



2025

**CHIEF CONSTABLE FOR CUMBRIA CONSTABULARY**

**CANDIDATE INFORMATION PACK**

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# Message from the Police, Fire and Crime Commissioner David Allen

For the role of Chief Constable, I am seeking a candidate with a proven track record of effective leadership, a deep commitment to public service and the ability to inspire all officers and staff, ensuring their wellbeing, acting with integrity and transparency whilst fostering a culture based on trust, internally and with the public. Your experience in law enforcement, coupled with your strategic thinking and innovation will be invaluable in delivering my Police, Fire and Crime Plan.

As Chief Constable you will be responsible for overseeing all operational aspects of the Constabulary implementing strategic initiatives and fostering a culture of excellence and accountability. Dynamic leadership will be crucial in addressing the diverse challenges we face from tackling crime and anti-social behaviour to improving visible policing in local communities through the Neighbourhood Policing Pledge, enhancing community engagement, trust and public confidence.

To succeed in this role, you will need to be an ambitious, dynamic and visionary leader. I seek an individual who can embrace a strong collaborative approach and take the opportunity to develop further Blue Light Collaboration across the county, thereby making Cumbria Constabulary an outstanding service.

If you believe you can offer this to Cumbria and are ready for this challenging, yet incredibly rewarding, role then I would genuinely welcome your application.

David Allen  
Police, Fire and Crime Commissioner for Cumbria



# About Cumbria Constabulary

Cumbria Constabulary is a large rural force covering the picturesque Lake District to the Pennines in the east and from the industrialised West Cumbria coast to the estuaries in the south of the county. Cumbria is the second largest County in England and is the second least densely populated, with a population of 505,063, 52% of which live in rural areas.

The mountains and lakes attract millions of visitors each year. Each year around 47 million people visit Cumbria. This significantly increased risks across the county throughout the year and increases our response demand.

Cumbria has sites of significant national risk, including Sellafield in West Cumbria and BAE Systems in Barrow-in-Furness. The county hosts large scale events attracting thousands of visitors such as Appleby Horse Fair and Kendal Calling. CFRS are heavily involved in the strategic safety planning of these sites and annual events.

Cumbria also has infrastructure challenges, because we have the country's fourth largest road network with 7,900km of roads. From the M6 to busy urban streets in built up areas and narrow country roads in remote rural areas. There are 3,729km of unclassified roads, many of which are winding with steep gradients and poor accessibility, so the Service has a diverse fleet of vehicles to meet our challenging geography.

To meet these demands and pressures the Constabulary has 1,365 police officers, 604 police staff and 38 Police Community Support Officers as well as a number of volunteers.



# Police, Fire and Crime Plan 2025-2029

## PRIORITIES:

- ★ **PUTTING PEOPLE FIRST**
- ★ **VISIBLE & ACCESSIBLE SERVICES**
- ★ **FOCUSING ON PREVENTION TO PROTECT CUMBRIA**
- ★ **PROTECTING VULNERABLE PEOPLE AND COMMUNITIES**
- ★ **MAKING THE BEST USE OF RESOURCES**



## PROTECTING CUMBRIA

In January 2025 the first combined Police, Fire and Crime Plan was launched following public consultation to identify what was important to the people of Cumbria in conjunction with the Chief Constable and the Chief Fire Officer.

The Commissioner's vision is 'Protecting Cumbria' and the plan centres on five key priorities. The Commissioner works closely with the Chief Constable to ensure that the plan is being delivered. Blue Light and partnership collaboration is essential in achieving the plan's priorities and providing the best service possible for the communities of Cumbria. Click [here](#) for the link to the Plan.

# Cumbria Constabulary – Keeping Cumbria Safe

The force's mission is to deliver an outstanding policing service to keep Cumbria safe. This mission consists of four pillars known as the '4Cs'.



They are:

- Contempt for criminality
- Compassion for victims
- Communities focus
- Care for colleagues

Policing in Cumbria balances the needs of urban and rural communities across a large and diverse geographical area. Understanding the demand for local policing and is a priority alongside providing good service delivery which meets the needs of local communities.

The Commissioner wants to ensure residents receive policing services that are accessible and responsive; whilst the force builds a workplace that is inclusive and supportive.



# Cumbria Constabulary – Performance

Cumbria Constabulary continues to be one of the top performing forces in the country. In March 2024, the evidence gathering phase of an extensive period of inspection came to an end with the report being published in July 2024. The Constabulary received one 'Outstanding' grade, six 'Good' grades and two 'Adequate' grades. This represents a significant improvement when compared to the previous inspection round and is a major endorsement of the work completed. As a result, Cumbria became the first force in the current round of PEEL inspections to be graded as 'outstanding' for Building, Supporting and Protecting the Workforce and 'good' for both Investigating Crime and Responding to the Public.



The Constabulary recognises that there is still more to be done to drive forward performance and partnership working. They have consistently increased positive outcome rates for all crime over the past 3 years. Support will be increased for victim engagement and positive outcomes with a Data and Disproportionality Group being introduced to ensure the recording of protected characteristics across all force systems. The Crime Management Support Unit are providing a presence within the Control Room to provide live time log review and ensure compliance. Use of Force, Stop & Search and Custody Detention is reviewed by the Community Scrutiny Panel on a quarterly basis. There's work still to do so we can improve and continue to provide a good quality service.

All of this is against a backdrop of decreasing budgets and an increase on service requirements. This presents a real opportunity for the next Chief Constable to strive for excellence.

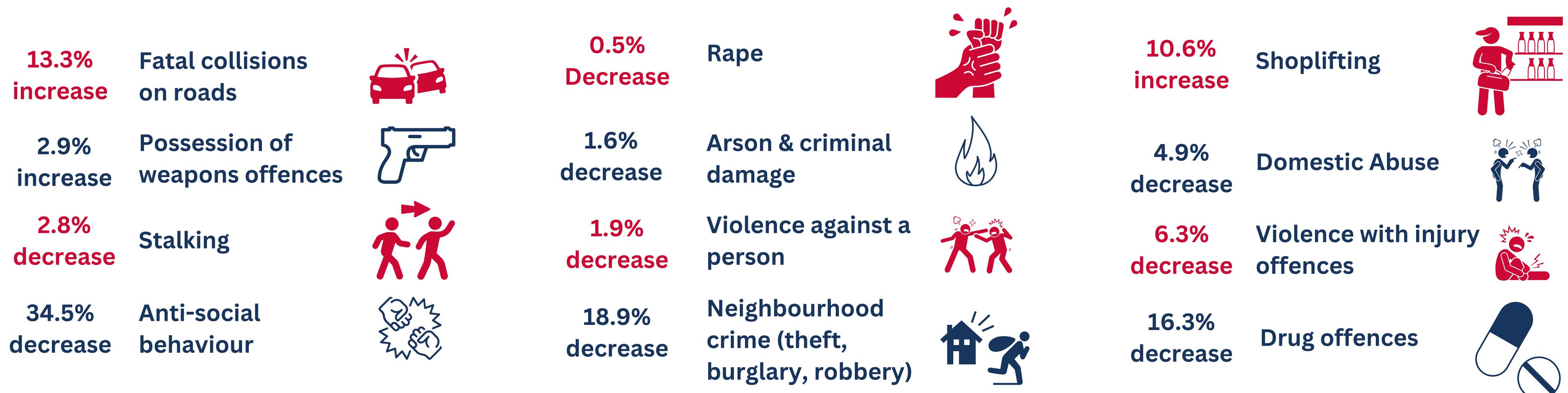
# Recorded Crime

1 April 2025- 31 August 2025\*

## OVERALL CRIME HAS DECREASED BY 2.2%

16,075 reports down to 15,720 (355 fewer reports)

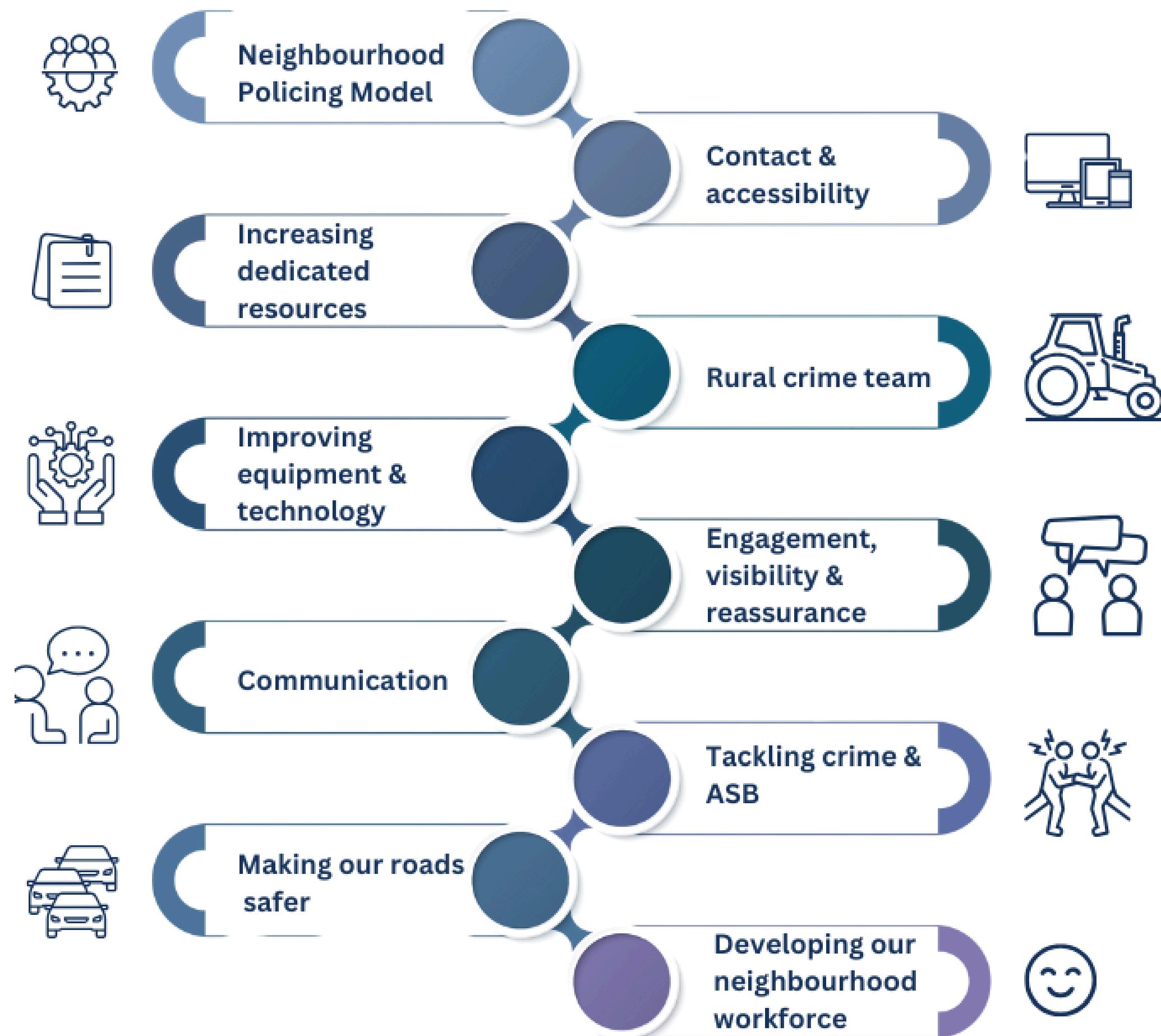
By crime type:



\*compared to the same period in 2024

# Cumbria Constabulary – Neighbourhood Policing Pledge

## Neighbourhood Policing Pledge



Cumbria Constabulary and Cumbria's Police, Fire and Crime Commissioner launched a pledge centred around neighbourhood policing. The pledge aligns us with the national pillars of Neighbourhood Policing and ensures we deliver the government Neighbourhood Policing Guarantee.

To find out more about the Neighbourhood Policing Pledge click [here](#)

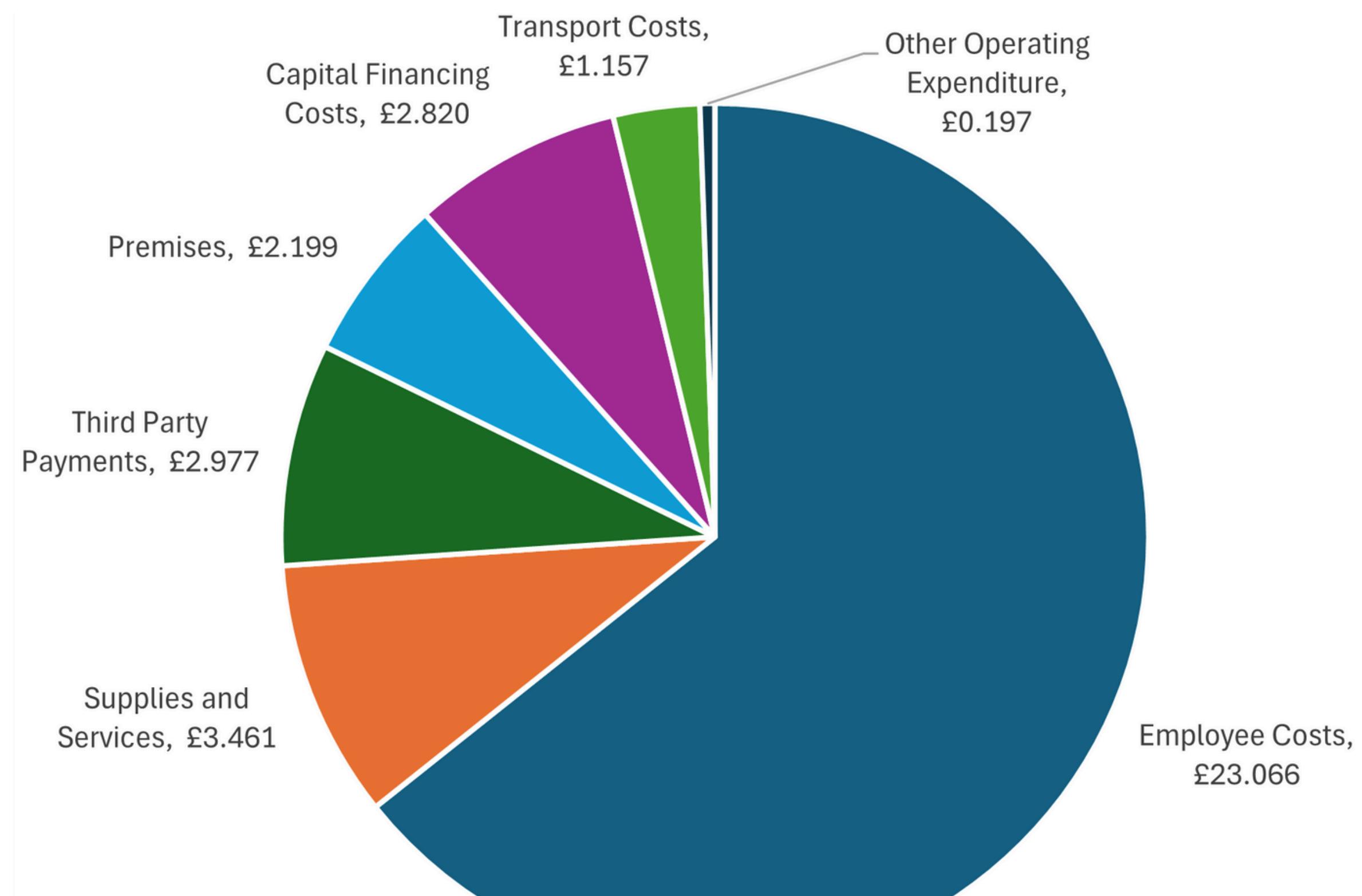


# Financial Information

Cumbria Constabulary's net revenue budget in 2025/26 is £186.173 million. Of this amount 51% comes from central government and other grants/contributions, 33% from local taxpayers and 16% from incomes and use of reserves.

The key challenge over this period will be to deliver the savings necessary to enable a balanced budget without impacting on the efficiency and effectiveness of the force. This is being done against a backdrop of maintaining police officer numbers and implementing the Government's Police Reform programme; in particular increasing the number of police officers based within neighbourhoods.

This is a challenging and complex task where the ultimate goal is to ensure that Cumbria Constabulary continues to use its resources efficiently, focusing on providing services which make a real difference to the people of Cumbria.



# Chief Constable of Cumbria Constabulary

**Are you an inspiring, flexible and resilient leader who is passionate about driving cultural change and innovation across Blue Light services and can operate at a strategic level?**

Responsible to: Police, Fire and Crime Commissioner for Cumbria

Based at Police Headquarters, Penrith, Cumbria, CA10 2FA

Salary: £181,575 + benefits

Hours of Work: Full Time

The Police, Fire, and Crime Commissioner is looking for someone who is focussed on developing and leading a trusted and professional service.

Working with the Police, Fire and Crime Commissioner you will develop not only the Constabulary but seek to collaborate with other Blue Light services and partnership agencies across Cumbria and further afield.

This role is pivotal in shaping the future of policing in our county, ensuring the safety and security of all our residents and leading dedicated officers with integrity and vision.

The right candidate will display determination and a collaborative approach to secure a positive future for emergency service activity across the county. You should be committed to protecting and supporting the most vulnerable in our communities, working closely with partners to achieve exceptional outcomes.

The Constabulary is committed to equality, diversity, and inclusion, and leaders who will promote and drive forward key EDI strategies across our communities and throughout our teams, leading by personal example, open commitment, and clear action.

## Role and Purpose

The Chief Constable has overall responsibility for leading the Force, creating a vision, setting direction and culture, building public and organisational confidence, and enabling delivery of an effective policing service.

The Chief Constable is accountable for the totality of policing within the Cumbria force area, including the operational delivery of policing services, effective command and leadership of the policing response to crime and major critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing, be accountable for setting standards and providing a professional, effective and efficient policing service.

As a Corporation Sole the post holder is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable. Complying with any Schemes of Governance or Consent which determine the Force governance arrangements.



## Key Accountabilities:

- ★ Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands
- ★ Develop a mutually productive strategic relationship with the Police, Fire and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
- ★ Develop and maintain governance arrangements and processes within the force to ensure effective decision making and appropriate action at all levels of the organisation.
- ★ 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's vision and goals.
- ★ Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police, Fire and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- ★ Fulfil the authorising responsibilities of a Chief Constable, e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective and compliant policing responses, in order to protect the public and further develop the Force's operational strategies.

## Key Accountabilities:

- ★ 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.
- ★ 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.
- ★ 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.
- ★ 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.



## Eligibility Requirements and Experience



Successfully completed the Executive Leaders Programme (ELP)



Held the rank of Assistant Chief Constable/Commander or a more senior rank in a UK police force (or a designated role if appointed from overseas) with wide-ranging operational law enforcement experience.



Experience of implementing successful organisational development, change, innovation and of effective performance management.



Experience of accountability for the management of significant budgets and organisational savings.



Knowledge of emerging legal, political, economic, social, technological and environmental factors and their implications for policing and strategic planning.



Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.



## Personal Skills

Applicants should be able to demonstrate evidence of the following behaviours and experience:

- »» Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- »» Proven experience of operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- »» Proven experience of creating strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- »» Proven experience of scanning the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- »» Proven experience of operating with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- »» Proven experience of using 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 to develop a supportive and inclusive culture which empowers all officers and staff.
- »» Proven experience of reflecting on and hold themselves, individuals and the organisation to account for performance and behaviours.
- »» Proven experience of commissioning and implementing new or improved technologies/ services that have a transformational impact to force service delivery and/or cost.



## Values, Competencies and Behaviours

The Police, Fire and Crime Commissioner expects the successful candidate to embody and act in line with the policing principles and standards set out in the College of Policing Code of Ethics as well as the values of Courage, Respect & Empathy and Public Service as described in the Competency and Values Framework (CVF) for Policing. Each competency shows what behaviours will look like in practice:



### We are emotionally aware

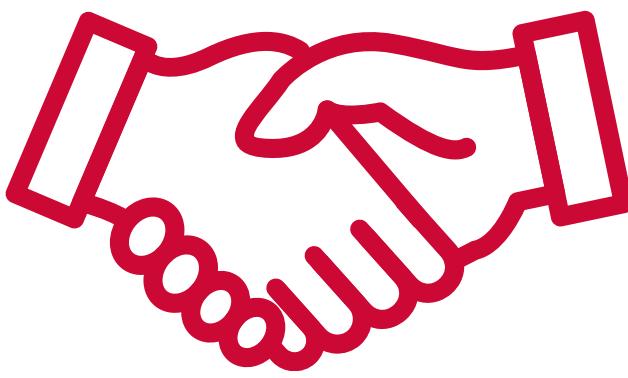
- I recognise my own emotions and the way they might impact on others and regulate this to provide and role model consistent leadership.
- I seek to understand influences on organisational culture, and work to improve it where appropriate by role-modelling policing values.
- I champion behaviours and ways of working that promote wellbeing throughout my organisation.
- I understand how my style of leadership affects other people and use this insight to promote organisational effectiveness, inclusivity and ethical behaviour.
- I create a supportive and compassionate organisational culture that recognises and values all people.



### We take ownership

- I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance.
- I put in place measures that will allow others to take responsibility effectively and support them to improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and take responsibility for making these happen.
- I promote a culture that responds to mistakes with learning rather than with blame.

# Values, Competencies and Behaviours



## We are collaborative

- I build strong partnerships by finding common ground with others, acknowledging their different priorities and negotiating effectively with them.
- I am politically astute and understand how national policy and politics affects our partners. This allows me to work effectively within decision-making structures.
- I use my knowledge of our partners' and stakeholders' interests and concerns to anticipate conflict before it happens.
- I support stakeholder relationships to enable things to get done by the most appropriate partners.
- I create a culture and environment in which partnership working flourishes and creates tangible benefits for all.



## We support and inspire

- I communicate clear goals that give a compelling direction to people from a range of different backgrounds, to inspire them to work towards those goals.
- I anticipate issues that will hinder delivery and remove barriers to getting things done.
- 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 communicate how the overall vision links to specific plans and objectives, making it relevant to the work people are doing to provide the best possible service.
- I monitor changes in the external environment, taking action to influence where possible to adapt and ensure organisational goals are met.

## Values, Competencies and Behaviours



### We analyse critically

- I create a work environment that values the effective use of high-quality analysis and decision-making. I identify root causes, even in ambiguous or unclear situations, and ensure my organisation goes beyond treating only the symptoms.
- I use my knowledge of the strategic context, external environment and long-term trends 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 earn support.

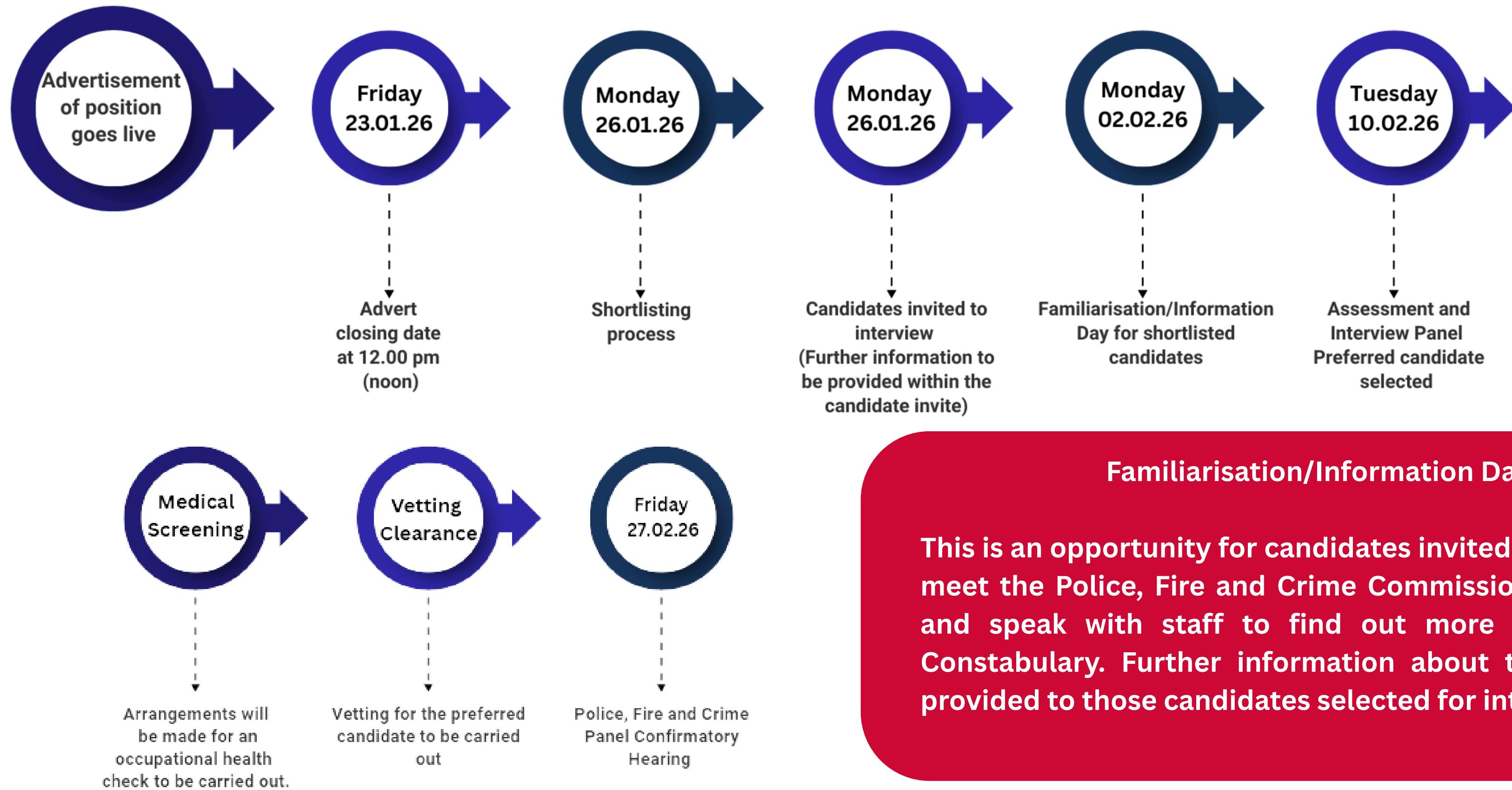


### We are innovative and open-minded

- I implement, test, and communicate new ways of working that can radically change our organisational cultures, attitudes and performance.
- I create a work environment where innovative learning and recognising and promoting innovative activities is embedded and valued.
- I lead, implement and evaluate new, complex, and creative initiatives from inception to impact.
- I develop and support initiatives that involve multiple stakeholders, create significant improvements 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

# Selection Process Timetable & Overview

The selection of Chief Constable will be undertaken by the Police, Fire and Crime Commissioner, who will be supported by an independent Appointment Panel.



## How To Apply and The Next Steps



To apply, candidates must:

- Submit a completed application form and associated documents. All sections of the form must be completed using Arial point 12 and the form must not be modified. The NPCC Leadership Framework may assist you
- Please provide a covering letter that highlights your motivation for the role and what you would want to achieve as Chief Constable of Cumbria Constabulary. This should be no more than a maximum of two sides of A4 using Arial point 12 font
- A 2-minute video of yourself sharing what your vision for Cumbria Constabulary would be as the new Chief Constable.

Please email your completed application form, covering letter, diversity monitoring form and 2-minute video clip to - [lisa.hodgson@cumbria-pcc.gov.uk](mailto:lisa.hodgson@cumbria-pcc.gov.uk) by the closing date of Friday 23 January 2026 @ 12 noon. Your email should contain a URL link to your video on Google Drive.

No other supporting documentation can be included, eg CV, supporting letters or evidence. These will not be considered and will be removed from the application prior to the shortlisting process. Candidates will be shortlisted on the basis of their written applications, covering letter and video clip. The Panel will make their assessment against the competencies as per the College of Policing Competency and Values Framework for policing.

All Cumbria Constabulary posts are required to have appropriate vetting. The successful applicant will be required to provide a copy of their current vetting certificate.

### Reasonable Adjustments and Accommodations

Please let us know at the earliest stage of the process if you would like to discuss or request arrangements that will assist you in completing the selection process. Any requests for reasonable adjustments will be treated with the utmost confidence. For support or further information please email: [commissioner@cumbria-police.gov.uk](mailto:commissioner@cumbria-police.gov.uk)

**Closing date for applications is: 12.00 pm (noon) on Friday 23 January 2026**

## Summary of Terms and Conditions

A package of benefits is available to the appointed Chief Constable. Detailed below are some of the benefits, a wider benefits package can be provided upon request.

**Salary** - Chief Constable salaries are set nationally and increase in line with national police pay settlements. As at 1<sup>st</sup> June 2025, the Chief Constable for Cumbria's salary will be £181,575 per annum.

**Location** - Cumbria Constabulary's headquarters are located in Penrith, Cumbria. However, the nature of the post will also require travel throughout the region and nationally. This may, on occasions, include periods of time spent working at other locations.

**Length of Appointment** - The initial fixed term appointment will be for up to 5 years and is to be agreed as part of the final appointment negotiations. This may be extendable at the discretion of the Police, Fire and Crime Commissioner.

**Annual Leave** - The post holder is entitled to leave in accordance with Police Regulations.

**Confirmation Hearing** - The Police, Fire and Crime Panel will be advised of the preferred candidate by the Commissioner. A confirmation hearing will then be arranged within 3 weeks of this notification. This will potentially be held on Friday 27 February.

**Benefits** - A number of benefits are available for the successful candidate, including:

- The Commissioner will provide reimbursement of reasonable business expenses in line with Police Regulations.
- Where the post holder is eligible, Housing Allowance will be paid in accordance with their existing arrangements.
- The Commissioner will meet the cost of the CPOSA Legal Expenses Insurance.
- The successful candidate will be eligible to obtain benefits as detailed within the Chief Officer Car Scheme Policy.

**Continuous Professional Development and Personal Development Review (PDR)** - The Commissioner is keen to support the Continued Professional Development of the post holder and would look to align this with the annual performance review process.

**Notice Period - Termination** of the fixed term appointment will require a three month notice period to be provided by either party.

## Working & Living in Cumbria

As a place to live, Cumbria takes some beating. It's home to some of England's highest mountains, biggest lakes and most breath-taking scenery. The scenic views are matched by the openness of its communities and the friendliness of its people.

From the stunning beauty of the Lake District to the bustling market towns and the rich history, Cumbria offers something for everyone. This unique piece of England inspires a lasting affection among residents and visitors alike, but there is more to Cumbria than meets the eye. What brings people here and keeps them coming back is quite simply, the unbeatable quality of life. Time and again the county comes top of the league in surveys looking at Britain's best places to live. With excellent schools, low crime, good house prices and big opportunities for those who choose to live and work here.

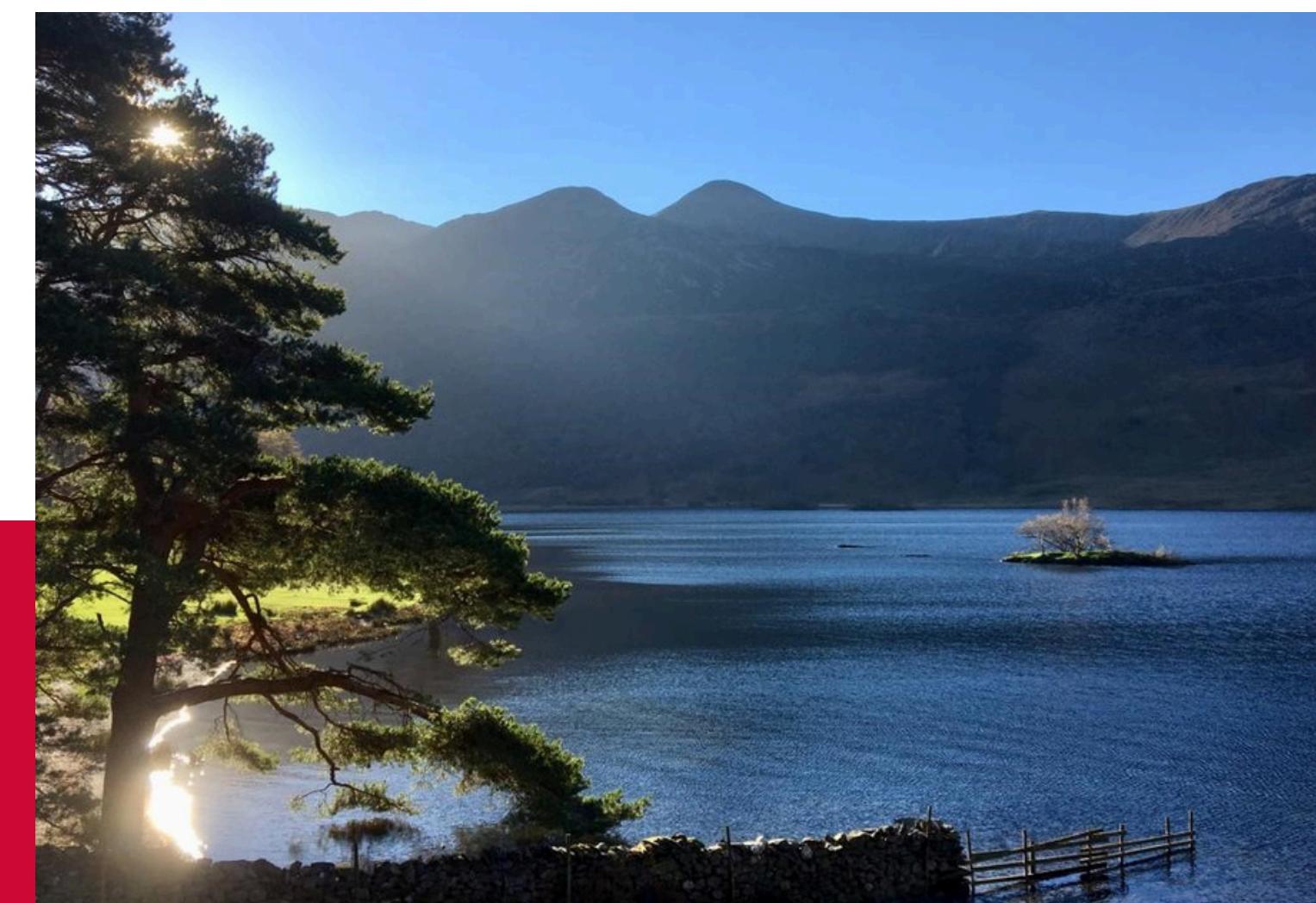
If you are considering relocating here, there are a few things you might want to know:

- Cumbria's schools consistently achieve above national average results in a range of areas and the percentage of children who gain access to their first preference schools are amongst the best in the country.
- Cumbria has some of the lowest crime rates in England.
- It has amazing outdoor spaces to offer.
- Its GP practices have the country's highest level of patient satisfaction.

There are excellent rail and road links to and from Cumbria. All of this is only a glimpse of what Cumbria is all about and what it is like to live and work in the county. A relocation package can be made available to the successful candidate. To get a real taste of this beautiful and exciting county, you'll have to come and experience it for yourself.

For more information please visit:

- Cumbria Tourism - [www.cumbriatourism.org](http://www.cumbriatourism.org)
- Information and statistic about Cumbria - [www.cumbriaobservatory.org.uk](http://www.cumbriaobservatory.org.uk)
- Visit Cumbria - [www.visitcumbria.com](http://www.visitcumbria.com)
- The Lake District - [www.visitlakedistrict.com](http://www.visitlakedistrict.com)



## Key Documents:

Detailed below are some documents to assist you in your application:

Police, Fire and Crime Plan - Click [here](#) to view the 2025-2029 Police, Fire and Crime Panel.

OPFCC Annual Report – Click [here](#) to view the report.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

The Constabulary is inspected and graded as part of a regime known as PEEL (Police Efficiency, Effectiveness and Legitimacy) by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

In March 2024, the evidence gathering phase of an extensive period of inspection came to an end with the report being published in July 2024. The Constabulary received one 'Outstanding' grade, six 'Good' grades and two 'Adequate' grades. This represents a significant improvement when compared to the previous inspection round and is a major endorsement of the work completed. As a result, Cumbria became the first force in the current round of PEEL inspections to be graded as 'outstanding' for Building, Supporting and Protecting the Workforce and 'good' for both Investigating Crime and Responding to the Public.

Click to view [HMICFRS website](#) or view the [OPFCC Response to HMICFRS Reports](#)

### Other Useful Links

Cumbria Police, Fire and Crime Commissioner Website: [cumbria-pfcc.gov.uk](https://cumbria-pfcc.gov.uk)

Cumbria Constabulary Website: <https://www.cumbria.police.uk/>





As part of the recruitment process you will provide us with personal and special categories data. This information will only be used as part of the recruitment, and where appropriate, appointment process. If you are unsuccessful at the shortlisting or interview stage your data will only be retained for 12 months following the date of decision. This is in line with our Retention Policy, which can be found on our website: <https://cumbria-pcc.gov.uk/wp-content/uploads/2019/02/Retention-Schedule-2018-Final.pdf?x96409>

The Office of the Police, Fire and Crime Commissioner is provided with Resourcing Support and Financial Services support by Cumbria Fire and Rescue Service. If you are appointed your data will be shared with them to enable DBS checks to be carried out and progress your application through to appointment.

Further information on how the OPFCC deals with information can be found on our website: <https://cumbria-pcc.gov.uk/website-policies/privacy-policy/>



**Cumbria Office of the Police, Fire and Crime Commissioner**

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Cumbria,  
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**Tel: 01768 217734**