

West Mercia Police and Crime Panel

# Agenda

## West Mercia Police and Crime Panel

**Wednesday, 9 August 2016, County Hall,  
Worcester**

**Panel Training Event at 10.00am  
Panel Meeting at 1.30 pm**

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**West Mercia Police and Crime Panel**  
**Wednesday, 9 August 2016, 1.30 pm, Worcestershire County Council**

**Membership:**

Cllr Brian Wilcox (Chairman)	Herefordshire Council
Mrs Helen Barker	Independent Co-opted Member
Cllr Sebastian Bowen	Herefordshire Council
Lynn Denham	Worcester City Council
Cllr Roger Evans	Shropshire County Council
Mr P Grove	Malvern Hills District Council
Ian Hardiman	Wyre Forest District Council
Cllr Paul Middlebrough	Wychavon District Council
Mr A P Miller (Vice Chairman)	Worcestershire County Council
Cllr Stephen Reynolds	Telford & Wrekin Council
Cllr Kuldip Sahota	Telford & Wrekin Council
Cllr Keith Roberts	Shropshire Council
Cllr Margaret Sherrey	Bromsgrove District Council
Cllr Yvonne Smith	Redditch Borough Council
Kevin Turley	Shropshire County Council
Colonel Tony Ward OBE	Independent Co-opted Member
Cllr Michael Wood	Shropshire Council

**Agenda**

Item No	Subject	Page No
	<b>There will be a training session for Police and Crime Panel Members at 10:00 am, details of the schedule for the training event are attached.</b>	
1	<b>Welcome and Introductions</b>	
2	<b>Named Substitutes</b>	
3	<b>Apologies and Declarations of Interest</b>	
4	<b>Public Participation</b> Members of the public wishing to take part (asking a question or making a statement) should notify the Head of Legal and Democratic Services in	

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Suzanne O'Leary, Democratic Governance and Scrutiny Manager on Worcester (01905) 728673  
email: [so'leary@worcestershire.gov.uk](mailto:so'leary@worcestershire.gov.uk)

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Date of Issue: Friday, 29 July 2016

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	writing or by email indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Monday, 8 August 2016). Enquiries can be made through the telephone number / email address listed below.	
5	<b>Confirmation Hearing - Chief Constable of West Mercia Police</b>	1 - 30
6	<b>DRAFT Police and Crime Plan</b>	31 - 60

## NOTES

- **Webcasting**

Members of the Panel are reminded that meetings of the West Mercia Police and Crime Panel are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

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<b>West Mercia Police and Crime Panel Learning and Development Event 9 August 2016</b>	
10.00 am	<b>Arrivals and refreshments</b>
10.15 am	<b>Introductions and outline programme</b> <ul style="list-style-type: none"> <li>• Chair of the PCP Councillor Brian Wilcox</li> </ul>
10.20 am	<b>Session 1: The work of a Police and Crime Panel</b> Tim Young/Dave Burn - Frontline Consulting Associates <ul style="list-style-type: none"> <li>• <b>Respective powers and responsibilities</b> <ul style="list-style-type: none"> <li>- Police and Crime Commissioner</li> <li>- Police and Crime Panel</li> <li>- Role and strategic focus of Police and Crime Panel members</li> <li>- Role of Independent Members of Panel</li> <li>- Challenges, including complaints handling</li> </ul> </li> </ul> <p>Questions and discussion</p>
10.45 am	<b>Session 2: How to undertake a confirmation hearing</b> Tim Young/Tim Burn <ul style="list-style-type: none"> <li>- Role of the Panel re confirmation hearings</li> <li>- What is a Panel trying to do?</li> <li>- Using the information provided in advance</li> <li>- Key tasks in preparation</li> <li>- Examples of other Panels' confirmation hearings</li> </ul> <p>Questions and discussion</p>
11:40 am	<b>Session 3: How to scrutinise a PCC</b> Tim Young/Tim Burn <ul style="list-style-type: none"> <li>- Hallmarks of an effective Panel</li> <li>- Examples of good scrutiny from around the country</li> </ul> <p>Questions and discussion</p>
12.25 pm	<b>Evaluation of event</b>
12.30 pm	<b>Close of training event and Lunch</b>
13:30 pm	<b>Police and Crime Panel Meeting</b>

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# WEST MERCIA POLICE & CRIME PANEL

POLICE AND CRIME PANEL  
08 AUGUST 2016

## CONFIRMATION OF THE CHIEF CONSTABLE

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### Purpose

- 1.1 The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Chief Constable.

### Recommendation

1. That the Police and Crime Panel consider the PCC's preferred candidate Mr Anthony Bangham for the role of Chief Constable of West Mercia Police.

### Report

- 2.1 Attached at Appendix 1 is a report from the Chief Executive of the Office of the Police and Crime Commissioner for West Mercia that provides the Police and Crime Panel with the required information necessary for considering the Confirmation of the Chief Constable for West Mercia Police.
- 2.2 The report includes an overview of the appointment process that was undertaken to select the preferred candidate, and of the reasons for his nomination as the proposed Chief Constable.

### Guidance

- 3.1 In order to assist the Police and Crime Panel a list of potential key lines of enquiry for Chief Constable Confirmation hearings has been provided at Appendix 2 by Frontline Consultancy, who will be providing the Police and Crime Panel with training on the confirmation process on the 9<sup>th</sup> August before the Police and Crime Panel meeting. This is a suggested list of questions that Panel Members may wish to ask during the Chief Constable's confirmation hearing.

### Contact Points

#### Specific Contact Points for this report

Jodie Townsend, Democratic, Governance and Scrutiny Manager

Tel: 01905 728673

Email: JTownsend1@worcestershire.gov.uk

### Supporting Information

- Appendix 1 – Report from the Chief Executive, OPCC
- Appendix 2 – Key Lines of Enquiry for Chief Constable Confirmation Hearings





## REPORT OF THE CHIEF EXECUTIVE

## CONFIRMATION OF THE CHIEF CONSTABLE

### 1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Chief Constable.

Following a rigorous recruitment process Anthony Bangham, currently Deputy Chief Constable of West Mercia Police, has been selected as the preferred candidate.

The report provides an overview of the appointment process that was undertaken to select the preferred candidate, and of the reasons for his nomination as the proposed Chief Constable.

### 2. Introduction and Background

Section 38 of the Police Reform and Social Responsibility Act 2011 (the Act) provides that a police and crime commissioner must appoint a person to be the chief constable of the police force for the area.

The current Chief Constable, Mr. David Shaw, notified the Commissioner of his decision to retire from his current position in July 2016. In response, a recruitment exercise has been undertaken.

Under the Act the PCC must notify the PCP of the preferred candidate for appointment as Chief Constable. Schedule 8 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

Provided for the PCP's consideration are:

- i) The Independent Report on the recruitment, application and interview process;
- ii) Job profile and person specification, which set out the criteria used for assessment; and the
- iii) Proposed terms and conditions

### **3. Recruitment process**

The recruitment process was overseen by an Independent Person appointed by the College of Policing. Her report attached at **Appendix 1-A**. The Job profile and person specification are included at Annex 3 of that report.

### **4. Terms and Conditions of appointment**

The appointment will commence as soon as possible after the Police and Crime Panel, subject to confirmation by the PCP. The terms and conditions of the post are largely determined by Parliamentary Regulations and are set out at **Appendix 1-B**. The salary is the point salary for West Mercia set by Parliament.

### **4. Recommendation**

It is recommended that the PCP considers the PCC's preferred candidate Mr Anthony Bangham.



**WEST MERCIA POLICE**

**AND CRIME PANEL**

**9 August 2016**

**CHIEF CONSTABLE OF WEST MERCIA POLICE**

**APPOINTMENT PROCESS**

**INDEPENDENT MEMBER REPORT**

# CHIEF CONSTABLE OF WEST MERCIA POLICE APPOINTMENT PROCESS

## INDEPENDENT MEMBER REPORT

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### Annexes

- 1: Independent Member Role Profile
- 2: Independent Member Pen Picture
- 3: Application Pack

## **INTRODUCTION**

Home Office Circular 20/2012 outlines that it is for the Police and Crime Commissioner to decide how s/he wishes to run her/his appointment process for the post of Chief Constable and which candidate s/he wishes to appoint. However, s/he should involve an Independent Member during assessment, shortlisting and interviewing of candidates.

This is the Independent Member's report relating to the appointment process for the Chief Constable for West Mercia. The process is the responsibility of Police and Crime Commissioner John Campion.

The aim of this report is to provide an assessment of the extent to which the appointment process in West Mercia has been conducted fairly, openly and based on merit. In addition it details the extent to which the panel fulfilled its responsibility to challenge and test the candidates' suitability against the requirements of the role.

### **Independent Member's Generic Role**

The role of the Independent Member is laid out in Home Office Circular 20/2012. It is described more fully within the Guidance for Chief Officer Appointments produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing. These include Her Majesty's Inspectorate of Constabulary, Association of Police and Crime Commissioners, National Police Chiefs' Council, Association of Police Authorities Chief Executives, Chief Police Officers' Support Association, Police Superintendents Association and the Home Office. It was produced under the direction of the Police Advisory Board England and Wales Sub-group on Chief Officer Appointments.

As outlined within the guidance, Independent Members should be appointed through a fair, open and merit based process. They may be drawn from a pool of accredited Independent Members or Assessors. I am currently an Independent Member from a small group accredited by the College of Policing. In order to become an accredited member of this group I was required to undergo a fair, open and merit-based selection process. This was designed to assess my suitability and skills to offer independent and impartial advice to others on assessment, and my capability in ensuring quality assessment processes. I have undergone an induction into this role from the College of Policing and I am continually quality assured in my delivery of services as an Independent Member of Chief Officer Appointments Processes. Further details of my role as Independent Member are set out in the role profile in Appendix A and my background is provided in more detail in Appendix B.

### **Independent Member's Remit in the Appointment Process of the Chief Constable of West Mercia Police June/July 2016**

I was invited by the Police and Crime Commissioner of West Mercia Police to be the Independent Member with regard to the above appointment for the Shortlisting, Presentation and Interview parts of the process. The Police and Crime Commissioner's Office made contact with me on May 16th 2016 and, in response to issues raised at the first contact, I was provided, on June 8th with details regarding

- A. The Candidate Pack
- B. Application form

- C. Guidance document from the College of Policing
- D. Schedule for the appointment (draft)

## **The Application Pack**

This was comprehensive and provided prospective applicants with details of a Familiarisation Day to be held on July 12th 2016 between shortlisting and interview. It met legal requirements and gave prospective candidates the assurance that the process would be fair, open and based upon merit.

The pack contained a letter from the Police and Crime Commissioner to applicants, a Job Description and Role Requirements, Person Specification, details of the qualities and attributes to be assessed and a timetable of the process. There was a clear statement within the pack that a more specific and detailed interview schedule would be provided for shortlisted candidates; it advised potential candidates to expect selection processes designed to explore the Personal Qualities detailed in the Police Professional Framework, and candidates' strengths in relation to the Job Description and the Person Specification in the pack.

## **Role Profile**

The Role Profile in the pack was produced in line with the present and future needs and priorities in the Force area, particularly in relation to the Strategic Alliance between West Mercia and Warwickshire Police. It was also made explicit that the role might change in line with changing priorities. Professional integrity and adherence to the highest of personal standards were demanded of all applicants.

Documents A to D (see previous description) had already been drafted when I met with the CEO and the PCC on June 8th, after my engagement as Independent Member in this appointment, but, from the time when I was contacted onwards, my independent advice was sought, welcomed, respected and responded to throughout the remainder of the process. Moreover, I was asked to comment upon the process thus far in terms of its structure, and was able to ascertain that the basic principles of fairness, openness and with a basis of merit had been followed in its design. Suggestions with regard to the integrity of the process in terms of continuity of the panel members were accepted.

## **Preliminary meeting and Briefing in advance of process**

On June 8th 2016, I met with the PCC and the CEO of the PCC Office, prior to the commencement of the recruitment process to allow for any procedural or content issues to be aired and resolved before the exercise itself was undertaken. I was also invited to be fully involved in any issues relating to the design of the later stages of the process after shortlisting. All of the intended Shortlisting and Appointment Panel Members were experienced in senior appointment processes; each was aware of her/his duties, revisited in discussion and in the documentation provided in the areas of rating scales, awareness of and avoidance of bias, and the need for consistency in using the scales by each assessor. It was agreed that discussion about the candidates would occur when all had been independently marked. Suggestions were made about possible methodology, with discussion around the expertise of the Panel Members to build a confidence within this group that would lead to a valid and reliable result in the exercise ahead. It was explicitly agreed that judgements would

be made on the evidence presented in written form by each candidate, and also supported by the performance in the exercises to be undertaken. This was to ensure consistency, transparency and fairness throughout this stage of the process, to be continued in the later stages.

I was able to note that the preliminary stages had met with the best of good practice and had followed the guidance, namely in the Application Pack (see previous notes) and in the advertisement.

### **Advertisement**

This was placed by the PCC and his team, on June 10th 2016, both locally and nationally, to attract as wide a pool of candidates as possible. It was placed on the websites of the Office of the Police and Crime Commissioner of West Mercia, of West Mercia Police, and on the website of the College of Policing. Moreover, direct emails were sent to every Deputy Chief Constable in the United Kingdom, with the exception of the Metropolitan Police Force, and those DCCs who were known not to be interested in this role. The advertisement adhered to the guidance given by the College of Policing with regard to its content and in ensuring wide exposure to attract a suitably qualified pool of candidates. It also complied with the Guidance with regard to a minimum of three weeks' exposure.

### **Appointment panel**

The Appointment Panel role is set out in the Guidance for Chief Officer Appointments. This outlines that the Panel should be convened by the PCC before any stage of the appointment process takes place and that consideration may be given to having panel members involved in helping to define the requirements of the role. In addition, it states the purpose of the panel is to challenge and test that the candidate meets the necessary requirements to perform the role and that the PCC should select a panel capable of discharging this responsibility.

The PCC should also ensure that panel members are diverse and suitably experienced and competent in selection practices and that they must adhere to the principles of merit, fairness and openness. All members should be provided with a copy of this Guidance to ensure they are familiar with its content prior to the appointment process. In addition, it is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members. It is suggested that a panel of approximately five members is convened but this is at the discretion of the PCC.

The Appointment Panel were:

John Campion, Police and Crime Commissioner, West Mercia Police  
Martin Jelley, Chief Constable of Warwickshire Police  
Tony Miller, Vice Chair of the Police and Crime Panel  
Clare Marchant, Chief Executive of Worcestershire County Council  
Councillor Hilda Rhodes, Cabinet Member, Telford and Wrekin Council  
Val Ainsworth, Independent Member and Associate of the College of Policing

There were thus three white males and three white females as the Appointment Panel.

## Shortlisting Panel

This consisted of

John Champion, Police and Crime Commissioner for West Mercia Police  
Martin Jelley, Chief Constable of Warwickshire Police  
Tony Miller, Vice Chair of the Police and Crime Panel  
Clare Marchant, Chief Executive of Worcestershire County Council  
Councillor Hilda Rhodes, Cabinet Member, Telford and Wrekin Council  
Val Ainsworth, Independent Member and Associate of the College of Policing

There were thus three white males and three white females as the shortlisting panel.

Consistency was evident in that the two panels were made up of the same people.

The ethnic composition of the local population across the West Mercia policing area is shown in the table below:

<b>Ethnic Origin</b>	<b>% of overall population</b>
White	96.2
BME	3.8

The ethnic composition of the West Mercia Police workforce is shown in the table below:

<b>Ethnic Origin</b>	<b>% of overall population</b>
White	98.2
BME	1.8

I was satisfied that the expertise of the shortlisting panel was more than sufficient to address the task in hand, and that it did not compromise the overall process. All panel members both at shortlisting and at interview stage had worked at senior level within their respective organisations and had previous experience of senior recruitment. Their senior operational experience in large organisations was sufficient to allow them to challenge and test others at executive level. They were identified to be part of the panel by the Police and Crime Commissioner of West Mercia and all were given a copy of the Guidance for Chief Officer Appointments. Continuity for the process was thus effected at shortlisting, presentation and interview exercises, with six members throughout. Although one member was not able to attend at the shortlisting meeting; she did send her notes and her ratings. The Stakeholder Group was engaged prior to the Presentation and Interview stages, as was the Youth Panel. The remit of these two panels is explained below in the section on Stakeholder Groups.

At this stage, and prior to the actual shortlisting exercise, the Chief Executive Officer of the PCC's office, Mr Andrew Champness, requested that I should have sight of the questions to be used during the later stages, and that he would welcome any comments, additions or alterations to these prior to their publication to other members of the panel in the final interview format. Consistency of questions for each candidate was discussed.



## **Stakeholder Groups**

The PCC wished, as part of the selection process, to engage two Stakeholder Groups to give their view on the candidates, and wanted their contribution to be valued.. A discussion ensued regarding the possible effects of their input upon the process, particularly if their choice of candidate did not match that of the interview panel, and especially that of the PCC himself. After some discussion about the possible pitfalls and advantages of individual approaches (the training of the Stakeholder Panel, their expectations, the possibility of there being several choices of equal merit or no clear result, their ability to measure "soft" skills) it was agreed that the information supplied by these groups would be divulged to the Presentation and Interview Panel prior to the later stages of the process. The same situation prevailed with the second Stakeholder Group, the Youth Panel, members of which were representative of young people from across the Force area.

It was agreed that it would be made clear to these two groups that their input was for guidance only, that they did not have a vote, and that the appointment was at the discretion of the PCC.

This is an appointment which is the responsibility of the PCC, who values the input of these groups, but it forms only one small part of the whole process. Further, it was agreed that the remit of the Partners' Stakeholder Group and the Youth Stakeholders Group should be made clear to them prior to their exercise, with clear guidance about the nature and conduct of their task, including questions, written guidance with marking sheets indicating what was being assessed by a given marking scheme, and that this should happen well in advance of the appearance before each panel of each candidate.

The Members of the Partners' Stakeholder Panel were:

Nathan Travis, Chief Fire Officer, Herefordshire and Worcestershire Fire and Rescue Service

Shaun Clee, Chief Executive of 2gether Mental Health Trust

Cllr Stuart West, Chair of Shropshire Fire and Rescue Authority

Phillip Seccombe, Warwickshire Police and Crime Commissioner

Manjinder Purewal, Chief Executive, Community Rehabilitation Company

Clive Jones, Director of Children's Services, Telford and Wrekin Council

## **Assessment Design**

The PCC assisted by his CEO and HR, led on the choice of the application form in line with the guidance from the College of Policing. The Application Form required details of previous posts held by the applicant, including roles and responsibilities and key achievements, training in specialist areas, and evidence of successful completion of the Senior Command Course and Senior PNAC. It required applicants to have their assertions endorsed and verified by a senior officer when they had answered direct questions about their performance and achievements in seven areas of the Police Professional Framework. It was an appropriate tool for assessment based on merit.

The choice of Interview questions, and the subject of the presentation were also based upon the PPF competencies, being appropriately worded to engage the candidates in the areas of policing which were being explored.

It was clear that the Familiarisation Day on July 12th was to enable candidates to absorb the local context; candidates were not being assessed during the day.

The marking schemes were clear and unambiguous, based on a five-point scale, of which 5 was the highest mark and 1 the lowest, and Point 3 deemed to be indicative of a satisfactory or sound performance. A standardised marking sheet was provided for all interviewers at each stage of the assessment process, with clear guidance as to the competencies being assessed and with regard to the need to complete a summary sheet as well as an individual mark in each section.

Examples of probing questions were discussed, with regard to the fairness of the procedure in terms of the experience of each candidate, but with the intention of supporting the legitimacy of the need to clarify any points which needed further exploration with any candidate by the Panel.

The draft included questions for the Stakeholder Groups focussing on the issues relating to policing in West Mercia and including one question giving an opportunity for the candidate to ask about any issue relating to any of the questions, or to add to what had already been offered as an answer. Probing questions were also allowed, and explained to the Stakeholder Groups by the Independent Member, and by the CEO of the PCC Office. This was to encourage greater depth of answers and to avoid over-reliance by candidates on prepared material. The interview questions produced by the PCC provided an appropriate mix, with some based on past behaviour, some on hypothetical future actions. They were of good quality in that they were open questions, closely linked to the PPF.

### **Shortlisting Exercise and Assessment of Candidates**

Two applications were received, one of which was internal. Using the method outlined above at the design stage, the Shortlisting Panel agreed unanimously to shortlist both applicants for interview, both white males. Assessment was carried out independently by all six shortlisting members before scores were compared. There was insufficient evidence to rule out any candidate at this stage. Both candidates had demonstrated at least the agreed minimum overall performance which was a requirement to go to the next stage, with little difference in the marking of all six of those conducting the shortlisting exercise. This was felt to be a good result and one which was conducted fairly, openly and based upon merit.

### **Presentation and Interview: Assessment of Candidates**

The Interview Panel revisited the object of the day's activities prior to the start of the Interview day, recalling the purposes of the day's assessments.

- What are we trying to achieve? Identification of the best person for the post.
- What if we do not find that in the shortlisted candidates following the day's assessment activities? We start the process again.

- What will success look like? The result will be not just what they can offer, but who they are in terms of fit for this position.
- Which qualities/attributes must be satisfactory at least, and which will be deal-breakers by their absence in any candidate? A good track record in delivering organisational change is essential, but a lack of experience in some areas may be tolerated, if candidates demonstrate the potential to adapt quickly to a new situation.

Then the day's activities began.

Each Panel Member first scored the candidates separately at Presentation and Interview stages. Scores were collated and evidence was discussed where some slight differences of opinion had occurred, but it soon became clear that there was a great degree of consensus in the agreed moderated score for each candidate. Panel Members listened to and considered very carefully the evidence offered by other Panel Members. This enabled each candidate to be assessed on merit, with reference to evidence throughout the process, and prior to the agreed score being recorded. The candidates displayed differences in their awarded scores for the different parts of the exercise.

Evidence from the Stakeholder Panels was also considered, providing further insight into the performance of each of the two candidates, and their comments were duly noted, feeding into the process overall. Each of the two candidates was appointable according to the scores awarded across the competencies, with some considerable difference in the scores overall, but with discernible differences in the manner in which they presented themselves (soft skills).

The PCC was mindful of the responsibility which would be that of the new Chief Constable and was clear that the final decision was his to make. The Panel drew the same conclusion regarding the choice presented by the two candidates and were therefore in total agreement with the PCC's choice of candidate from the two remaining in the frame.

The decision was therefore taken by the PCC to offer DCC Anthony Bangham, currently serving with West Mercia Police, the position of preferred candidate for the post of Chief Constable of West Mercia Police. This he accepted. His position was subject to the approval and acceptance of the Police and Crime Panel for West Mercia.

The decision-making process was demonstrably fair, open and based upon merit according to those skills and attributes to be measured by the processes in use.

## **Conclusions**

Through the use of the steps outlined in this report, the Police and Crime Commissioner for West Mercia fulfilled his responsibility to ensure that a process which was fair, open and based upon merit, was put in place and implemented at each stage of its use, in accordance with his responsibilities as laid out in the Guidance.

He sought, and took, advice at each stage, using the PPF as a basis to ensure that evidence was recorded and evaluated in order to make the most effective decisions with regard to this post.

The Panel and Stakeholder Groups at each stage rigorously challenged and tested each of the candidates against the necessary requirements for the role, giving assurance that the best candidate for the post was appointed. They used robust and searching discussion to test the recorded evidence prior to the Appointment Panel agreeing the final score by consensus.

The concern regarding the position of the Stakeholder Groups was effectively dealt with by clear advice from the Independent Member from the College of Policing.

Thanks are due to the Panel Members, the members of the Stakeholder Group and the Youth Group, to the CEO of the PCC Office Andrew Champness, to the HR Department of West Mercia Police, and to the Police and Crime Commissioner for West Mercia, John Campion, for their professional attention to every aspect of the appointment process, including their willingness to engage with the advice sought and given by the College of Policing.

I am pleased, therefore, to confirm that the selection of the preferred candidate to be the next Chief Constable of West Mercia Police met the principles of fairness, openness and merit.

Valerie M. Ainsworth  
Independent Member  
July 2016

## **Annexes**

1. Independent Member role profile
2. Independent Member pen picture
3. Application Pack including role specification

## **Annex 1: Independent Member Role Profile**

1. To be familiar with the Guidance for the Appointment of Chief Officers, the appointment process procedures, and to adhere to the principles of merit, fairness and openness throughout the appointments process and to adhere to the principles of merit, fairness and openness throughout the appointments process.
2. To work collaboratively with the PCC/CC or Commissioner and other appointment panel members to challenge and test whether the candidates meet the necessary requirements to perform the role effectively throughout the appointments process.
3. In providing independent advice during the appointments process, where requested to do so, their responsibilities are likely to include the following:
  - a. To provide independent advice in the shortlisting of candidates against the agreed appointments criteria
  - b. To play an active role (where required) as part of the appointments panel and to provide independent advice in assessing shortlisted candidates against the agreed appointments criteria (this might include through use of interviews, presentations, psychometric measures, assessment exercises, etc.).
  - c. To provide independent advice on which candidate(s) most closely meet(s) the appointment criteria in line with the principles of fairness, openness and merit.
4. To produce a written report on the appointment process, which expressly addresses the appointment principles of merit, fairness and openness, and of the extent to which the panel was able to fulfil its purpose.
5. To provide feedback to the College of Policing on the appointment process and its role. Independent Members will be asked to share copies of their written reports with the College of Policing once released by the PCC/CC or Commissioner to help inform future training and development.

## **Annex 2: Independent Member Profile – Val Ainsworth**

My background is in senior leadership posts (Headship) in the fields of Secondary, Further and Higher Education, with wide and long experience in Management, Governance, Human Resources and Policy Development. I have effected major changes in large establishments and have made appointments at the most senior levels in the public, private and voluntary sectors, practising the principles of openness, fairness and merit, underpinned by the highest of personal standards. In the processes leading to appointing the best person for a post, I have trained others to improve their skills in drawing up an advertisement, preparing Job Specifications and Person Specifications, devising effective interview activities, sharpening observation and recording skills, and in the interviewing process itself screening out bias, overt and covert. In my capacity as Chair of the Corporation of Herefordshire and Ludlow College, I have been challenged in an Employment Tribunal setting, providing the evidence to win the case, and I chair appeals for the Local Education Authority. I advise schools on Exclusion Procedures, especially those no longer in the control of the Education Authority, for example, Academies. I have studied at five universities and have degrees to Masters Level. I have held posts in Teacher Education and have been trained in the Inspectorate. I am a Trustee of an Educational Foundation supported by Balliol College Oxford. I lead at HLC on Safeguarding. Having been Chair of HLC Corporation for ten years, I have, along with the Principal, steered HLC through three major Ofsted Inspections and three takeovers of failing institutions whilst maintaining the high Ofsted grade when the bar is continuously being raised. I helped West Mercia Police Authority through their Inspection in 2012, having served as Chair of their Standards Committee.

I am a Non-Service Member of the College of Policing, having had extensive experience of assessment at Senior PNAC, Direct Entry, Fast Track and HPDS levels; I have written detailed feedback reports to individual candidates and to Boards of Directors, giving a supportive independent and external view of the success of appointment procedures and practices, addressing training needs as they become apparent and before they compromise the appointment process itself or its openness, fairness and its basis on merit.

I will pass on my skills in relation to making sound appointments, training wherever necessary during the process, and thus enabling you and others to feel confident in your ability to recruit the best person for a post, and to use those skills in the future. I will write a report for all involved in the task, so that a record and a reference point remain for future consultation and clarification. You will thus have a sound basis from which to demonstrate that the appointments you make are indeed based on sound systems which will withstand high levels of scrutiny.

Valerie M Ainsworth  
July 2016

## Police and Crime Commissioner's Introduction

How do you take one of the safest parts of the country, and make it an even safer, better place to live?

This is the challenge I have set myself as West Mercia's new Police and Crime Commissioner. I am committed to delivering those results for the public, and am looking for a new Chief Constable who shares that commitment.

West Mercia Police is currently a well-performing force. Finances are comparatively healthy, and I have seen first-hand the professionalism, commitment and camaraderie of its officers, who enjoy good support from the public. However I see this as the foundation we build from, rather than what we settle for. It is a force in need of modernisation and transformation, and I will be looking to the new Chief Constable to really grip this process and accelerate it forward. It will require an exceptional leader to inspire their staff, make even better use of resources, and ultimately reduce crime and harm across each of our diverse communities.

In return, I will back you and the force with the necessary resources to do your vital work as effectively as possible, whilst securing the best possible value for the public. I appreciate my role is not to tell the professionals how to do their job, and I would expect to build an open, honest, respectful and constructive relationship with somebody who appreciates and understands my role, as much as I do theirs.

An integral part of this role will be to help lead the strategic alliance with Warwickshire Police. Myself and my Warwickshire counterpart are committed to this model. Our next Chief Constable will need to share my commitment to strengthening the alliance, whilst remaining focused on local priorities.

Extending West Mercia's partnership approach within and beyond the police family is also key. The force has joint initiatives and good relationships with, for example, local authorities and other blue light agencies. It is important we develop these further though, involving more partners.

I would wish to continue West Mercia's history of contributing to policing at a national level. I would naturally support you as Chief Constable to look for opportunities for development at a national level that were in keeping with your own aspirations, and meet our local policing objectives.

Thank you for your interest in the role. I hope you share my view that it represents a real opportunity to achieve the best for the public and our communities. If you have any questions or require any further information please do not hesitate to get in touch.  
Yours sincerely,



John Campion  
West Mercia Police and Crime Commissioner

## General Information

The West Mercia policing area covers the counties of Herefordshire, Shropshire and Worcestershire. The area covers 2,868 sq miles/7428 km<sup>2</sup> and has a population of 1.2 million people. West Mercia is split into five policing areas aligned to council boundaries of Herefordshire, Shropshire, Telford and Wrekin and Worcestershire (north and south). Each is led by a local Superintendent who is responsible for Safer Neighbourhood Teams, response teams, local investigation and harm reduction.

The force currently has 2090 police officers, 1933 police staff (including 252 Police Community Support Officers) and 322 Special Constables.

In 2011 West Mercia Police and Warwickshire Police entered into a Strategic Alliance to enable both forces to meet the challenge of reducing policing budgets and provide greater operational and organisational resilience and support for local communities. Both forces retain their own Chief Constables and Deputy Chief Constables, who remain accountable to their respective Police and Crime Commissioners for delivery of policing. Both forces share four Chief Officer posts to provide operational and organisational leadership:

- Assistant Chief Constable (Protective Services)
- Assistant Chief Constable (Local Policing)
- Director of Enabling Services
- Director of Finance

Force identities have been retained with separate governance and accountability arrangements, policing budgets, assets and financial accounting arrangements. Both forces and their respective Commissioners stress that local policing priorities agreed with local communities and partners will continue to be addressed.

### Policing Plan/Budget

A copy of the 2016/2017 Police and Crime Plan, Budget Report, Community Engagement Strategy and other key documents are available on the Police and Crime Commissioners website:

<http://www.westmercia-pcc.gov.uk/publications/>

It should be noted that a new Police and Crime Plan is currently under development and a draft will be available by the familiarisation day.



## Job Description

### 1. Post Overview

Post : Chief Constable

Accountable to : The Police and Crime Commissioner for West Mercia

Location : Hindlip Hall  
Worcester  
WR3 8SP

**Job Purpose :** Responsible for the leadership, direction and control of West Mercia Police in order to deliver an ethical, effective, efficient and responsive policing service which provides the greatest level of protection to the people who live, work and travel through West Mercia.

### 2. Main responsibilities:

#### 1. Leading the organisation

- To lead the strategic management and development of West Mercia Police to ensure that enhanced productivity, value for money and continuous improvement is achieved against a background of reducing resources.
- To ensure delivery of the objectives set out in the West Mercia Police and Crime Plan.
- To promote and implement strategies that ensure the delivery of a high quality, customer focussed policing service and high levels of public confidence.
- To develop a strong and effective working relationships with the West Mercia and Warwickshire Police and Crime Commissioners and their Deputies
- To safeguard staff morale and harness the full potential of all staff towards achieving the organisational goals.

#### 2. Transforming the organisation

- To work with the Chief Constable of Warwickshire to develop a highly effective and motivated Chief Officer leadership team, able to deliver an agile, intelligence-led, preventative and proactive Policing service.
- To review and enhance policies, procedures and practices and utilise the resources available in order to create an innovative, diverse, resilient, people focused service which is able to predict and respond rapidly to changing demand taking into account local and national policing priorities.
- To champion equality, diversity and human rights in the delivery of policing services and recruit and maintain a workforce that reflects the communities it serves.
- In consultation with the Police and Crime Commissioner, to monitor and review Force performance to ensure that improvement is continuous and take prompt and effective action to tackle any areas of concern.

#### 3. Working with partners

- To work with and influence partners to progress the delivery of the Police and Crime Plan and provide the capability to address the national and regional threats as set out in the Strategic Policing Requirement.
- To work with partners to deliver enhanced safeguarding arrangements for children, young persons and vulnerable adults in West Mercia.
- To explore opportunities for collaboration with strategic partners in West Mercia including other blue light services to further enhance effective and efficient policing.

#### **4. Other responsibilities:**

- To fulfil all the statutory and legal obligations of the office of Chief Constable.
- To provide professional policing advice to the Police and Crime Commissioner to support him in fulfilling his role.
- To represent West Mercia Police at a local, regional and national level to safeguard the reputation of the Force and promote a positive image of West Mercia Police and the Police and Crime Commissioner of West Mercia.
- To play an active part nationally through membership of appropriate NPCC working groups to develop the police service (subject to specific written consent of the Police and Crime Commissioner).
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

### **3. Person Specification**

#### **Essential Qualifications:**

- Passed the Senior Police National Assessment Centre.
- Completed the Strategic Command Course.

#### **The Applicant should be able to demonstrate**

##### **Experience of:**

- Identifying, developing and implementing innovative and modernising strategies to deliver the objectives of the Police and Crime Plan;
- Leading a large organisation through substantial change to meet financial efficiencies whilst maintaining high levels of performance and public satisfaction;
- Developing effective working relationships and partnerships with the community and key stakeholders, and working in collaboration with other Forces, blue light services and public / private sector partners.

##### **The skills and ability to:**

- provide credible and visible leadership which inspires individuals to achieve organisational goals;
- promote a one workforce philosophy and create a culture of diversity, equality of opportunity and fair treatment that enables officers and staff to fulfil their potential on an individual and collective basis.

#### **Policing Professional Framework**

The applicant must also demonstrate the following personal qualities which will be assessed using the information provided in the Application Form and during the Assessment and Selection process:

##### **Serving the Public**

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests.
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strives to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

### **Leading Strategic Change**

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the Force;
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the Force and partner organisations.

### **Leading the Workforce**

- Inspires people to meet challenging organisational goals, creating and maintaining momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem.
- Creates enthusiasm and commitment throughout the Force by rewarding good performance, and giving genuine recognition and praise. Promotes learning and development within the Force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff.

### **Managing Performance**

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Defines what good performance looks like, highlighting good practice. Confronts underperformance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

### **Professionalism**

- Acts with integrity, in line with the values and ethical standards of the Police Service.
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the Force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty.
- Openly acknowledges shortcomings in service and commits to putting them right.

### **Decision Making**

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions, and gains a full understanding of the situation.
- Identifies the key issues clearly, and the inter-relationship between different factors.
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

## **Working with Others**

- Builds effective working relationships through clear communication and a collaborative approach.
- Maintains visibility and ensures communication processes work effectively throughout the Force with external bodies.
- Consults widely and involves people in decision-making, speaking in a way they understand and can engage with.
- Treats people with respect and dignity, regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively. Fully commits to team decisions.

**Selection Process Timetable**

Applications must be submitted to [opcc@westmercia.pnn.police.uk](mailto:opcc@westmercia.pnn.police.uk) by 12 noon 7<sup>th</sup> July 2016.

Shortlisted applicants will be informed as soon as possible on or about the 8<sup>th</sup> July 2016.

A familiarisation day with Chief Officers and the Police and Crime Commissioner will be arranged for all short listed candidates on 12<sup>th</sup> July 2016. This will not form part of the selection process.

Candidates selected for interview will be invited to attend West Mercia Police Headquarters at Hindlip Hall, Worcester on 19<sup>th</sup> July 2016

A detailed interview schedule will be provided but candidates should expect this to include a media exercise and selection processes designed to explore the personal qualities of the Police Professional Framework and candidates' strengths in relation to the Job Description and Person Specification set out in this pack.

Candidates invited for interview will be asked to complete medical and security questionnaires.

**Canvassing**

Canvassing any employee or Officer of West Mercia Police or the Office of the Police and Crime Commissioner either directly or indirectly will result in the candidate's disqualification.

**Expenses of Candidates invited for interview**

Reasonable and necessary expenses of candidates invited for interview will be paid in accordance with Police Regulations.

## Appendix B

## Proposed Terms and Conditions

Your appointment will be for a fixed term of 5 years which may be extended subject to the prevailing Regulations. The appointment may be terminated prior to the expiry of the fixed-term period by either party giving six months' notice in writing or such shorter notice as may be agreed by the parties, or as provided by statute or regulation.

Your annual salary will be £143,334 subject to national agreements (£144,768 with effect from 1 September 2016). You will receive an annual Housing Allowance of £4281 in accordance with Regulations.

Your normal place of work will be Hindlip Hall and you will be expected to undertake regular travel within and outside the Force area.

You will be required to carry out all the duties applicable to the post of Chief Constable of West Mercia Police and be accountable to the Police and Crime Commissioner for West Mercia ('the Commissioner')

The appointment will be subject to the Job Description, which will form part of the contract, and the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions for the time being in force.

Your primary focus is to be the delivery and development of West Mercia Police within the Strategic Alliance with Warwickshire Police. NPCC and other representational work may be undertaken with the agreement of the Commissioner. You will be required to devote the whole of your time to the duties of the office.

A programme of professional development will be agreed by the Commissioner, informed by the outcomes of regular performance/ development appraisal and in the light of emerging developments in the nature of policing.

You will be provided with a suitable role-equipped vehicle available for official and private use. All private mileage must be reimbursed to the force. Appropriate insurance cover for yourself and any authorised third parties will be paid for and provided by the Commissioner.

In appropriate circumstances a driver will be provided for official purposes.

You will be entitled to second class rail travel for official business journeys within the United Kingdom and economy class air travel when undertaking international duties. The Commissioner will undertake to provide insurance cover for overseas journeys.

Home to duty mileage will be regarded as a private journey unless required to travel on a rest day, annual leave or called in to work.

Subsistence allowances may be claimed subject to the following provisions:

- In the case of an absence overnight, accommodation as booked through the Force's approved agency. Meals may be claimed either from the menu of the accommodation venue or if taken elsewhere, subject to a limit of £10 for breakfast, £10 for lunch and £25 for evening meal. No expenditure for alcohol may be claimed.
- Where no overnight absence is required, subsistence allowances for meals (in the terms set out above) may be claimed in appropriate circumstances, for example, when the performance of duties causes an exceptional disturbance to domestic arrangements or when entertaining visitors on behalf of the Force or the Commissioner.

The Commissioner shall pay all professional subscriptions and indemnity insurance reasonably required for the post, for example NPCC and CPOSA membership (excluding the cost of the proactive element of the CPOSA insurance which must be reimbursed). Where allowances and expenses are payable within the Commissioner's discretion (as opposed to those prescribed by Regulations) the Commissioner reserves the right to review vary or withdraw those allowances and expenses on reasonable notice.

Two-yearly health screening will be available.

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## Appendix 2

## WEST MERCIA POLICE & CRIME PANEL

### Potential Key lines of Enquiry for Chief Constable Confirmation hearing

Below are some suggested key lines of enquiry that you may wish to consider during the confirmation hearing of the Chief Constable.

#### *Professional Competence*

1. What qualities do you offer which make you the best candidate to lead West Mercia Police?

#### *Serving the public*

2. How will you make local communities feel that they are involved in Policing? Specifically, how will you understand and meet the needs of local communities across the West Mercia Police area?

3. What experience do you have of communicating with the wider public to increase confidence in local policing?

#### *Working with Others*

4. Can you provide an example which demonstrates your ability to strategically plan and collaborate with other Forces?

5. Partnership working is now commonplace between public sectors and the Government is exploring what greater blue-light collaboration might look like. What experience would you bring to the role which would enable you to work collaboratively and innovatively to bring about further efficiencies and greater effectiveness between partners?

6. Can you provide an example of a time when you've had to react to, and lead on the approach to, the outcome of an inspection report or similar?

7. The recent 'PEEL Police effectiveness 2015' inspection highlighted that the approach to responding to vulnerable missing children and assessing the risks to domestic abuse victims is inconsistent and requires improvement. What steps would you take to tackle this issue?

#### *Leading Strategic Change*

8. Can you tell us about a time when you have had to deal with a new threat or public safety concern, and how you went about strategically planning for this?

#### *Leading the Workforce*

9. The recent 'PEEL Legitimacy 2015' inspection highlighted that West Mercia Police has more to do to provide sufficient wellbeing and welfare support for its staff, and to ensure that complaints and misconduct are properly assessed and free of bias. What steps would you take to tackle these issues?

10. How will you effectively communicate and engage with all levels of staff throughout West Mercia Police, and involve them in the future direction of the Force?

#### *Professionalism, Decision Making and Effective Communication*

## Appendix 2

11. Chief Constables do not always make popular decisions. Can you give a recent example of when you have had to make such a decision? What process did you follow?

12. How will you ensure substantial operational decisions taken by yourself are communicated effectively to staff and partners affected by these?

13. What is your experience of effectively handling major critical incidents? How would you support officers to deal with the aftermath of such events?

### *Respect for Diversity*

14. How will you ensure that West Mercia Police takes into account the needs of diverse and hard to reach communities across the force area?

15. How would you seek to make West Mercia Police a more diverse workforce (over the next two years)?

16. Can you confirm that you are aware of the Policing protocol? How will you ensure that staff are aware of and support the Policing protocol?

17. Can you explain your understanding of the terms 'operational independence' and 'personal independence', and how these apply to the role of the Chief Constable?

18. What steps would you take if, hypothetically, you felt the Commissioner was preparing to do something you felt strayed into operational policing?

19. You are being appointed at a change, with a newly elected Police and Crime Commissioner, and the possibility of a new strategic direction for West Mercia policing through the new Police and Crime Plan. How will you work with the Commissioner to deliver their Plan, whilst also ensuring that West Mercia Police continues to perform well and the independence of the Constabulary to reduce crime and make communities safer is maintained?



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# WEST MERCIA POLICE & CRIME PANEL

POLICE AND CRIME PANEL  
08 AUGUST 2016

## DRAFT POLICE AND CRIME PLAN

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### Purpose

- 1.1 The purpose of this report is to provide members of the Panel with an update on the development of the Safer West Mercia Plan, which will be the new Police and Crime Plan for West Mercia.

### Recommendation

1. That the Police and Crime Panel consider the Draft Police and Crime Plan and provide feedback to the Police and Crime Commissioner as necessary

### Report

- 2.1 Attached at Appendix 1 is a report from the Chief Executive of the Office of the Police and Crime Commissioner for West Mercia that sets out the background and development of the Draft Police and Crime Plan.
- 2.2 The report attached as Appendix 1 includes details on the consultation that the PCC has undertaken to date on developing the Draft Police and Crime Plan.
- 2.3 Attached at Appendix 2 is a copy of the Draft Police and Crime Plan entitled the Safer West Mercia Plan.

### Guidance

- 3.1 The Police and Crime Panel is reminded that it has a role in contributing to the development of the PCC's police and crime plan, on which it is a statutory consultee – the PCC must have regard to the PCP's views on the draft plan.

### Contact Points

#### Specific Contact Points for this report

Jodie Townsend, Democratic, Governance and Scrutiny Manager  
Tel: 01905 728673  
Email: JTownsend1@worcestershire.gov.uk

### Supporting Information

- Appendix 1 – Report from the Chief Executive, OPCC
- Appendix 2 – Draft Police and Crime Plan



**REPORT OF THE CHIEF  
EXECUTIVE****WEST MERCIA POLICE  
AND CRIME PANEL  
9 August 2016****DRAFT POLICE AND CRIME PLAN****1. PURPOSE**

The purpose of this report is to provide members of the Panel with an update on the development of the Safer West Mercia Plan, which will be the new Police and Crime Plan for West Mercia.

**2. BACKGROUND**

By virtue of Section 5 (1) of the Police Reform and Social Responsibility Act 2011 (the Act) a Police and Crime Commissioner (PCC) must issue a Police and Crime Plan (the Plan) within the financial year in which their election is held. The Plan is the PCC's key document and sets out the overall strategic direction and long term vision for policing in West Mercia.

Once prepared the Act requires the PCC to consult with the people of West Mercia and victims of crime on the draft plan. As part of the statutory process the Police and Crime Panel must be sent a copy of the draft plan. The Panel have a responsibility to review the Plan and make comments to the PCC on the Plan. The PCC must have regard to the Panels comments and respond to them prior to issuing the finished Plan.

**3. PLAN DEVELOPMENT****Consultation on policing priorities**

To inform the development of the Safer West Mercia Plan the PCC chose to seek the views of West Mercia's residents and personnel within West Mercia Police, prior to developing his policing and crime objectives. This initial consultation took place over a two week time period in June via an on-line survey. For anyone unable to complete the survey online other options were available.

Two versions of a consultation questionnaire were produced. One was a public facing survey and a second was for West Mercia Police personnel. A word version of the public facing document is attached at Appendix A. The internal survey was identical except rather than asking where the respondent lived; internal respondents were asked to confirm which policing area they worked in and their role within the organisation.

**Publicity and media coverage**

Details of the consultation were published on the PCC's website along with the online survey to coincide with media releases to the press and notification to contacts on the

PCC’s email list. Recipients of this email included a wide range of organisations, charities, community groups, town and parish councils, councillors of top tier local authorities and to over 1100 victims of crime who had previously agreed to take part in any PCC consultation when they completed the police victim satisfaction survey. The consultation was also circulated via the neighbourhood watch message system to over 2000 recipients.

Social media was used extensively, with some targeted promotion on Facebook.

The internal survey was promoted via the Force intranet and Force Orders, which is a weekly information update available to everyone within the organisation.

**Headline results - public**

- In total 1,946 people took part in the survey. Of these 1,211 fully completed the survey and 735 partially completed it.
- 46.3% of respondents stated they were from Worcestershire, 32.5% from Shropshire, 14.7% from Herefordshire and 6.4% from Telford and Wrekin.
- 54.5% of respondents were aged 40 – 64.

The first part of the survey asked respondents opinions on 15 policing activities that contribute to making West Mercia safe. Respondents were asked to rank each on a scale of 1 to 10 where 1 was ‘not at all important’ and 10 was ‘very important’. The five activities with the highest percentage of a score of 10 are shown in table 1.

Rank	Policing activity	Score of 10
=1st	Addressing domestic abuse and sexual violence	48.3%
=1st	Improving police response times to emergencies	48.3%
3rd	Ensuring people are protected from sexual exploitation, particularly those who are most vulnerable	46.5%
4th	Tackling all forms of cyber crime	42.8%
5th	Tackling drugs and alcohol	36.2%

Table 1 – top 5 based on the highest percentage rating score of 10.

If all the rank scores of 1-10 are considered to calculate the average for each policing activity then the results are changed slightly and drugs and alcohol is replaced by proactive policing as shown in table 2.

Rank	Policing activity	Avg score
1st	Improving police response times to emergencies	8.5
2nd	Ensuring people are protected from sexual exploitation, particularly those who are most vulnerable	8.4
3rd	Addressing domestic abuse and sexual violence	8.3
4th	Tackling all forms of cyber crime	8.2
5th	Ensuring proactive policing on issues such as organised crime groups, burglary or hate crime	8.1

Table 2 – top 5 based on the average score of all ranks 1-10



The second part of the survey asked people what they considered to be a priority for police resources to be spent on in their local area. Respondents could choose up to 3 priorities either from a list provided or add in their own choice.

The top 3 priorities were:

- 1<sup>st</sup> increased police visibility
- 2<sup>nd</sup> Anti social behaviour
- =3<sup>rd</sup> Domestic burglary
- =3<sup>rd</sup> People using or dealing drugs

A summary report of the survey results has been published on the PCC's website. The link to the survey is:

[http://data.surveygizmo.com/r/208837\\_5772701966c549.47702848](http://data.surveygizmo.com/r/208837_5772701966c549.47702848)

### Headline results - internal

- In total 404 people took part in the survey. Of these 295 fully completed the survey and 109 partially completed it.
- The majority of respondents (52.7%) were members of staff. 38.9% of respondents were police officers.
- 38.7% of respondents stated their role within the organisation was West Mercia or Alliance wide.

The questions on policing activities and local priorities were the same as the public survey. The results on policing activity are shown in tables 3 and 4 below.

Rank	Policing activity	Score of 10
1st	Addressing domestic abuse and sexual violence	63.1%
2nd	Ensuring people are protected from sexual exploitation, particularly those who are most vulnerable	54.7%
3rd	Investing in technology to improve police efficiency and visibility	51.3%
4th	Tackling all forms of cyber crime	42.9%
5th	Improving police response times to emergencies	40.6%

Table 3 – top 5 based on the highest percentage rating score of 10.

Rank	Policing activity	Avg score
1st	Addressing domestic abuse and sexual violence	9
2nd	Ensuring people are protected from sexual exploitation, particularly those who are most vulnerable	8.9
3rd	Investing in technology to improve police efficiency and visibility	8.5
=4th	Tackling all forms of cyber crime	8.3
=4th	Ensuring proactive policing on issues such as organised crime groups, burglary or hate crime	8.3

Table 4 – top 5 based on the average score of all ranks 1-10

Although there is some variation between the public and internal results, issues such as domestic abuse, sexual exploitation, cyber crime and improving police efficiency are themes which the majority of respondents from both surveys rated highly.

The top three priorities for police resources ranked by people from within the organisation are shown below. Again these are broadly similar to those from public respondents.

- 1<sup>st</sup> Domestic burglary
- 2<sup>nd</sup> People using or dealing drugs
- 3<sup>rd</sup> Increased police visibility

A summary report of these survey results has been published on the PCC's website. The link to the survey is:

[http://data.surveymoz.com/r/208837\\_5774df4e7aa373.07587503](http://data.surveymoz.com/r/208837_5774df4e7aa373.07587503)

#### **4. POLICE AND CRIME PLAN OBJECTIVES**

The vision and objectives in the attached draft Plan have been developed from the PCC's pre-election principles and commitments as well as issues and concerns identified through the consultation discussed in this report and an analysis of inspections, audits and the performance of the police.

To sit alongside the Safer West Mercia Plan the PCC is developing an Assurance Programme. The purpose of the assurance programme will be to ensure there is a structured framework of scrutiny in place that provides sufficient governance, oversight and challenge to enable the PCC to satisfy his duties in holding the chief constable to account. The programme will also assist the PCC's oversight of the PCC's duties.

It is the PCC's intention to publish this draft version of his Safer West Mercia Plan for consultation the first week of August 2016. This consultation will then run until mid September.

The feedback from this consultation will be taken into consideration when preparing a final draft of the Plan. The consultation findings along with a final draft of the Safer West Mercia Plan and details on the assurance programme will be presented to the Panel at its October meeting.

#### **5. RECOMMENDATION**

Members of the Panel are asked to note this report.



## Have your say on making your community safer

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Welcome from John Campion

As the Police and Crime Commissioner (PCC) for West Mercia I intend to publish a plan that will start the journey to make communities in West Mercia safer.

As important as it is to understand and reflect the priorities of the police and other statutory partners within the new Police and Crime Plan, I see this as a real opportunity for the plan to truly reflect the concerns and priorities of all of West Mercia's communities.

Building on the many comments, issues and concerns I heard during my election campaign I am taking the opportunity over the next few weeks to enable as many people as possible to have their voices heard, and help shape policing and crime over the next four years.

Your views are important to me and the feedback I receive will help inform the development of my draft Police and Crime Plan for West Mercia.

The survey only takes a few minutes to complete so please help me make West Mercia safer.

Best wishes

John Campion  
Police and Crime Commissioner

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Securing a safer West Mercia

**On a scale of 1 to 10 where 1 is '*not at all important*' and 10 is '*very important*'. How important do you think the following key policing activities are in contributing to a safer West Mercia?**

**Addressing domestic abuse and sexual violence**

1    2    3    4    5    6    7    8    9    10

**Reducing reoffending**

1    2    3    4    5    6    7    8    9    10

**Tackling drugs and alcohol to reduce crime**

1    2    3    4    5    6    7    8    9    10

**Tackling all forms of cyber crime, for example, 'hacking', 'phishing' and online child pornography**

1    2    3    4    5    6    7    8    9    10

**Ensuring people are protected from sexual exploitation, particularly those who are most vulnerable**

1    2    3    4    5    6    7    8    9    10

**Having an increased focus on rural crime issues**

1    2    3    4    5    6    7    8    9    10

**Addressing business crime**

1    2    3    4    5    6    7    8    9    10

**Improving police response times to emergencies**

1    2    3    4    5    6    7    8    9    10

**Investing in technology to improve police efficiency and visibility**

1    2    3    4    5    6    7    8    9    10

**Ensuring proactive policing on issues such as organised crime groups, burglary or hate crime**

1    2    3    4    5    6    7    8    9    10

**Working effectively at a regional level to tackle issues such as cross border crime**

1    2    3    4    5    6    7    8    9    10

**Improving how criminal justice agencies such as the police and courts respond to the needs of victims and the range and quality of services available to victims\***

1    2    3    4    5    6    7    8    9    10

**Focusing on those who have been a victim to prevent them becoming a victim for a second time**

1    2    3    4    5    6    7    8    9    10

**Working with partners and communities to improve road safety**

1    2    3    4    5    6    7    8    9    10

**Developing community supported initiative such as Neighbourhood Watch, Farm Watch and Community Speedwatch**

1    2    3    4    5    6    7    8    9    10

Priorities in your local community

Thinking about your local area, what would you consider to be a priority for police resources to be spent on? You may choose up to THREE priorities

Anti social behaviour

- Burglary from outbuildings / sheds / garages
- Domestic burglary
- Crimes against business
- Fraud and online crime
- Hate crime (crimes committed against people due to their age, race, ethnicity, religion, disability or sexuality)
- Increased police visibility
- Local information on policing
- People being drunk or rowdy in public places
- People using or dealing drugs
- Street drinking
- Rural crime
- Speeding traffic
- Vandalism / graffiti
- Vehicle crime
- Violent crime
- Other - please specify:
- Other - please specify:
- Other - please specify:

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About you

*Please confirm which local area you live in (or are located in if you are responding on behalf of a business)\**

- Herefordshire
- Shropshire
- Worcestershire
- Telford and Wrekin

*Please confirm your age*

- Under 18

- 18 - 25
- 26 - 39
- 40 - 64
- 65 and over
- Prefer not to say
- Not applicable (business or organisation response)

If you would like to be kept informed on the development of the Police and Crime Plan, please provide a contact email address

***Thank you for taking the time to answer these questions and help inform the development of a new Police and Crime Plan for West Mercia. We will be consulting widely on the draft Police and Crime Plan later in the summer. We would like to keep you up to date on the results of the consultation and how the plan develops. If you wouldn't like to receive any further communication please tick the box below. Your contact information will not be shared with anybody***

- I do not wish to receive any further communication

**Thank you for taking part in this survey. Please return your completed survey to:**

**Email: [opcc@westmercia.pnn.police.uk](mailto:opcc@westmercia.pnn.police.uk),**

Or

**Post: OPCC, Hindlip Hall, PO Box 55 Worcester, WR3 8SP**



# **Safer West Mercia Plan 2016**

## **(Draft)**

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## Foreword

Taking a good service and making it great represents a big challenge. It requires attention to detail, understanding, the right resources, and a determination to succeed. This is the challenge I have set myself: To take our strong foundation of a good police force and create an even safer West Mercia.

This plan will outline how, together, we can all help to achieve that goal.

This challenge means giving our officers the tools, skills and processes to do their work more effectively and more efficiently. It also means establishing West Mercia as a modern, dynamic, innovative police force whilst retaining the traditional fundamentals of good policing. The force must sustain and extend its connections and relationships with local communities by improving engagement, visibility and accessibility. Put together, the aim is to create a police force that is known and respected both nationally and locally for its outstanding performance.

For our communities, it will mean empowering people to play a more active role in identifying and tackling local issues. Active citizenship can and should have a major part in creating communities which are safer, stronger and more united. I want to ensure people have the opportunities and tools to make more positive contributions to their own communities, with appropriate backing from the police or other partners as required. I also want to provide a better service for victims of crime. Where people do fall victim, I will ensure they consistently get the support they need to cope, recover and prevent re-victimisation.

For partner agencies, it will mean working closer together to achieve the best possible value and results for the public. We will need to be reactive and adaptive together as society, culture and technology evolve over time to ensure we continue to deliver the priorities and issues that the public needs.

None of this will be easy but I will work tirelessly to make it a reality.

Together we can build a safer West Mercia.



## Introduction - The Safer West Mercia Plan

I delivered a clear vision for a safer West Mercia during my election campaign. This is the vision the public voted for, it is the vision contained within this plan, and it is the vision I will work hard to deliver.

<b>My vision for a safer West Mercia</b>			
Putting victims first	Building a more secure West Mercia	Reforming West Mercia	Reassuring West Mercia's communities

This vision has been further shaped by the consultation I have carried out since my election (detailed below), along with analysis of inspections, audits and police performance in West Mercia.

- Results from my online surveys with the public and workforce of West Mercia
- West Mercia Police's Strategic Assessment and Control Strategy
- Community Safety Partnership strategic assessments and plans
- The strategic objectives and priorities of other partner organisations
- The strategic Policing Requirement
- National strategies
- Inspection reports from Her Majesty's Inspectorate of Constabulary

## Putting victims first

I will ensure improved and more consistent services for the victims and witnesses who suffer most from crime. I will ensure they get the right help to cope and recover at every point of their journey.

### **I will hold the Chief Constable to account for:**

- Making sure officers and staff have the skills to properly support victims and do so whenever necessary
- Ensuring all victims who report an offence in West Mercia can access 'Track my Crime' or an alternative with equivalent capability

### **As your Commissioner I will:**

- Work hard to put victims first
- Set out my commitment in a new Victims Charter, clarifying what services victims can expect, and what services must be delivered.
- Complete a victims needs assessment.
- Bring together and help lead a new West Mercia Victims Board to ensure better results and consistency.
- Make sure victims get effective services, enabling them to cope and recover
- Make best use of any new responsibilities from government to further enhance services for victims and witnesses locally.
- Support the appropriate use of restorative justice.

### **What I will deliver for West Mercia:**

- An enhanced and seamless approach to victim and witness care
- Seamless pathways of service delivery
- Improved police satisfaction for victims
- Making sure victims and witnesses are kept informed
- Tailored responses to individual needs
- More cases successfully supported through the criminal justice system.

**The Victims Board will:**

- Co-ordinate victim services and pathways which help victims cope and recover
- Ensure victims are at the heart of the criminal justice system.
- Champion enhanced support for the most vulnerable.
- Ensure victims and witnesses get the right information at the right time.
- Act on recurring concerns about victims in the criminal justice system.
- Identify and resolve issues around regarding policies and processes.
- Make sure services and approaches are aligned to strategic priorities.
- Ensure compliance with the Victims Code of Practice.
- Provide a forum for strategic evidence and data sharing, review and problem solving.
- Promote best practice across West Mercia and Warwickshire.

## Building a more secure West Mercia

I will reduce harm and increase safety in communities right across West Mercia, particularly for our most vulnerable people. From my perspective this is a non-negotiable part of policing and a key commitment from my partners. Together we can build a more secure West Mercia by understanding and tackling the causes of crime, improving community resilience and cohesion and being more responsive to emerging threats.

### My particular focus areas will be:

- Child sexual exploitation
- Safeguarding of vulnerable adults and children
- Rape and sexual offences
- Violent crime
- Serious and organised crime
- Domestic and sexual abuse
- Road safety
- Drugs and alcohol
- Anti social behaviour
- Reducing reoffending

### I will hold the chief constable to account for:

- Making sure the police provide the right response to incidents at the right time
- Working closely with partner agencies to reduce harm and prevent victimisation
- Ensuring officers and staff effectively identify and support people with vulnerabilities, understanding and managing associated risks.
- Proactively finding the causes of crime so threats are identified and targeted before they escalate.
- Working more effectively with partners and local communities to prevent, solve and reduce crime and anti social behaviour.
- Ensuring partnership commitments are fully implemented and delivering the best possible results, including West Mercia's Reducing Reoffending Strategy and Mental Health Crisis Concordat
- Working with West Mercia Safer Roads Partnership and others to improve road safety, using practical, evidence led approaches to enforcement and education.

**As your Commissioner I will:**

- Ensure partners work together to provide efficient and effective support to victims and use early intervention to prevent victimisation.
- Make sure public funding used in support of this objective is allocated responsibly, is outcome focussed and based on proven need.
- Use a commissioning framework to ensure funding for community safety partnerships represents value for money.
- Make sure the Safer Roads Partnership responds to community concerns as well as working to reduce deaths and serious injuries on our roads
- Provide oversight and support to West Mercia's Reducing Reoffending Strategy.

**What I will deliver for West Mercia:**

- Fewer repeat victims and offenders.
- Increased reporting of offences.
- Reduced or stable levels of recorded crime and anti social behaviour.
- West Mercia Police will improve its current 'requires improvement' and then sustain its rating in HMIC's PEEL effectiveness (vulnerability) inspection

# Reforming West Mercia

West Mercia Police is a professional, hard-working force that delivers a good service to its communities. I will build on those foundations by transforming the organisation into a modern, innovative force, leading the way nationally and delivering even more locally.

It is imperative we give officers and staff the space, tools and skills to do an excellent job, whilst ensuring the best possible value for the taxpayer and service for our communities. I will ensure the money given for policing is spent as efficiently as possible before I ask our communities to pay more through council tax.

I will back the force with the investment and resources it needs to become more responsive to changing demands. In return for this freedom and support I will hold them robustly to account to ensure the police deliver the service our communities need to be safe and feel safe.

## **I will hold the chief constable to account for:**

- Ensuring the alliance transformation programme delivers a better, more efficient service to the public
- Delivering new fit for purpose technology and making best use of it
- Ensuring the force has fit for purpose buildings and contact points which best meet the needs of local communities and the organisation
- Delivering the operational control centre programme on time and on budget to improve force resilience
- Making sure the force has the right contact channels for the public and that they provide the right response every time
- Understanding, investing in and developing the force's officers, staff and volunteers to make sure they are reaching their full potential
- Properly investing in the workforce and developing staff
- Delivering a modern, effective and adaptable support function which responds to the needs of our service and community
- Increasing the number of special constables and police volunteers
- Working alongside public and third sector partners

### As your Commissioner I will:

- Work with Warwickshire's Police and Crime Commissioner to provide governance and oversight of all the modernisation programmes across the alliance.
- Support the health and wellbeing agenda within the alliance.
- Give leadership to the force and partners in forging new collaborations to deliver efficient and improved public services.

### Together the Chief Constable and I will:

- Invest to save, so the force can be more adaptable and make best use of its resources.
- Monitor the National Specialist Capabilities Programme and respond to any changes arising from it.
- Join up services and commissioning with partners where there are operational and financial benefits.
- Aspire to a market leading support service for policing.





**What I will deliver for West Mercia:**

- A modern, more responsive police force.
- Better infrastructure and development for West Mercia's officers and staff to reach their potential.
- A network of partner, public and third sector agencies working alongside the police to deliver a safer West Mercia.

## Reassuring West Mercia's communities

It is vital our communities are not only safe, but feel safe too. I want to make that principle a reality for more people across West Mercia.

I want to ensure our communities can have trust in me as their Commissioner and the police force I hold to account on their behalf. People need to be able to engage with both myself and their police to be confident that, respectively, we are visible, accessible, transparent, understanding of local priorities and capable of tackling them effectively.

I will create more opportunities for communities to not only raise local issues, but also play a leading role in resolving them. I want to enable more active citizenship and will ensure people get the tools, training or expertise they need in order to help themselves and their communities. This will include updated and improved use of technology, delivering services and engagement more conveniently via new internet and social media platforms.

### **I will hold the chief constable to account for:**

- Ensuring the Police Code of Ethics is embedded within the force's culture, and is adhered to.
- Delivering new online platforms for communicating and engaging with the public and partners, alongside traditional and existing methods.
- Proactively publishing information to demonstrate the force is working ethically, and enable good governance.
- Engaging with the public and acting on their concerns locally.
- Ensuring the force is visible and accessible both in communities and online.
- Making sure people get an individual response based on their specific needs, and they understand the service they can expect to receive.
- Making sure all communities, individuals and staff are treated equally, fairly and respectfully by the force.
- Ensuring West Mercia Police complies with the Best Use of Stop and Search Scheme.
- Working with partners to improve prevention and understanding of cyber crime, ensuring the strategy is fully implemented and emerging threats are tackled.
- Making sure voices and priorities are heard and acted on from within our rural communities, via the Rural Matters plan to ensure their specific needs are addressed.

- Working with businesses and partners through the Business Matters plan to ensure business crime is addressed effectively.

**As your Commissioner I will:**

- Make sure police follow custody rules and treat detainees safely and fairly, via an Independent Custody Visitor Scheme.
- Develop and publish a Communications and Engagement strategy, setting out how I will actively engage with communities and monitor performance.
- Launch a new Commissioner's Ambassador scheme to deliver more engagements, relationships and local links across our communities.
- Ensure that the police and partner organisations are active and effective in tackling the issues that are important to our communities.
- Involve, engage and empower communities in the delivery of my plan through more opportunities for active citizenship and volunteering.
- Be open and transparent in all the decisions and appointments I make and in the way I hold the Chief Constable to account.
- Work with the police to publish information arising from recommendations in HMIC or other strategic reports.

**Together the Chief Constable and I will:**

- Work with local people and partners to give visible reassurance on frontline neighbourhood policing.

**What I will deliver for West Mercia:**

- Increased confidence in the police.
- Communities feel valued, informed and involved.
- The force achieves and maintains a minimum rating of 'good' in HMIC's PEEL inspections.
- Published communication and engagement.
- Increase the proportion of hate crimes reported to the police.

## Appendix 1 - Collaboration and partnership working

Building a safer West Mercia is not and cannot be the sole responsibility of any one person or organisation. I am committed to effective partnership working and this principle will be essential in achieving many of the objectives in this plan.

We have some good existing partnership arrangements already in West Mercia. I will look to sustain these and build new ones in order to achieve more effective and efficient results for our communities.

### **I will work with local partner organisations to:**

- Develop strong partnerships that deliver our shared outcomes, particularly with community safety partnerships, local authorities, fire services, health and wellbeing boards, the youth offending service, safeguarding children's boards, safeguarding adult's boards, the criminal justice board and the community and voluntary sector.
- Support collaboration to improve services, increase capability and achieve efficiencies
- Aim to better serve local communities by encouraging innovative partnerships with the local and community sector
- Consider opportunities for co-locating, sharing or integrating services where it is in the best interest and operationally and financially viable to do so.
- Ensure effective partnership work to tackle adult and youth reoffending and its causes.
- Manage the change to the Transforming Justice agenda, with criminal justice partners

### **National and regional collaboration**

I will work with regional and national partners on threats and areas of policing which go beyond a single force's boundaries, interests and capabilities. These include national threats set out in the Home Secretary's Strategic Policing Requirement (SPR) of terrorism, civil emergencies, organised crime, threats to public order, large scale cyber incidents and child sexual abuse.

I will work with my regional counterparts of Staffordshire, Warwickshire and the West Midlands and wider regional and national partners to ensure we have the capability and capacity to tackle major challenges to public safety set out in the SPR and that robust governance arrangements are in place to hold the chief constable to account for responding to these national threats.

I will explore further operational collaboration with other police forces, particularly our neighbouring regional forces. I will also work with other Police and Crime Commissioners to improve and increase our collaborative working, building on the existing response to organised crime and criminal use of the road network, as well as ensuring that there is effective regional and national oversight of counter-terrorism policing.

Beyond this, I will look to work with my regional partners to develop collaborative approaches to other policing activity, such as uniformed operations (including armed policing) and other specialist functions. While ensuring continued responsiveness and preserving local accountability, these steps can deliver cost effectiveness, increased capability and greater resilience.

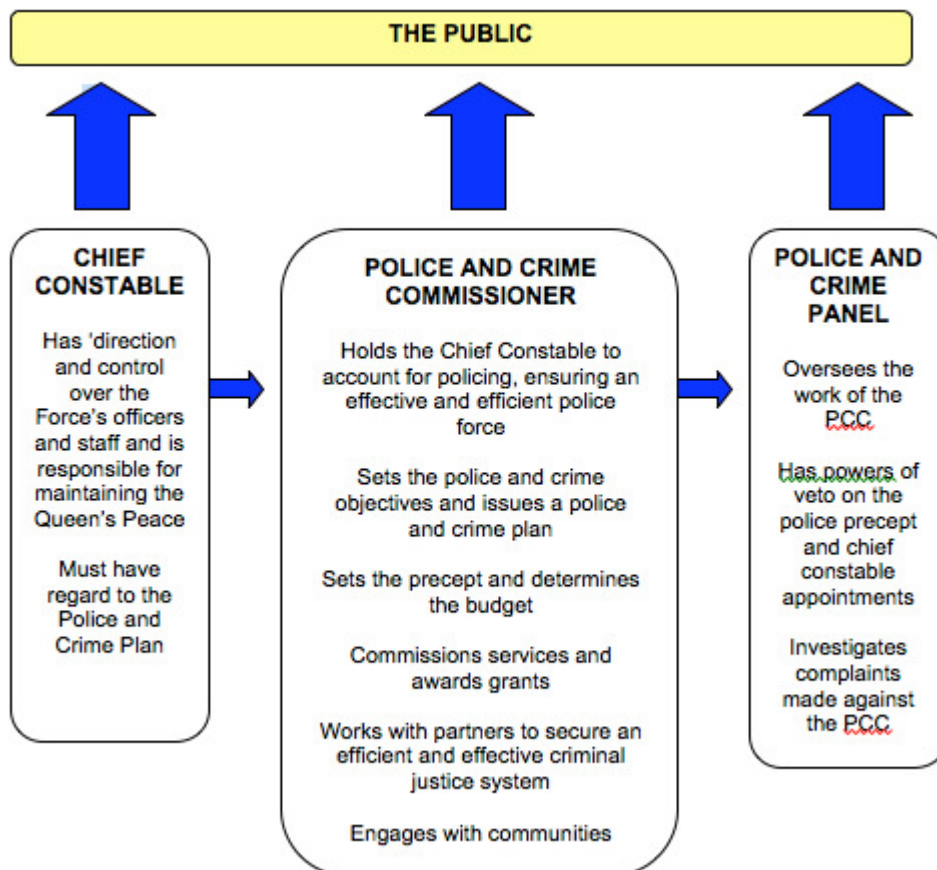
## Appendix 2 - Performance and accountability

I want the public to have confidence and trust in my work, along with that of the force. To achieve this, I have developed a clear, robust assurance programme which will monitor performance of West Mercia Police. The programme will enable scrutiny of key areas within this plan, and is available to view and download at any time on my website.

The assurance programme gives an assurance to communities of how I intend to hold the chief constable to account. It also clarifies how I carry out my responsibilities around governance and oversight, including the mechanisms in place to assist me. The assurance programme will be reviewed and updated on a regular basis and will be subject to external scrutiny by the West Mercia Police and Crime Panel.

In addition, I have also developed a performance dashboard document, which will provide me with an at-a-glance summary of West Mercia Police performance. This is shown at appendix A.

### Roles and responsibilities



**DRAFT PLAN**

**THE ASSURANCE PROGRAMME AND PERFORMANCE DASHBOARD ARE IN DEVELOPMENT AND WILL BE SUBMITTED TO THE POLICE AND CRIME PANEL ALONG WITH A FINAL DRAFT OF THE SAFER WEST MERCIA PLAN IN OCTOBER**

## Appendix 3 - Our resources

### Financial resources

Setting the police and crime budget for the each financial year is one of the most important decisions I have to make. The budget is funded by a combination of central government grants and council tax contributions.

- The net revenue budget after savings for 2016/17 is £207.6 million.
- £4.690 million of reserves is to be used within the year.
- The net budget is £202.9 million
- £79.5 million of income is raised through council tax

### A value for money approach

It is my intention to keep council tax increases to a minimum through a value for money approach which will be achieved by improving efficiencies in all aspects of this plan. In support of this approach I will:

- Support the development of the Alliance transformation programme
- Ensure the force invests and uses technology innovatively to reduce support costs, allowing more resources to be focused on frontline policing.
- Seek opportunities for collaborative working with other partners and police force to deliver further operational and financial efficiencies.
- Develop an outcomes based approach to service delivery.
- Rationalise the cost of my office by centralising its administrative function at the Police headquarters in Worcester and reduce the cost of the Deputy Police and Crime Commissioner and my Community Ambassador scheme.

### Commissioning and grants

I have a central role in the commissioning of services related to victims, community safety and crime reduction, which may expand in the near future if police and crime commissioners take on responsibility for court based victims and witness services.

### As your Commissioner I will:



- Develop and strengthen existing commissioning arrangements.
- Actively seek new opportunities for the co-commissioning of services with partner organisations where we have shared outcomes and issues of joint priority.
- Implement an outcomes based approach to commissioning and grants so that there is a clear rationale for the commissioning of services and activity with resources allocated to need.
- Implement an outcomes based commissioning framework with Community Safety Partnerships.
- Pilot the use of the Outcome Star framework with ten of the 2016/17 third sector grant recipients. This is an evidence based tool for supporting and measuring change when working with people.
- Operate a grants scheme.

**DRAFT PLAN**

**THE GRANT SCHEME IS UNDER REVIEW**

## Appendix 4 - West Mercia policing area

### People and communities



West Mercia is one of the largest police force areas in England and Wales, covering the counties of Herefordshire, Shropshire and Worcestershire. It has a population of just over 1.2 million people, which is projected to grow 4.6% by 2024. The majority (92.9%) of the population is white British.

Much of the force area is rural, especially in Herefordshire and Shropshire, but there are also urban areas of Hereford, Redditch, Shrewsbury, Telford and Worcester.

West Mercia comprises of three unitary local authority areas; Herefordshire, Shropshire and Telford and Wrekin along with Worcestershire, a county council area with six district/borough councils. The West Mercia Police Force is currently divided into four local policing areas aligned to local authority boundaries.

### The policing alliance

West Mercia Police is in a formal strategic alliance with Warwickshire Police. This means that below the rank of Deputy Chief Constable all the functions of both police forces are combined. By working in an Alliance both forces have been able to realise significant financial savings as part of the government's comprehensive spending review. However the benefits of the alliance have proved to be more than just financial bringing greater operational and organisational resilience to both forces and ensuring the maximum number of people are protected from harm.

### West Mercia personnel in numbers

	Actual	FTE
Number of police officers	2,094	2,066.47
Number of students officers (less than 2 years service)	246	246
Number of Specials	334	334
Number of PCSOs	249	241.73
Number of police staff (excluding PCSOs)	1,605	1,452.39

Figures shown are as at 31 March 2016