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## **Report of the Police and Crime Commissioner to the Chair and Members of the Cleveland Police and Crime Panel 9 April 2019**

### **Chief Constable – Notification of Proposed Appointment**

#### **Purpose of the Report:**

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.
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.

#### **Recommendation**

3. That the panel reviews the proposed appointment and reports to the Commissioner on his proposal to appoint Richard Lewis.

#### **Background**

4. The Chief Constable for Cleveland is to be appointed, and hold office, in accordance with the relevant legal provisions – principally, s38 and Schedule 8 Police Reform and Social Responsibility Act 2011 and the Police Regulations in force at the present time which deal with terms and conditions of appointment.
5. During the recent period of vacancy, including the recruitment for a permanent successor, Mr Lee Freeman has led Cleveland Police on a temporary basis under the terms of a collaborative arrangement between Humberside and Cleveland. As well as recording his thanks to the

Commissioner records his thanks to the Police & Crime Commissioner for Humberside for facilitating this arrangement, as the Panel will expect the Commissioner would wish to acknowledge in the most positive terms Mr Freeman' service as Interim Chief Constable.

6. This paper describes the progress and conclusions of the recent Chief Constable appointment process to fill the substantive vacancy. The Commissioner has selected a preferred candidate and now proposes a candidate for appointment.
7. The recruitment process has been supported throughout by the College of Policing who have
  - a. ensured that the design of the process aligned with the national guidance on the appointment of Chief Police officers;
  - b. provided executive and consultancy support to the process;
  - c. briefed and advised panel members on the approach to be taken to the roles required of them and provided refresher briefings on factors affecting selection.
  - d. quality-assured the process throughout, working in close consultation with officers across the OPCC and in particular, assisting the Independent Member and the Chief Executive & Monitoring Officer in their roles as the officers who must be satisfied that the process was thorough, rigorous and fair throughout.
8. The Commissioner records his thanks to the College of Policing for their support throughout.
9. The Commissioner determined that he wished to set out to appoint a Chief Constable who shares his belief that (amongst the range of priorities for policing, community safety and public protection) neighbourhood policing and protection of the vulnerable must be priorities for the police and furthermore, an individual committed to working alongside the Commissioner in continuing to address the areas for improvement highlighted by HMICFRS.
10. As Panel members are aware, the Commissioner has set strategic directions for Cleveland Police to deliver and embed transformation in both Standards and Ethics and driving forward further changes in the organisation's approach to valuing diversity and inclusivity, through Everyone Matters. Cleveland Police needs a Chief Constable with the requisite leadership skills and values to carry this into effect.

### **Job Advert**

11. The advertisement for the position of Chief Constable for Cleveland was designed to attract interest from all eligible candidates. Advice was sought from the HMICFRS and the College of Policing regarding attracting candidates.

12. The job was advertised extensively through the following websites
  - a. Cleveland Police and Crime Commissioner (including promotion on social media)
  - b. The Association of Police and Crime Commissioners
  - c. The national College of Policing
13. The advert can be viewed at the following webpage  
<https://www.cleveland.pcc.police.uk/Your-PCC/Chief-Constable-Recruitment.aspx>
14. The PCC provided a wide variety of information for candidates, including a recruitment pack, a dedicated webpage containing a video by the Assistant Chief Officer on the complex demands faced by the Cleveland area, details of what it is like to work for Cleveland Police, its values, the Everyone Matters Programme, Standards and Ethics and useful contacts. A copy of the advertisement, together with the candidate selection pack has been provided with the panel papers and appears at **Appendix 1**. The PCC also offered the opportunity to have a personal guided tour of the Cleveland Police area to any aspiring applicant.

### **Shortlisting**

15. The shortlisting process was facilitated by the College of Policing. There was a pre-confirmed assessment criterion which was designed in accordance with the Competency and Values Framework (Level 3). The criteria was demonstrated by the candidates through the provision of a CV and personal statement submitted as requested within the candidate application pack and assessed by a panel drawn from the main appointment panel.
16. There were a total of seven applications, of which the three highest scoring applicants were taken forward to the interview stages.

### **NEO Personality Testing**

17. Following the shortlisting process, the College of Policing facilitated personality tests for the prospective candidates. NEO PI-R is a personality profiling tool designed around five domains of personality which are well-researched and established.
18. Once completed, a generic profile report was produced which the College of Policing shared with the candidate and explored further in a telephone exploratory interview session with one of the College's Psychologists, trained to administer and deliver feedback on the NEO PI-R.
19. The NEO-PI-R reports were made available to the final Interview Panel to read alongside the candidates' applications and to amplify their understanding of the appropriate areas to explore with candidates.

## **Internal and External Stakeholder Panels**

20. Both Stakeholder panels were held on 26 March 2019. Candidates met in sequence with first the internal and then the external stakeholders.

### **Internal Stakeholder Panel**

21. Prior to the establishment of the internal stakeholder panel the PCC had visited with police staff and officers to seek their views on the qualities they sought in a new Chief Constable. Their views were collated and, with the help of Cleveland Police, the internal panel was established to include representatives from the staff networks, the Police Federation, Superintendents Association, Unison, Volunteers, staff and police officers.
22. Candidates were asked to meet with staff and officer representatives from across the workforce and provide a five minute briefing on the following *'It is your first day as Chief Constable of Cleveland Police and you are about to meet with representatives from across the workforce – what are the key messages you want them to take away from the meeting and share with the wider workforce?'*
23. Candidates then responded to a series of core questions from each stakeholder which covered change management, officer welfare, resources, wellbeing and the role of staff networks, diversity and inclusion (including avoiding unlawful discrimination) and the role of volunteers.
24. The Panel members were asked to consider both the quantity and quality of the evidence provided, under the four headings.
- a. How well did the candidate meet the aims of the exercise?
  - b. Was there anything in the candidate's approach that enhanced their performance in this exercise?
  - c. Was there anything in the candidate's approach that detracted from their performance in this exercise?
  - d. How did the candidate's performance in this exercise match with what you expect of a successful Chief Constable of Cleveland Police?
25. Overall thematic feedback from the Internal Panel was made available to the final Appointments Panel to inform areas for further exploration, although the Internal Panel's preferred candidate was not communicated to the Appointments Panel prior to it reaching its own conclusions.

### **External Stakeholder Panel**

26. The Stakeholder Panel was settled upon from a longlisted range of partner and stakeholder organisations, the aim being to ensure that the Commissioner had the benefit of involvement in the recruitment by (and advice and perspective from) the broadest possible range of local and regional stakeholders. The Commissioner hopes that the Police & Crime Panel will also take confidence from such broad partner involvement in the

recruitment. A number of invited organisations were unable to offer delegates for reasons of practicality or otherwise but was nevertheless representative of a broad cross-section of stakeholder bodies and groups. The final panel comprised

- Julie Dhuny, Head of Commissioning, NHS England
- Bronwen Elphick – Chief Executive, – TV CRC
- Ann O Hanlon (Joint Audit Committee chair)
- Joanne Hodgkinson, Chief Executive, Safe in Tees Valley
- Sarah Lewis - Hart Gables Manager
- Katie Needham, Interim Director of Public Health, Stockton-on-Tees
- Kulbir Peacock, Chair Strategic Independent Advisory Group
- Andrew Penhale – CPS
- Amanda Skelton - Chief Executive, Redcar & Cleveland Borough Council (Chair of the Panel)
- Dave Smith – ethics committee chair
- Mark Simpson, Pro Vice Chancellor Teesside University
- Alan Tallentire - Governor – Holme House Prison

27. Candidates were asked to meet with strategic partners from across Cleveland and provide a five minute briefing on the following:

- a. *'It is your first day as Chief Constable of Cleveland Police and you are about to meet the strategic partners you will be working with – what are the key messages you want them to take away from the meeting?'*

28. The Panel were asked to consider both the quantity and quality of the evidence provided, under the four headings.

- a. How well did the candidate meet the aims of the exercise?
- b. Was there anything in the candidate's approach that enhanced their performance in this exercise?
- c. Was there anything in the candidate's approach that detracted from their performance in this exercise?
- d. How did the candidate's performance in this exercise match with what you expect of a successful Chief Constable of Cleveland Police?

29. Overall thematic feedback from the Internal Panel was made available to the final Appointments Panel to inform areas for further exploration, although

the Internal Panel's preferred candidate was not communicated to the Appointments Panel prior to it reaching its own conclusions.

## **Final Appointments Panel Interview and Criteria to Assess Suitability**

30. Final Panel Interviews were held on Wednesday 27 March 2018.

### **Appointments Panel**

31. The Appointments Panel (all of whom were given refresher briefings by the College of Policing on the recommended approach to be taken to their analysis and decision making) comprised:

- Barry Coppinger – Police & Crime Commissioner (Chair)
- Chief Constable Mike Cunningham – Chief Executive, College of Policing
- Amanda Skelton – Chief Executive, Redcar & Cleveland Council (Independent Member)
- Simon Dennis – Chief Executive & Monitoring Officer, Office of the Police & Crime Commissioner (OPCC)

32. Shortly before leaving the first day of the assessment process, candidates were given notice that they would be asked by the Appointments Panel to open their proceedings by explaining their vision for Cleveland Police – including the immediate priorities and what delivery of those priorities would look like over 5 years.

33. Each candidate was then interviewed by the Appointments Panel. The appointment panel asked a series of structured questions, chosen to bring forward the candidates' evidence relating to the values, skills and competencies set out in the role profile. The candidates were each allocated up to 1 hour for questioning.

34. In summary, therefore, as Chair of the Appointments Panel the Commissioner undertook a rigorous exploration of the ability of the candidates to be a Chief Constable to lead Cleveland Police and work in partnership alongside the PCC and across the public, private, voluntary and community sectors to deliver against the five Police & Crime Plan objectives.

- Investing in our Police
- A Better Deal for Victims and Witnesses
- Tackling Re-offending
- Working Together to Make Cleveland Safer
- Securing the Future of our Communities

35. Immediately prior to each Appointments Panel sitting, the College of Policing provided summary thematic feedback from each of the internal and external stakeholder panels in respect of each applicant.

36. The Appointments Panel had the opportunity to ask a series of core questions with the opportunity for follow up/probing questions to be asked if required.
37. The interview consisted of four competency and four values based questions aligned to the Competency and Values Framework. Each candidate was asked the same core questions. As a general guide, five minutes was allocated for responses per question.

***Deliver, Support and Inspire / Innovative and Open-Minded***

- *Please explain your vision for Cleveland Police - what would be your immediate priorities and what does delivery look like over 5 years?*
- *Follow-Up: Cleveland is a largely urban and relatively high crime police area - how will you bring your particular operational experience to the policing context of Cleveland?*

***Take Ownership***

- *Please tell me about a time you have led the response to a strategic setback?*
- *Follow-Up: how did you approach the media strategy in this scenario?*

***Collaborative***

- *PCCs and Chief Constables share aims and duties to deliver positive outcomes for victims; in your view, how should the force and OPCC work together to deliver for victims?*

***Public Service***

- *How will you ensure that Cleveland Police work in partnership to keep all members of the community safe?*

***Emotionally Aware***

- *How will you create trusting relationships with the workforce and the public to ensure successful delivery of shared priorities?*
- *Follow-Up: how will you balance the need to constructively challenge with creating a culture of empowerment and trust?*

***Integrity and Transparency***

- *How will you establish Cleveland Police as a leading force for transparency, high standards and ethical behaviour and how will you role model your personal integrity to the workforce and public?*

***Impartiality***

- *What will you do personally to ensure equality, inclusion and wellbeing is genuinely embedded throughout the organisation?*

***Closing Question (a general question, but also covering the topic of Transparency)***

- *What does a successful relationship between the Chief Constable and PCC look like and how will you achieve this?*

**Summary & Conclusions**

38. All shortlisted applicants came over as inspiring leaders, dedicated to policing and protecting the public.
39. The Commissioner extends his thanks to all applicants, who invested considerable time, effort and focus in the process.
40. After analysis of all of the available evidence, consultation with fellow members on the Appointments Panel, thematic feedback from the stakeholder panels and much careful reflection, the PCC has decided to propose **Richard Lewis** as his preferred candidate for the post of Chief Constable for Cleveland.
41. After this decision was reached, the Appointments Panel was informed that Mr Lewis was also the preferred candidate in the collective judgement of both the internal and external stakeholder panels, which the Commissioner was pleased to note.
42. The Commissioner was also pleased to note that (as had been the case with all shortlisted applicants) as an additional discretionary step notwithstanding that none is required by the Guidance the Chief Executive & Monitoring Officer had taken up the opportunity offered to him of an informal telephone reference from Mr Lewis' line manager. In the case of Mr Lewis, the remarks made in this regard by the Chief Constable of Dyfed-Powys Police had been universally positive.
43. Mr Lewis is presently Deputy Chief Constable at Dyfed-Powys Police. His police service commenced in 2000 following an initial career in education. In 2010 he was attached to the New York & Seattle Police Departments as part of a Fulbright scholarship focussing on the police response to crisis management. He is a published author of the National Investigators' Examination Textbook and the Revision Textbook for Sergeants and Inspectors.
44. As Deputy Chief Constable in Dyfed-Powys Mr Lewis has experience of performing the following roles:
  - a. As Appropriate Authority, making decisions about complex discipline matters;
  - b. Responsibility as lead for Force Performance, including a particular focus on Domestic Abuse and Neighbourhood Policing during 2019
  - c. Force Lead for Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services.



- d. NPCC Lead for Age Related Matters in the wider diversity portfolio.
  - e. Lead in Wales for Police Community Support Officers (PCSOs).
  - f. Responsible for initiating and leading work on a predictive policing model, predicting with accuracy whether an offender will reoffend within three years – the work was a finalist at the STEM Awards in Westminster.
45. Mr Lewis has performed the roles of Assistant Chief Constable and prior to that, was Head of Professional Standards. In that latter regard, Mr Lewis was involved in a number of complex and high profile investigations and circumstances.
46. Mr Lewis has a strong professional interest and involvement in media (having, for example, undertaken guest editorship of the BBC Today Programme)
47. As part of the International Law Enforcement Programme focussing on the use of less lethal technologies in law enforcement, Mr Lewis has presented research at events in London, Arizona and Vancouver.
48. Mr Lewis is a council member of the Multiple Sclerosis Society and a Fellow of the Royal Geographic Society.
49. Richard Lewis set out a strong, compelling and exciting vision for progressing Cleveland Police to the next level. He also presented a clear and detailed outline plan for his short, medium and longer term delivery priorities.
50. Richard Lewis has enjoyed a distinguished policing career including experience operating at Chief Police Officer level. He has faced extremely difficult and complex policing and organisational challenges and has never shied away from taking tough decisions in the best interests of justice.
51. Richard Lewis also expressed a strong personal core motivation to devote himself to providing the best possible policing services to the communities of Cleveland as well as ensuring that Cleveland's interests are well served in the regional and national policing context. He presented particularly strongly in terms of his approach to inspiring and empowering police personnel; diversity and inclusivity; and his track record in respect of transformative partnership working.
52. In reaching a decision as to the preferred appointee, the Commissioner satisfied himself that Richard Lewis would take an active approach to listening and learning from the communities of Cleveland and from the dedicated professionals who work in the public, voluntary and community sectors for the benefit of the public of the area. The Commissioner also felt it important to ensure that Richard Lewis would build on the existing programme and pace of change for Cleveland Police, bearing in mind the progress the Force has made in recent years at a time of significant limitations on its resources, as well as the need to maintain momentum in

respect of the transformation of standards and ethics and the Everyone Matters programme.

53. After arriving at a decision in relation to preferred candidacy, the Commissioner also took up a discretionary informal reference from the Police & Crime Commissioner for Dyfed-Powys who indicated that he held Mr Lewis in high regard in respect of his overall performance and his suitability for the role of Chief Constable.

## Terms

54. Richard Lewis will take part in today's hearing and subject to the review Members are now invited to undertake, the Commissioner proposes to appoint Richard Lewis for an initial fixed term appointment of 5 years on the terms set out in the Candidate information pack.

55. The full terms of appointment are set out at **Appendix 2**.

56. On the basis of the particular demands of the role of Chief Constable of Cleveland Police as well as the exceptional calibre of Mr Lewis as an applicant chosen from a strong field (in what is understood to have been a record-breaking response to a recruitment process for a Chief Constable vacancy) the Commissioner has determined that it is appropriate to exercise the discretion available to him in line with Home Office Circular 025/2012 with the effect that the Chief Constable's salary will be £156,957 per annum.

57. The Commissioner's Chief Executive has undertaken checks with the College of Policing in order to discharge the Commissioner's responsibility to check the Barred and Advisory Lists in respect of appointments. The Chief Executive has also taken the necessary steps to liaise with the Professional Standards Department at Dyfed-Powys in respect of any Appropriate Authority (complaints and conduct) business which may need to transfer to Cleveland (of which there is none as at the date of this report) and to ensure that the Chief Constable's policing vetting status is in order and will be transferred and maintained in accordance with the Vetting Code and Authorised Professional Practice.

Barry Coppinger  
Police and Crime Commissioner for Cleveland  
1 April 2019