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

**12 October 2021**

### **Appointment of Chief Executive & Monitoring Officer in compliance with Schedule 1 Paragraph 7 Police Reform & Social Responsibility Act 2011**

#### **1. Purpose**

- 1.1 The purpose of this report is to set out the background (and all of the statutory details required in respect of) the proposed arrangements for the appointment of Chief Executive and Monitoring Officer.
- 1.2 Paragraph 7 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioner to appoint a person to act as Chief Executive where the post has become vacant. Paragraph 9 of Schedule 1 further requires the PCC to notify Police and Crime Panel Members of this proposed appointment, and in notifying the Panel of a proposed senior appointment must provide the below information:
  - The name of the person being proposed to appoint to the role;
  - The criteria that were used to assess the suitability of the candidate.
  - Why the candidate satisfies those criteria; and
  - The terms and conditions upon which the candidate is to be appointed

#### **2. Background**

- 2.1 By mutual agreement with the Police, Fire and Crime Commissioner for North Yorkshire (OPFCC), the previous Chief Executive was released early from his post at Cleveland to enable him to take up his new role as Chief Executive and Monitoring Officer in North Yorkshire on 13 May 2021. This formally ended the collaboration agreement between Cleveland and North Yorkshire OPFCC for shared Chief Executive Functions.

- 2.2 As a result of this and at the Police and Crime Panel meeting on 3<sup>rd</sup> June 2021, the panel confirmed the proposed appointment of Lisa Oldroyd as Acting Chief Executive and Monitoring Officer. This temporary appointment enabled the continuation of service in the statutory role as Head of Paid Service by a highly skilled and experienced officer who has held roles of Assistant Chief Executive and Deputy Monitoring Officer and Acting Police and Crime Commissioner.
- 2.3 As described at the time this was a temporary appointment until a point in time when a full open and transparent recruitment process could take place.

### **3. Appointment Process**

- 3.1 The appointment process was carried out in an open and transparent way in order to:
- Attract a strong and diverse field of candidates
  - Ensure that the proposed appointee was chosen on merit (in accordance with s7 Local Government and Housing Act 1989)
- 3.2 Prior to the commencement of the recruitment process the job description and person specification was updated to ensure it remained fit for purpose.
- 3.3 The advert for the role was publically advertised on 16 August 2021 with a closing date of 30 August 2021. Advertisements were placed on the Cleveland PCC, Cleveland Police and the Association of Police and Crime Commissioners (APCC) websites alongside a press release published by the PCC on 18 August 2021. In addition, the advert was circulated across PCC social media channels including Facebook, Twitter and LinkedIn.
- 3.4 Applicants were required to submit a CV and personal statement setting out how they meet the requirements of the person specification (Appendix 1). A total of ten applications were received.
- 3.5 Shortlisting took place on 8 September 2021. The shortlisting panel comprised of Steve Turner, PCC and Michael Porter, Chief Finance Officer (& Deputy Chief Executive).
- 3.6 The shortlisting panel members independently reviewed each of the ten applications assessing each candidate against the published essential criteria for the role. Having discussed their individual assessments of the candidates the panel agreed a composite score for each applicant. Of the ten candidates reviewed, two candidates were invited to final interview.
- 3.7 Interviews were held on 16 September 2021. The interview panel was made up of:

Steve Tuner, Police and Crime Commissioner  
Richard Lewis, Chief Constable  
Ann O'Hanlon, Chair - Independent Audit Committee

- 3.8 As part of the interview process candidates were required to deliver a 20 minute presentation as set out below:

*The presentation will be to focus on the potential new Chief Executive's vision for a modern, vibrant OPCC. What that means, how it benefits the force as well as the public and how you would deliver that.*

- 3.9 In addition to the presentation above candidates were also asked the following questions:

3.9.1 As an icebreaker, and before we get into the competency based questions, I am interested in understanding where you see yourself in 5 years time?

3.9.2 Following on from your presentation on how you will deliver a modern, vibrant OPCC - how would you then harness that team to develop, review, monitor and deliver the Police and Crime Plan — providing examples of how you have approached this type of situation in the past.

3.9.3 To be successful in this role will involve ensuring that a significant number of key relationships are maintained and managed. This will involve being able to see things from a variety of perspectives and then using that knowledge to challenge both your thinking, values and assumptions and that of others. Can you set out how you will go about developing those key relationships to ensure that you are successful and also provide an example of a time where understanding someone else's perspective has led to you changing your thinking.

3.9.4 The PCC's vision of Putting the Pride Back into Cleveland Police and Ensuring Cleveland is a Safe place for those who Work and Live here is likely to require trying things that haven't taken place before in the organisation — can you provide an example of a time where you have needed to be innovative and open minded and how you have approached implementing, testing and/or communicating new and far-reaching ways of working, including what happened and what you learned.

3.9.5 Partnership Working, co-commissioning and wider public sector collaboration is a key element of this role, therefore can you provide an example of a time where you have created an environment where partnership working flourishes and creates tangible benefits for all.

3.9.6 As the Chief Executive you will be expected to be a role model and develop a culture of personal responsibility within the team, a key element of which will be ensuring that the OPCC performs its duties and responsibilities for equalities and diversity according to relevant legislation, and to promote the commitment to equality and diversity in all that the OPCC does. Can you provide an example of when you have taken responsibility for promoting/delivering any work around

equalities and diversity to highlight how you took ownership for delivering improvements within this area?

3.9.7 A key aspect of this role will be to support the PCC in the effective scrutiny by the OPCC of Force performance against the Police & Crime Plan and other delivery partner performance. This may lead to the need to challenge the status quo when beneficial. Could you provide an example of a time when you have had to challenge another organisation/person in relation to performance, how did you approach this, how did the other party react, what did you learn from this and what would you do differently, if anything, in the future.

3.9.8 The statutory aspects of this role can, at times, be very challenging, with a number of competing demands, pressures and parties involved in a process for which you will have ultimate responsibility. Can you provide an example of a time when you had to specifically reflect on your values during a situation and/or in making a difficult decision?

3.10 Panel members individually scored candidates following each interview using a pre-prepared individual assessment form. The panel then discussed their individual assessment and agreed on a composite score.

#### **4.0 Proposed appointment**

4.1 Mrs Lisa Oldroyd is the officer proposed for formal appointment as statutory Chief Executive and Monitoring Officer on a full-time basis for the Cleveland OPCC following an open and transparent recruitment exercise described above.

4.2 The statutory role Mrs Oldroyd will provide for the Cleveland OPCC includes:

- In respect of the 'Head of Paid Service' element of the Chief Executive role, provide overall executive and team leadership resilience, ensuring that the OPCC has stable leadership embedded within the team at a time of significant change
- In respect of the 'Chief Executive' element of the role, substantial capacity and expertise to ensure that the Police & Crime Commissioner's programmes in respect of Policing & Crime are delivered; and
- In respect of the 'Monitoring Officer' element of the role, the necessary professional expertise, focus and independence in order to ensure that the Commissioner has the fullest advice and guidance on the performance of the powers and duties of PCC

4.3 Mrs Oldroyd has a demonstrable track record in public service which includes:

- **Leadership** - As a strategic leader, Lisa has been influential in developing and maintaining strong relationships; cultivating effective

partnerships that share ownership, accountability and drive forward change and improvement, and she will use these attributes to lead the development and delivery of the new Police & Crime Plan priorities, including improving the efficiency and effectiveness of Cleveland Police. As Panel members are aware, she has displayed exemplary leadership and professionalism in the role as Acting Police and Crime Commissioner.

- **Strategy Resource & Planning** – In her previous role as Assistant Chief Executive and Deputy Monitoring Officer, Lisa has responsibility for the development, coordination and delivery of the Police & Crime Plan and overall programme management of the joint Equality, Diversity and Inclusion programme in conjunction with the Chief Constable and Force colleagues. She has experience at senior manager level; leading and managing the OPCC staff ensuring the provision of professional, efficient and effective high-quality support to the Police and Crime Commissioner.
- **Partnership Working, Commissioning and Service Delivery** – Lisa has a proven track record of working with partners to deliver services that make a difference to communities, including: securing Home Office and Ministry of Justice funding to prevent and address acquisitive crime, serious violence, female offending and violence against women and girls; leading the development and implementation of innovative projects and schemes. Having worked in collaboration with a broad span of public and voluntary organisations to plan, design and deliver a range of strategies and initiatives to reduce crime and disorder, substance misuse and re-offending issues Lisa has established strong relationships of trust and partnership which reach across the region and beyond.
- **Engagement & Information Management** – In her previous roles Lisa has had strategic oversight and responsibility for communication and community engagement. Using public perceptions and community feedback to shape respond to and influence crime and community safety priority setting and the design and delivery of strategic programmes.
- **Scrutiny, Evaluation & Performance** – Lisa has previously held roles within global information technology, policing and local government, where she has been instrumental in the development of intelligence-led and performance functions, building and leading diverse teams, and delivering across a range of local government policy areas including community safety, public health, safeguarding and housing.

With over 19 years of experience working in crime and community safety settings, including leading the development, delivery and performance management of community safety policies in local government for over 12 years, Lisa has the necessary skills and experience to effectively fulfil the statutory role and responsibilities of

Chief Executive Monitoring Officer, and will support the delivery of effective police governance and robust, supportive scrutiny of the Chief Constable of Cleveland Police as he leads the Force on its vital journey of improvement.

- 4.4 For the reasons set out above it is therefore recommended that the panel support the decision of the PCC in respect of the appointment to the role of Chief Executive and Monitoring Officer including the suitability of Mrs Lisa Oldroyd for appointment to that role.

## **5.0 Proposed Terms and Conditions of Service**

- 5.1 A copy of the role profile is attached at Appendix 1, setting out the responsibilities of the role and the associated remuneration range of £82,002 - £92,250.

**Steve Turner**  
**Cleveland Police and Crime Commissioner**