



Police Performance Improvement – Strategic Advisors

- **Location:** Homeworking and travel to police forces with England and Wales
- **Daily rate:** £750 plus expenses in accordance with our terms and conditions listed at [Become an associate: Important information.](#)
- **IR35 status:** This engagement is inside IR35.
- **Vetting level:** NPPV 2
- **Pool size:** 5

Brief description of role

As part of national policing reforms, a new capability is being established in the College to help forces improve quality of service to the public and build public confidence. The new function includes the set-up of a new specialist support and intervention team which works directly with forces to support tangible performance improvements and drive cultural and operational reform. These associate roles provide a rare opportunity to support this nationally significant programme, by supporting the chief officer teams leading change in forces.

You will have recent experience of effective performance in the role of chief constable, deputy chief constable or equivalent rank, either substantive or temporary and you will use your leadership expertise to provide constructive advice, support and challenge to police senior leadership teams driving performance improvement. Your role will complement the skills and experience of the performance improvement leads who work with force teams on the full range of HMICFRS PEEL inspection areas including for example: responding to the public, preventing crime and anti-social behaviour, investigating crime, use of police powers, protecting vulnerable people, leadership and developing the workforce.

Tasks and responsibilities

- Provide constructive support, advice and challenge, advice to senior leadership teams in police forces, using subject-matter expertise and evidence-based approaches to support the development and implementation of performance improvement plans.
- Support leaders to align the strategic direction of the force with the performance improvement activity.
- Support leaders to embed the right culture, behaviours and standards within force.
- Coaching and mentoring chief officers and heads of department.
- Provide support and advice on the development of performance management frameworks and governance structures to support the implementation of performance improvement.
- Provide constructive challenge through purposeful, respectful questioning or feedback to senior leaders to ensure decisions are evidence-based, realistic and aligned to the findings of the HMICFRS PEEL requirements and improve outcomes.
- Act as a critical friend - build trusted relationships with senior leaders to provide independent, evidence-based challenge and support, ensuring decisions are robust, well-informed and focused on sustainable improvement.
- Support the leadership of the force to develop a communications strategy aligned to the performance improvement activity.
- Support leaders to take a bigger picture approach to performance improvement activity and address root causes.

Qualifications

Please provide scanned copies of certificates for all essential and relevant qualifications required for this associate pool by email to associates@college.police.uk along with your completed [expression of interest form](#).

Essential

- Candidates must have passed the Senior Police National Assessment Centre and successfully completed the Strategic Command Course OR successfully completed the College's Executive Leadership Programme including the development centre.

- Coaching or mentoring qualification or relevant experience.

Skills and abilities

Essential

- Proven ability to communicate effectively with diverse audiences of staff and stakeholders, and successfully negotiate, collaborate and influence people including those in authority, operating with a high level of political astuteness.
- Exceptional influencing and relationship building skills, with credibility at chief officer and executive levels.
- Ability to act as a critical friend, challenging assumptions with clarity and respect and helping leaders make evidence-based decisions.
- Skilled in data interpretation, options analysis, and identifying performance risks.
- Can demonstrate a commitment to ethical leadership.
- Knowledge of force management statements, their use in informing priorities, and how to integrate them into improvement plans.
- Understanding of performance management methods.
- Being honest and direct without being adversarial.

Experience

Essential

- Candidates must have recent experience of effective performance in the role of chief constable, deputy chief constable or equivalent rank, temporary or substantive.
- Experience of leading organisational and operational performance improvement, strategic interventions or system-wide change in policing.
- Experience mentoring chief officer teams, superintendents, or senior leaders, especially in performance and governance.
- Experience in a force performance lead role, including setting and monitoring performance objectives.

Desirable

- Experience of implementing significant, fast paced change in a force.

Additional notes

Information on police reform can be found at the following [White paper: From local to national: a new model for policing](#).

Please note that if you are selected into an associate pool, the College cannot guarantee work. Any work arising will be offered on strict rotation. Work will be offered to those in the associate pool in list order. Once offered (even if work is not taken up), the associate moves to the bottom of the list.

The pool will be re-competed (refreshed) annually.

The relevant terms and conditions that apply to these engagements can be found at [Become an associate: Important information](#). These opportunities are open to both personally engaged and corporate associates. A definition of these types of associate can be found in the [associate policy](#).

Express your interest

Please complete and return the [expression of interest form](#) by email to associates@college.police.uk along with any proof of qualifications (if applicable).

- **Closing date:** 9 July 2026 (midday).
- **Selection:** Selection will be based on CV and experience of leading organisational and operational performance improvement, strategic interventions or system-wide change in policing. An interview and/or professional discussion will also be part of the selection process.
- **Sift scoring criteria:** As part of the selection process, applications will be sifted and those successful at sift stage will be invited to interview. The criteria on page 5 will be used:

Score	Criteria	Assessment
5	<ul style="list-style-type: none"> ▪ Exceeds the required standard. ▪ Response answers the question with precision and relevance. ▪ Gives evidence of added value. 	Excellent
4	<ul style="list-style-type: none"> ▪ Meets the required standard. ▪ Comprehensive response in terms of detail and relevance. 	Good
3	<ul style="list-style-type: none"> ▪ Meets the standards in most aspects but fails in some areas. ▪ Acceptable level of detail, accuracy and relevance. 	Acceptable
2	<ul style="list-style-type: none"> ▪ Fails the standards in most aspects but meets some. ▪ Limited information/inadequate/only partially addresses the question. 	Limited
1	<ul style="list-style-type: none"> ▪ Significantly fails to meet the standard. ▪ Inadequate detail provided/questions not answered/answers not directly related to the question. 	Inadequate
0	<ul style="list-style-type: none"> ▪ Completely fails to meet the standard. ▪ Response significantly deficient, no response. 	Not eligible for consideration

Contact information

For more information on College of Policing associates, please see the [associate policy](#) and other relevant information at [Become an associate: Useful documents](#).

If you have any questions, please contact associates@college.police.uk