and Values Framework (CVF) has six competencies that are clustered into three groups. Under each competency are levels that show what behaviours will look like in practice.

It is suggested that this role should be operating or working towards the following levels of the CVF:

Resolute, compassionate and committed

We are emotionally aware

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate
- I actively ensure a supportive organisational culture that recognises and values diversity and well being and challenges intolerance
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling

We take ownership

Level 3

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| | <ul style="list-style-type: none"> • I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. • I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. • I define and enforce the standards and processes that will help this to happen. • I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance. • I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. • I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen. |
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Inclusive, enabling and visionary leadership

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| <p>We are collaborative</p> | <p><u>Level 3</u></p> <ul style="list-style-type: none"> • I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. • I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). • I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities. |
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| | <ul style="list-style-type: none"> • I create an environment where partnership working flourishes and creates tangible benefits for all |
| <p>We deliver, support and inspire</p> | <p><u>Level 3</u></p> <ul style="list-style-type: none"> • I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. • I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. • I ensure that everyone understands their role in helping the police service to achieve this vision. • I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. • I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. • I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. • I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. • I motivate and inspire others to deliver challenging goals. |
| <p>Intelligent, creative and informed policing</p> | |
| <p>We analyse critically</p> | <p><u>Level 3</u></p> <ul style="list-style-type: none"> • I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. • I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. |

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| | <ul style="list-style-type: none"> • I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. • I use my knowledge of the wider external environment and long-term situations to inform effective decision making. • I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support. |
| <p>We are innovative and open-minded</p> | <p><u>Level 3</u></p> <ul style="list-style-type: none"> • I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. • I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. • I work to create an innovative learning culture, recognising and promoting innovative activities. • I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. • I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing. |

Education, Qualifications, Skills and Experience:

(Outlines the skills and educational and qualification requirements to be able to fulfil the role)

Prior Education 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.
- 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.

Policing Education and Qualification Framework (PEQF):

- From 2022*, a Masters qualification will be a pre-requisite for accessing the Strategic Command Course (SCC) and promotion to and within Chief Officer ranks.

***Please note:** the timeframe for mandate and the transition arrangements for the Masters qualification are subject to confirmation.

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, engaging the organisation with strategic priorities, values and behaviours.

- 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.

Continuing Professional Development (CPD):

(Outlines possible continuing professional development activities which will enable the individual to maintain and enhance competence in the role)

A senior leaders CPD Framework has been developed that identifies three important elements Chief Officers should consider when planning their CPD.

Chief Officers should reflect upon their existing knowledge, skills and experience to identify and plan their professional development alongside the following examples. Below are some suggested examples but are by no means exhaustive:

Personal Skills

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.
- Attend bi-annual National Chief Constable CPD events.
- Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others' approach to leadership, management and policing.

Business Skills

- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level.
- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.
- Contribute to evidence based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.
- Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

Professional Skills

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the force is able to tackle new and evolving crime, threats and priorities.
- Work with national policing agencies and bodies, such as Her Majesty's Inspectorate of Constabulary (HMIC), National Crime Agency (NCA) and the College of Policing, and participate in and contribute to serious case reviews and

Independent Police Complaints Commission (IPCC) investigations to ensure the force meets and maintains professional standards.

- Complete all annual and mandatory training to retain occupational and operational accreditation.

Professional Registration/Licences:

(Outlines any ongoing registration or licensing requirements of the role)

Not applicable.

Links to other profiles:

(Indicates links to NPoCC role profiles, or other professional profiles which should be read in conjunction with this professional profile, please note this may not be exhaustive)

Not applicable.

Metadata:

(For College Use: Information to enable the search function on the Professional Development Website)