

West Mercia Police and Crime Panel

Agenda

West Mercia Police and Crime Panel

**Friday, 19 January 2024, 11.00 am
Wyre Forest District Council, Wyre Forest
House, Finepoint Way, Kidderminster
DY11 7WF**

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West Mercia Police and Crime Panel
Friday, 19 January 2024, 11.00 am, Wyre Forest House,
Kidderminster

Membership:

Cllr Barry Durkin (Chairman)	Substantive Member - Herefordshire Council
Cllr Rob Adams (Vice Chair)	Substantive Member - Wychavon District Council
Cllr Joanne Beecham	Substantive member - Redditch Borough Council
Cllr Roger Evans	Co-opted Member - Shropshire Council
Cllr John Gallagher	Substantive Member - Malvern Hills District Council
Cllr Liz Harvey	Co-opted Member - Herefordshire Council
Cllr Helen Jones	Substantive Member - Bromsgrove District Council
Cllr Nigel Lumby	Substantive Member - Shropshire Council
Cllr Kelly Middleton	Substantive Member - Telford and Wrekin Council
Cllr Tracey Onslow	Substantive Member - Wyre Forest District Council
Cllr Richard Overton	Co-opted Member - Telford and Wrekin Council
Cllr Vivienne Parry	Co-opted Member - Shropshire Council
Cllr Tony Parsons	Co-opted Member - Shropshire Council
Cllr Tom Piotrowski	Substantive Member - Worcester City Council
Cllr James Stanley	Substantive Member - Worcestershire County Council
Mrs C Clive	Co-opted Independent Lay Member
Ms B McDowall	Co-opted Independent Lay Member

Agenda

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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.

Minutes of the West Mercia Police and Crime Panel

County Hall, Worcester

Monday, 30 October 2023, 10.00 am

Present:

Cllr Barry Durkin (Chairman), Cllr Rob Adams (Vice Chairman),
Cllr Joanne Beecham, Cllr Roger Evans, Cllr Liz Harvey, Cllr Helen Jones,
Cllr Nigel Lumby, Cllr Tracey Onslow, Cllr Vivienne Parry, Cllr Tony Parsons,
Cllr Tom Piotrowski, Cllr James Stanley and Mrs C Clive.

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Anthony Morriss, Deputy Chief Executive, Office of the PCC
Chris O'Hara, Head of Estates, Office of the PCC
Samantha Morris, Interim Democratic Governance and Scrutiny Manager
Alison Spall, Overview and Scrutiny Officer

Available Papers

The members had before them:

- A. The Agenda papers (previously circulated);
- B. The Minutes of the Meeting held on 27 July 2023 (previously circulated).

(A copy of document A will be attached to the signed Minutes).

486 Welcome and Introductions

The Chairman welcomed everyone to the meeting.

The Police and Crime Commissioner (PCC) updated the Panel on the recruitment process regarding the appointment of a new Chief Constable. The PCC advised that an assessment process had taken place the previous week, but that an appointment had not been made. Next steps were being considered, which would likely involve a re-advertisement of the post before Christmas. In the meantime, the interim arrangements would continue.

487 Named Substitutes

There were no substitutes.

488 Apologies and Declarations of Interest

Apologies were received from Councillors Martin Allen, Kelly Middleton and Richard Overton.

There were no declarations of interest.

489 Public Participation

None.

490 Confirmation of the Minutes of the previous meeting

The Minutes of the meeting held on 27 July 2023 were agreed and signed as a correct record.

491 Estates Strategy Progress report

The Panel received a report which provided an update on the PCC's Estates Strategy, developed in 2022, which had been designed to support the delivery of the PCC's Safer West Mercia Plan. The strategy had been developed in consultation with West Mercia Police, the public and other partners and it set out the PCC's aspirations for the police estate across the medium term as well as principles as to how they would be achieved.

The PCC explained that the Estates service was now fully embedded within the Office of the PCC (OPCC), and it served West Mercia Police (the Force) as well as the Herefordshire and Worcestershire Fire and Rescue Service (HWFRS). The Panel was informed that there was good collaboration between the Force and the HWFRS, with currently one shared building and a further one currently being constructed. It was anticipated that there would be scope for further progress in this area.

The PCC advised that the South Worcestershire Development Plan (SWDP) represented a significant risk to the planned programme at the Hindlip Police Headquarters. The Panel was informed that the draft plan included a proposal to remove Hindlip Park's status as a 'major developed site' within the greenbelt, which would fetter the discretion to adjust and develop this established site to meet the Force's ongoing needs and could impact the potential viability of the site. The PCC advised that objections had been lodged and there would be continued engagement with the process to seek to maintain the current development status.

Members raised a number of issues, which were responded to as follows:

- A Member commented that it would have been helpful if relevant background documents had been included with the report to provide more context, particularly in relation to the delivery of the Strategic Plan. The PCC advised that the information requested was not ordinarily published but that the request would be considered.

- The Head of Estates advised that the risk from Reinforced Autoclaved Aerated Concrete (RAAC) in the Estate was extremely low, with a condition survey having been undertaken 2 years previously not identifying any evidence of RAAC. Further investigations were taking place at one property, but no evidence of RAAC had yet been found.
- A Member questioned the potential use of the police station at Ludlow and suggested that it was currently under-used. The PCC explained that Ludlow station was an important operational police base for the area and had a good level of occupancy by emergency and safer neighbourhood teams. Whilst the level of use varied from time to time, there were no plans to actively seek a partner to share the building, although the PCC would consider any enquiries from partners that were forthcoming. In terms of the customer experience, the PCC advised that this was an issue that would be explored further, perhaps on the lines of the digital kiosk recently introduced at Kidderminster.
- In response to a Member request for clarity about the future plans for the divisional headquarters at Shrewsbury, the PCC expressed his frustration at the lack of progress with the Monkmoor site, but he confirmed that there was a commitment for redevelopment in Shrewsbury. A feasibility study and assessment as to the future provision of services in the northern estate were currently ongoing and the PCC confirmed a decision was expected in 2024 on the way forward. The PCC also referred to Telford's Malinsgate divisional headquarters which he highlighted as needing major investment in the medium term.
- A replacement firearms training centre at Hindlip was welcomed and a Member queried where it would be located. The PCC advised that a full planning application was being developed and it was hoped that permission could be secured before any possible changes to the SWDP, which might put the project at risk.
- A Member asked what the current situation was regarding co-location projects in the Telford area. The PCC advised that Shifnal now had a police base again, which was made possible with the support of the local council. With Newport's police station having previously been sold, it was hoped that the town could similarly regain a police base on similar lines to Shifnal. It was highlighted that local Town Councils were at the heart of these developments and they were proving to be a valuable partner to progress matters, as were voluntary and health partners in other locations.
- Given the role of the One Public Estate Forum (OPEF), a Member sought clarity as to what role the PCC wanted Panel members to have regarding co-location. The PCC explained that whilst actively engaging with the OPEF, local Member knowledge was valuable too.
- With regard to the programme of rationalisation, the PCC didn't have a specific example of a current asset with a significant risk but explained that the rationalisation process generally involved legacy sites such as former police houses.
- In response to a question about when police assets were due to be sold and whether they were offered for sale to other public bodies before being placed on the open market, the PCC explained that the principle

of the OPEF was that partners had first opportunity to purchase any assets being sold.

- A Member highlighted that there was no reference to Hereford Police Station in the report and requested an update on the site. The PCC agreed to provide further detail following the meeting.
- A Member suggested that a timeline of events would be helpful to view estates activity in one place and further questioned whether the 5-year long term programme could be shared with the Panel and whether it would address timelines, priorities, maintenance backlog etc. The PCC agreed to consider how best to update the Panel in this regard.
- The PCC advised there had been a shift to planned maintenance away from reactive maintenance and would consider how to represent the key issues of interest to members in future reporting. It was also suggested that it might be helpful to have a Working Group reviewing estates issues on an annual basis.
- A Member asked about the impact of the budget on staffing issues relating to the Estates Strategy. The PCC advised that increased staffing levels had led to space being used more intensively, for instance with open flexible working spaces. Most of the estate was owned by the Force, so savings were more difficult to achieve, but where buildings were rented, costs were minimised wherever possible. Details on efficiency savings gained would be included in future updates.
- A Member questioned whether there was a strategy demonstrating how the Force would achieve net zero compliance and be fit for purpose by 2050. The PCC advised that it was being developed in relation to buildings and energy savings, but a wider strategy was not in place. The Member suggested that it was timely to consider drafting a Strategy as to how the organisation would reach net zero by 2050 and also suggested that the Force's Environmental Strategy could be usefully made more robust.
- Noting that the Force had successfully worked in partnership with the Fire Service, a Member asked whether consideration had been given to a total 'blue light approach'. The PCC advised that they had not been successful with this as yet.
- In response to a question as to whether there was any evidence that the lack of investment in the estate portfolio had any detrimental impact on staff morale or working conditions, the PCC advised that staff morale was measured, but the condition of the estates had not specifically featured. The PCC's priority was to focus on preventative maintenance measures in high use areas as well as investment in welfare areas for staff use such as gyms.
- A Member offered praise for development of the blue light hub at Redditch but questioned why there was no provision of cells in the new building. The PCC explained that custody facilities were not always required in a location and that the provision was available across the whole area, which meant that there was always an appropriate number of Officers in a locality to deal with any emergency that occurred.

492 Diversity, Equality and Inclusion

The Panel received a report on diversity, equality and inclusion (DEI) which the PCC played a key role in advancing across West Mercia alongside statutory obligations. Promoting DEI was a central focus of the PCC's Safer West Mercia Plan.

The PCC explained his understanding of DEI which was a key tenet of his work. Anything tokenistic wasn't helpful, the PCC saw himself as an inclusionist, aiming to ensure that everyone could be heard and understood. The outgoing Chief Constable had brought Inclusion into the Force's values at an early stage, and he stressed that it was important that this commitment continued.

During the discussion, the following main points were discussed:

- A Member highlighted that the terminology in the report should be reviewed to ensure that it was up to date and reference to other protected characteristics and neurodiversity should also be included to ensure it fitted with recent government guidance. The PCC agreed to ensure the language was re-assessed.
- For future reports, a more granular breakdown of the demographics of West Mercia was requested.
- The importance placed on awareness within the Force was highlighted to the Panel, with an example of how staff with neurodiversity issues had been involved in the current Chief Constable recruitment process.
- The PCC advised that there was consistent engagement with under-represented groups, for instance, the travelling community, as well as those who didn't organise themselves into groups. The Panel was informed that video clips were used at the start of staff inclusion sessions, to highlight the lived experience of individual people to enable their voices to be heard.
- The 'Step' programme initiative to improve attraction and recruitment across all strands of diversity was praised and the PCC highlighted the importance of this work.
- At the request of a Member, the PCC agreed to look at opportunities for engagement within Ludlow.
- In response to a Member's question, the PCC commented that it was disappointing that the figures hadn't shown more of an uplift on representation of all communities, and this was an issue that the Force was regularly challenged on. It was highlighted that the Chief Constable's emphasis on inclusion and the cultural audit that was ongoing were important elements to focus on, but that work was not yet completed. The PCC advised that he was not yet fully assured on this, but he recognised that matters were moving forward.

493 Work Programme

The Panel reviewed its work programme and it was agreed that:

- the 'Confirmation Hearing for the Chief Constable' would no longer be required for the 17 November Panel meeting
- Harassment of women and girls (including how Government funding was supporting victims of sexual harassment locally) would be added to the work programme
- It would be checked with the Chief Executive of the OPCC if it was possible to include the 'Update on Information Technology on the agenda of 17 November meeting.

The Interim Democratic Governance and Scrutiny Manager advised that arrangements were being made for a Budget Briefing for all Members of the Panel in December.

The meeting ended at 11.40 am

Chairman

Minutes of the West Mercia Police and Crime Panel

Wyre Forest District Council, Wyre Forest House, Finepoint

Way, Kidderminster DY11 7WF

Friday, 17 November 2023, 2.00 pm

Present:

Cllr Barry Durkin (Chairman), Cllr Rob Adams (Vice Chairman),
Cllr Roger Evans, Cllr Liz Harvey, Cllr Helen Jones, Cllr Nigel Lumby,
Cllr Tracey Onslow, Cllr Tony Parsons, Cllr Tom Piotrowski,
Cllr James Stanley, Mrs C Clive and Ms B McDowall

Also attended:

John Champion, West Mercia Police & Crime Commissioner
Acting Chief Constable Alex Murray, West Mercia Police
Gareth Boulton, Chief Executive, Office of the West Mercia Police & Crime
Commissioner
Andrew Boote, Head of Service for Safer Communities (Public Health)
Samantha Morris, Interim Democratic Governance and Scrutiny Manager
Alyson Grice, Overview and Scrutiny Officer

Available Papers

The Members had before them the Agenda papers (previously circulated).

(A copy of the Agenda papers will be attached to the signed Minutes.)

494 Welcome and Introductions

The Chairman welcomed everyone to the meeting.

495 Named Substitutes

There were no named substitutes.

496 Apologies and Declarations of Interest

Apologies were received from Councillors Martin Allen, Joanne Beecham, Kelly Middleton, Richard Overton and Vivienne Parry.

Councillor Tracey Onslow declared an interest in that she had previously served as Deputy Police and Crime Commissioner.

497 Public Participation

None.

498 Police & Crime Plan Activity and Performance Monitoring Report

The Panel received an update on the activity undertaken by the Police and Crime Commissioner (PCC) in support of his Safer West Mercia Plan and an update on police performance.

The PCC introduced the Panel to the Acting Chief Constable (ACC) who was attending to support the PCC in relation to operational detail. He went on to highlight the following main points:

- The PCC had been successful in a funding bid to NHS England & Improvement for £650k to deliver a Complex Care Pathfinder for victims of sexual violence. The service was likely to start in the new year and would provide a step change in the support provided to victims and survivors.
- As part of the fifth round of the Government's Safer Streets initiative, the PCC had successfully bid for just under £1 million to fund a range of projects to tackle violence against women and girls (VAWG), anti-social behaviour (ASB) and Neighbourhood Crime.
- Members were reminded about the PCC's £150k Road Safety West Mercia grant round which had invited applications to fund safety interventions that would reduce harm on West Mercia's roads. The deadline had now passed and the PCC informed the Panel that he was not confident that he had received a good range of applications. He went on to ask Members from highways authorities (ie Unitary Councils and Worcestershire County Council) raised the issue in their authorities to encourage engagement.
- With reference to criminal justice, the PCC reported that he was not confident that the Local Criminal Justice Board and the Victims' Board were working effectively. He would give further details in future performance reports.
- With reference to Reforming West Mercia and the number of police officers, the uplift target had been achieved in September which enabled the full establishment of the five Neighbourhood Crime Fighting Teams. Ten Community Safety Engagement officers were also now in post.
- Challenges remained in relation to the Firearms Licensing Unit (FLU) and waiting times for new certificates which had not improved as anticipated. The significantly higher number of license holders in West Mercia meant a larger number of renewals, resulting in unreasonably long delays for new licence applications. It was important to note that the focus on public safety was non-negotiable. The FLU's capacity

would be significantly expanded and it was anticipated that this would lead to improved wait times in the next 2 quarters. There would also be further investment in 2024/25.

Members of the Panel were invited to ask questions and the following main points were raised:

- A Member of the Panel welcomed the additional resources for work relating to domestic abuse and was pleased to see that the DRIVE programme was now working with 43 of the highest risk perpetrators. The PCC reminded the Panel that Worcestershire had led the way in relation to DRIVE, and the programme now operated across the West Mercia region.
- In relation to court backlogs, the PCC reported that the criminal justice system was hesitant about sharing data on this and, as a result, the public was not well informed. He gave the example of sexual assault which may take three years to get to court. In relation to court capacity, the situation was improving, although lack of judicial capacity remained a concern.
- A Member asked a question about the increase in robberies in Shropshire, providing a local example, and asked what reassurance the PCC could provide to local residents. The recently published findings of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Victim Service Assessment was also referred to, in that it had highlighted the need to improve how the force responded to the public and how effectively crimes were supervised. In response the PCC reminded the Panel about the strategic investment in investigations teams. The ACC informed Members that across the whole of West Mercia the number of robberies was down, although acknowledged that the figure for Shropshire was concerning. In relation to the Victim Service Assessment, the ACC acknowledged that the force had not seen the progress they had hoped for but an action plan was in place and recent case sampling had suggested significant improvement.
- In response to the suggestion that residents needed reassurance that resources were being provided for their local area, the PCC referred to the Policing Protocol and acknowledged that the Chief Constable needed to do more to explain what was being done, including via the Neighbourhood Matters messaging service. The Panel was reminded that local neighbourhood teams were part of a much wider system and were not the only resource.
- In relation to road safety, the PCC confirmed that funding for certain schemes was via the Commissioners' Community Fund, as it was felt best to have this devolved to the person who had operational control for the district.
- The Panel was informed that there had been additional investment in the vehicle fleet, including a significant number of new vehicles. There was also a need to see efficiency gains from the existing fleet.
- The Chairman noted that the contract for the Independent Sexual Violence Advisors (ISVA) and Child Sexual Exploitation (CSE) Service had entered its final year and asked what lessons had been learnt in

relation to this service. In response the PCC confirmed that the service had seen a high level of demand. The timeliness and flexibility of the service was important as was ensuring that it was an inclusive service. It was also important to work with partners to ensure spend was maximised and to avoid duplication of effort. He noted that sexual violence was not talked about enough in society and felt this was a good opportunity to focus on this area and take stock. The PCC went on to highlight the work of the OPCC's commissioning team which worked together with health colleagues and now included a specialist in sexual violence.

- In response to a Panel Member's question about Ministry of Justice (MoJ) funding in relation to Victim Support Services (including the West Mercia Rape and Sexual Abuse Support Centre), the PCC confirmed that he did not understand the rationale behind funding allocations. He had approached the MoJ for clarification but had not received a satisfactory answer. He reminded the Panel that the MoJ was accountable to government and not to the PCC. The Chairman asked that any further clarification received be shared with the Panel.
- It was confirmed that increased engagement with the public had meant an increase in the level of OPCC casework with the specific staff resource having been reviewed accordingly. It was right that the PCC had a role in this area but it was important that policing work remained with the police. The PCC confirmed that he took a personal interest in casework sometimes acting as an advocate for the public and he also had a role in the review of complaints against the police.
- In relation to the Q2 performance report, a Panel Member expressed surprise that West Mercia had been identified as having the fifth highest rate of homicide per capita in the country and asked about the context for this. The ACC suggested that this was not actually the case and informed the Panel that, when a death was recorded and categorised, WM Police had taken a very risk averse view on whether a homicide had taken place. He reassured the Panel that the number of murders in the year to date was considerably fewer than in the previous year.
- The Panel Member went on to ask about the 5% increase in levels of stalking and harassment which, it was stated, was primarily due to a 41% increase in these crimes in Herefordshire. The ACC reminded the Panel that harassment was a subjective offence and was a relatively new crime which was recorded in line with rigorous crime recording procedures. The rise in levels of stalking were more concerning as this was a significant predictor offence. The ACC reassured Members that he had not seen anything of particular concern in Herefordshire in relation to stalking.
- The PCC reminded the Panel that he held a dedicated assurance and accountability session each quarter to look at performance information. Analysis would then drive commissioning intent to look at what more could be done.
- A further question was asked about levels of public confidence which were below target and on a declining trend. In relation to police visibility, the PCC agreed that the situation was not acceptable. On behalf of the public, the PCC had made available 500 additional police officers but levels of visibility had declined. Public confidence was

central to the Police and Crime Plan and the current situation was not good enough. The force was now focusing on ensuring that Safer Neighbourhood Teams spent more time in the community and it was expected that figures would improve as a result. If this was not the case, the PCC would request a change in approach from the police.

- Surprise was expressed about the reported concerns around levels of crime and public confidence in Pershore with a Member suggesting that Pershore was one of the safest towns in Worcestershire. The PCC agreed and suggested that this demonstrated that the system of reassurance to local residents had not been working correctly. He went on to inform the Panel that this situation had now been rectified.
- A Panel Member asked whether information relating to the disposal of assets could be shared with the Panel including where the money received would be used. It was agreed that the Chief Executive of the OPCC would take this request forward following the meeting.
- A Member expressed concern that parish councils were not currently able to see local crime data at a parish level. The ACC recognised the issue and shared the Panel's frustration that this was not yet possible. However, he reminded the Panel that Power BI would be rolled out over the next year with the aim of improving access to performance data. In the meantime, the local Safer Neighbourhood Team would have information on all crimes that had taken place in the locality. In addition, the PCC reminded the Panel that the Local Policing Charter meant that the Safer Neighbourhood Team should engage with each Parish Council every 3 months and he asked Members to let him know if this was not the case. It was agreed that an expanded section on the operation of the Local Policing Charter would be included for the Panel's next update. The PCC also reminded the Panel about the Neighbourhood Matters messaging system which provided updates to local residents on crimes and incidents in their local area.
- With reference to the findings of the HMICFRS Victim Service Assessment which had been published in October, a Member asked why no meaningful improvement had been made to supervision throughout an investigation. In response, the PCC referred to the time lag between when the assessment had taken place and when the report had been published. Ongoing work gave reassurance that, if the assessment took place now, the result would not be the same.
- In response to a question about poor performance in relation to call handling, the PCC agreed that the service to the public on both the 101 and 999 services had not been good enough and he reminded the Panel that he had said this previously on the public record. This was now an area of significant focus for the force in terms of technology and the organisation of how calls were answered. Although it was early days, he was confident that the next set of figures would show some improvement.
- A Member noted that West Mercia Police was reviewing the issuing of Naloxone to front line police officers and asked about the background to this. The PCC reminded the Panel that Naloxone was a drug which countered the effects of opiate use and overdose. In West Mercia it was currently available in custody suites, although elsewhere in the country it was issued to all frontline officers. The PCC informed

Members that, in reviewing the approach, he would like to receive reassurance about potential 'mission creep'. It was agreed that the outcome of this review would be reported back to the Panel at its next meeting.

- A Member referred to the national police performance statistics for stop and search and noted that in West Mercia 1.4 white people per 1000 were subject to stop and search, whereas for black residents the figure was 18 per 1000. Reassurance regarding the correct deployment of stop and search powers was requested. In response, the PCC suggested that the statistics in this area should be treated carefully, as a proportion of the black people who were stopped and searched may not be residents of West Mercia. However, he agreed with the overall contention that the black community was overly stopped and searched. The challenge for the police nationally was how to change this and to understand what was a deep-seated societal issue. In terms of action by West Mercia, the PCC reported that he had carried out assurance and accountability with a focus on diversity, equality and inclusion, provided training, and put safeguards in place including body worn video.
- The importance of statistics and performance metrics was noted and the PCC was asked when he would be able to report on the full range of performance indicators in the Safer West Mercia Plan. In response, he acknowledged that recording of statistics and how performance was measured was a perpetual problem and he was frustrated that he was not currently able to provide a full set of data. He hoped that whoever wrote the next Plan would benefit from his experience.
- With reference to call handling, the PCC acknowledged that the trend in Shropshire, where response times were falling, was not acceptable. Concern was expressed about liaison with other forces and response times in rural areas. The PCC reassured the Panel that the situation in Shropshire was a focus for the force and there were plans in place to achieve improvements.
- In response to a question about progress achieved by the Combatting Drugs Partnerships (CDPs), the PCC noted the regional nature of the partnerships (one in the north of the county and one in the south) which aimed to maximise activity. He suggested that the CDPs were not yet making the most of the benefits of partners coming together but was confident that further progress would be seen.

499 2023/24 Annual Budget Metrics Report

The Panel considered the latest update on the key performance indicators (KPIs) agreed as part of the budget setting process for 2023/24.

Members were invited to ask questions and the following main points were raised:

- With reference to reducing the carbon footprint associated with policing, a Member asked when a meaningful indicator would be available. In response, Members were informed that positive progress was being made (for example the rollout of LED lights and the electrification of

vehicles) and work continued on how this progress could be quantified and what a baseline figure would look like.

- The PCC asked the Panel to note an error in the report. On page 18, the update in relation to domestic abuse should refer to a 10% reduction since April 2023 (rather than a 9% increase).
- The PCC reported that, based on Q2 figures, the current year budget was in line with expectations and was not forecast to show an overspend. The budget for 2024/25 was currently being put together and a briefing for Panel Members would be held at the beginning of December.

500 Work Programme

The Panel reviewed its work programme and the following main points were made:

- It was suggested that an update on the Criminal Justice System should be added to a future agenda.
- A visit to the West Mercia police headquarters at Hindlip Hall (including a tour of the estate) would be arranged for the new year.
- In the light of court backlogs and the delay in cases moving through the court system, the possibility of inviting a representative of the Ministry of Justice to attend a future Panel meeting was discussed. A Member suggested that the Local Criminal Justice Board would be a useful starting point as it held the courts to account and reported to the PCC.
- It was suggested that an item on the cultural audit of the organisation should be added to a forthcoming agenda.
- It was suggested that an update on various initiatives in relation to the harassment of women and girls should be added to a future agenda.

Membership of the budget sub-group was confirmed. It was also confirmed that:

- A budget briefing would be held via Teams on 5 December at 10am.
- The Panel's next meeting would be held on 19 January at 11am.

The meeting ended at 3.43 pm

Chairman

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WEST MERCIA POLICE AND CRIME PANEL 19 JANUARY 2024

CONFIRMATION HEARING – CHIEF CONSTABLE

Purpose

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. This is a statutory requirement for the PCP as part of the Police Reform and Social Responsibility Act 2011 under Schedule 1 and 8.

Recommendation

2. It is recommended that the PCP:
 - (i) considers the PCC's preferred candidate Mr Kyle Gordon for the role of Chief Constable of West Mercia Police; and
 - (ii) provides a report to the PCC with a recommendation as to whether or not the candidate should be appointed.

Background

3. 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.
4. 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.

Report

5. Attached at Appendix 1 is a report from the Chief Executive of the Office of the PCC for West Mercia that provides the PCP with the required information necessary for considering the PCC's preferred candidate Mr Kyle Gordon for the role of Chief Constable of West Mercia Police.
6. The report provides an overview of the recruitment process that was undertaken to select the preferred candidate, and of the reasons for his nomination as the proposed Chief Constable. Provided for the PCP's consideration are:

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

Supporting Information

Appendix 1 – Report from the Chief Executive, OPCC incorporating:
Appendix A - Report of the Independent Member
Appendix B(i) - Force information pack for candidates
Appendix B(ii) - Role profile and person specification
Appendix C - Terms of the appointment

Specific Contact Points for this Report

Samantha Morris, Interim Democratic Governance and Scrutiny Manager
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Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) there are no background papers relating to the subject matter of this report.

[All Agendas and Minutes are available on the Council's website](#)

WEST MERCIA POLICE AND CRIME PANEL 19 JANUARY 2024

CONFIRMATION OF THE CHIEF CONSTABLE – REPORT OF THE CHIEF EXECUTIVE OFFICER

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 Kyle Gordon, currently Commander in The Metropolitan 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 previous substantive Chief Constable, Pippa Mills, left the post on 22nd October 2023 to become Assistant Commissioner of The Metropolitan Police Force in London. 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 as required by the College of Policing. Her report attached at **Appendix A**. The Information Pack for prospective candidates, which includes the Role profile and person specification, are

included at **Appendix B**, along with the College of Policing's Competencies and Values Framework (Level 3) in relation to Chief Officer appointments.

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 C**. The salary is the point salary for West Mercia set by Parliament.

5. Recommendation

It is recommended that the PCP considers the PCC's preferred candidate for the role of Chief Constable, Kyle Gordon

CHIEF CONSTABLE OF WEST MERCIA POLICE

APPOINTMENT PROCESS

INDEPENDENT MEMBER REPORT

18th DECEMBER 2023

CHIEF CONSTABLE OF WEST MERCIA POLICE

APPOINTMENT PROCESS

INDEPENDENT MEMBER REPORT

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2. Independent Member's role
3. Process of appointment of Independent Member
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5. Appointment Panel
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1. Introduction

This is the Independent Member's report relating to the appointment process for the Chief Constable for West Mercia.

Home Office Circular [013/2018](#) outlines the legal requirements and principles for the appointment of chief officers. It states that it is for the Police and Crime Commissioner to decide how they wish to run their recruitment process and which candidate they wish to appoint but that the PCC should involve at least one independent panel member during the assessment, shortlisting and interview process. The selection must observe the three principles of merit, fairness and openness. The College of Policing [guidance](#) for appointing chief officers, which has been in place since January 2021, should also inform the recruitment process.

The aim of this report is to provide an independent assessment of the extent to which the appointment process has been conducted in accordance with the principles of merit, fairness and openness and to provide oversight of the design and delivery of the assessment and selection processes used throughout the process.

In accordance with Home Office requirements, the process for the Chief Constable appointment for West Mercia is the responsibility of the PCC, Mr John Campion. Mr Gareth Boulton, led in the practical management of the appointment process at all stages, as per his role as Chief Executive and Monitoring Officer to the PCC, in line with College of Policing guidance.

2. Independent Member's role

Home Office Circular 013/2018 states that at least one member of the appointment panel should be an independent member. The independent member should be suitably experienced in selection and assessment processes in order to have an informed view on the conduct of the appointment process in line with the principles of merit, fairness and openness.

When appointing an independent member for the process, the PCC is expected to base their decision on merit, fairness and openness, considering the skills and experience required. On appointment, the independent member should be provided with the opportunity to fully understand their role and responsibilities for each stage of the selection process.

3. Process of appointment of Independent member

I was contacted by the Chief Executive of the Office of the PCC on 9th August 2023 regarding the role of independent member for the appointment process. Having acted as the independent panel member for a previous Chief Constable appointment for West Mercia, I am well placed to understand the principles, processes and responsibilities required for the appointment of a Chief Constable and the role that the independent member plays in ensuring that these principles are upheld throughout the process.

In accordance with the requirements set by the College of Policing for the independent panel member, I have over 15 years' experience as a senior leader in the HR profession across a number of sectors and substantial experience in the selection and appointment of senior

postholders, as well as providing leadership to the creation and development of recruitment and selection procedures and policies within an organisation to ensure they are both legally compliant and reflect best practice. I am a Chartered Fellow of the Chartered Institute of Personnel and Development and a member of the CIPD HR Leaders' Forum for the West Midlands. In addition, through my current role as Director of Human Resources for the University of Worcester, I have an understanding of local, national and strategic needs and interests as encouraged by the College of Policing.

Following a further discussion on 23rd August to discuss this process in more detail and my role as the independent panel member, the Chief Executive confirmed my appointment to the process.

4. Appointment process

The appointment process included a number of stages of assessment which are detailed below. Each stage is intended to inform the assessment of candidates against the role profile for Chief Constable and the College of Policing Competency and Values Framework.

It should be noted that in advance of this appointment process, a previous appointment process was conducted for the Chief Constable role in October 2023, in which no appointment was made. Having reviewed feedback from each element of the assessment centre and taken appropriate advice, the PCC determined that none of the candidates sufficiently met the requirements of the role. The previous process was conducted with the same stages as detailed in this document. As the independent member of that panel, I was fully engaged in the previous process and content that it was conducted in accordance with the principles set by the College of Policing.

5. Appointment panel

The role of the Appointment Panel 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. 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 adhere to the principles of merit, fairness and openness. All members should be provided with a copy of the College of Policing 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 for this process were:

- John Campion, Police and Crime Commissioner, West Mercia
- Marc Bayliss, Deputy Police and Crime Commissioner, West Mercia
- Adele Cope, Director of HR, University of Worcester, Independent member
- Cllr Shaun Davies, Leader Telford and Wrekin Borough Council

- David Shaw, former West Mercia Police Chief Constable and representative of Worcestershire Community Foundation

The panel members represented a diverse range of backgrounds and perspectives and all have experience in recruitment and assessment processes. Mr Shaw's inclusion also provided an expert policing advisor to the PCC. All panel members were provided with copies of the College of Policing guidance.

6. Assessment Process

The assessment process involved a number of stages. As the independent member, I was briefed at all stages of the process and provided with the opportunity to share my feedback and advice in relation to the proposed approach and documentation. Further information on each stage of the process, including my assessment of its appropriateness and fairness, is detailed below.

The role profile

A draft of the proposed job profile and a detailed document outlining the proposed approach to the selection process was shared in advance of the role being advertised for my review and comment. The job profile provided a clear indication of the purpose of the role, the key responsibilities and the required behaviours, skills, qualifications and experience. The person specification and assessment criteria for the role were based on the national Chief Constable Policing Professional Profile.

The Role Profile in the pack was produced in line with the present and future needs and priorities in the Force area, with reference to three key criteria as set out by the PCC in the letter to candidates. It referred to the need for West Mercia Police to re-establish itself as a consistently high performing service. It was also made explicit that the successful candidate would be expected to motivate and drive the force to delivering service improvements, maximising the value of investments, and make sure that the benefits of their leadership are felt for the public and for the police force itself.

Advice on the proposed process and documents was also sought from the College of Policing with changes made to respond to feedback. Noting that the documents were both comprehensive and appropriate documents for the process, I made a small number of suggestions relating to wording. These comments were taken on board and the final version included amends that reflected my feedback.

Application pack

The application pack was clearly written and provided prospective applicants with details of the process of application as well as terms of appointment. The pack contained: a letter from the Police and Crime Commissioner to applicants, an overview of the Chief Constable role and the priorities for West Mercia, a role profile which included details of the role purpose, key responsibilities and the behaviours, skills, qualifications and experience needed for the role, and a timetable of the process.

Prospective candidates were also offered the opportunity to arrange an informal discussion with the PCC and/or Chief Executive prior to submitting an application.

The pack confirmed the timescales for the shortlisting and interview process and confirmed details of the Familiarisation Day which would be offered to all shortlisted candidates. 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 the process to include the need to develop and deliver presentations. It explained that the selection process would be designed to explore the behaviours set out in the Competency and Values Framework and candidates' strengths in relation to the job description and person specification as set out in the pack. It also advised candidates that the selection process would include interviews with a stakeholder panel, a staff forum and a formal appointment panel.

The content of the pack was informative and, in addition to meeting the legal requirement, it gave prospective candidates the assurance that the process would be fair, open and based upon merit.

Advertisement

Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

The advert for the role was placed on the PCC's and College of Policing websites on Wednesday 1st November and closed three weeks later on Wednesday 22nd November. The College of Policing also sent the advert along with a letter from the PCC by email to all eligible senior police officers in the UK.

This ensured that the role was promoted both locally and nationally, in order to encourage a strong field of eligible applicants.

Shortlisting

Once the deadline for applications had passed, I attended a virtual shortlisting meeting with the PCC and the Chief Executive of the PCC on Wednesday 22nd November. Copies of the applications and a copy of the Appointment Panel scoring matrix were sent to me in advance of the meeting in order that I could review independently against the required skills and experience for the role prior to the group discussion.

At the meeting, each application was considered in detail, with reference to the assessment criteria, and discussed fully. Two applications were received, and having considered the applications in full, the Shortlisting Panel agreed to shortlist both candidates for interview.

Following agreement of the shortlist, the proposed structure for the assessment day was discussed and agreed.

Assessment process

The assessment process for the shortlisted candidates was conducted on Tuesday 12th December at the West Mercia Police Headquarters in Hindlip and consisted of three elements: a Stakeholder panel, a Staff Forum, and an Appointment panel.

The Stakeholder Panel and Staff Forum were held on the morning of the assessment day.

The **Stakeholder Panel's** membership was*:

- Simon Trickett, CEO, Herefordshire and Worcestershire Integrated Care Board
- HHJ James Burbidge KC, Crown Court Judge, Worcester and Hereford
- Vic Allison, CEO, Wychavon Council
- Mamps Gill, Youth Justice Board
- Nicholas Coates, Deputy Chief Crown Prosecutor

*Invitations for the Stakeholder panel were extended to others, but some were unable to attend on this date, meaning that the panel consisted of some different stakeholders to the previous Chief Constable process.

The Stakeholder Panel was supported by the PCC's Deputy Chief Executive Tony Morriss.

The Stakeholder Panel's assessment was based on a 10-minute presentation by candidates, followed by questions on the presentation and then set interview questions. Candidates were able to use Audio/Visual aids if they wished to do so.

The presentation subject was: "Developing Shared Approaches to Improve Outcomes for the Public."

Assessment criteria were provided to the Panel and each panel member was required to complete an Assessment Record. The assessment criteria were based on the College of Policing Competency and Values Framework and on the West Mercia Police Chief Constable Role Profile.

The Panel's scores and conclusions were collated and provided to the Assessment Panel at the end of the interview process, to inform the final outcome.

The **Staff Forum** consisted of 25 Officers and Staff from across the whole of the Force: geographic areas, ranks and disciplines. The PCC, the PCC's Chief Executive, and I attended to observe this session.

The Candidates were asked to lead the forum for 1 hour, without aids other than a flip chart, on the subject "Does policing in the public interest lead to public satisfaction". At the end of the allotted time and after the candidate had left the room, the Chief Executive collated feedback on the candidate's performance with reference to a number of set questions. The Forum's assessment criteria were based on the College of Policing Competency and Values Framework and on the West Mercia Police Chief Constable Role Profile.

The feedback from the Staff Forum was collated, summarised and provided in writing to the Appointment Panel, to inform the final decision making for the PCC.

In the afternoon of the assessment day, candidates were required to attend a **presentation and interview with the Appointment Panel**. The Appointment Panel was chaired by the PCC. Panel members had been provided with a copy of the Chief Constable Interview Matrix in advance of the assessment day and during the panel pre-meet, questions were allocated to panels in accordance with their areas of expertise and/or interest.

At the start of the appointment panel, Candidates were asked to give a 10 minute presentation to respond to the subject “How as Chief Constable you would support delivery of the Safer West Mercia Plan. Panel members were invited to ask questions in response to the presentation.

The formal interview was conducted in accordance with questions included in the matrix, with the panel invited to ask follow up questions by the Chair.

For each of the candidates, each panel member completed an Assessment Record. The marking scheme was clearly indicated on the interview matrix and based on a five-point scale, of which a rating of 5 referred to ‘Exceeds the required standard’ and a rating of 1 refers to ‘Falls below the standard required’. Rating 3 referred to ‘Meets the required standard’.

Panel Members scored each candidate for their Presentation and Interview stages. Panel members’ scores were collated, and evidence was discussed where some slight differences of opinion had occurred. In the event that scores differed for a 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.

Once the scores for the Presentation and Interviews were confirmed for each of the candidates, evidence from the Stakeholder Panel and Staff Forum was also considered, providing further insight into the performance of each of the two candidates.

Feedback from the two stakeholder panels and the scores from the Appointment Panel identified that both candidates met and exceeded the minimum standards required to be considered as appointable to the role.

On the basis that both candidates were deemed as appointable, the merits of each candidate were discussed in detail and the panel considered the differences in scoring, noting occasions when each of the candidates had exceeded the required standards.

The PCC, having considered all of the different elements of the assessment process with reference to the assessment criteria for the role, and having listened to the views of the panel, identified one candidate as being the preferred candidate for the role. The Panel confirmed their endorsement of this outcome.

The decision was therefore taken by the Police and Crime Commissioner to offer Commander Kyle Gordon, currently serving with the Metropolitan Police Service, the position of preferred candidate for the post of Chief Constable of West Mercia Police.

7. Conclusions

Throughout the appointment process, I was provided with the opportunity to provide feedback and advice on the proposed approach and to share my professional opinion on the appointment process. This advice was well received and taken into account by the PCC.

As demonstrated by the detail provided in this report, the Police and Crime Commissioner for West Mercia has been diligent in the conduct of this process, paying careful attention to the guidance provided by the College of Policing. Through the process outlined in this report, the Commissioner has fulfilled his responsibility to ensure that the selection of a preferred candidate was fair, open and based upon merit, and has in many cases gone above and beyond the minimum process requirements to ensure a comprehensive, inclusive and informed approach to such a key appointment.

The process ensured a rigorous and robust assessment of each candidate against the assessment criteria whilst also ensuring a fair and balanced process with equality of opportunity for each of the candidates.

For these reasons, I am confident that the selection process met the principles of fairness, openness and merit.

Adele Cope FCIPD

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Chief Constable

Force Information Pack

November 2023

General information

West Mercia is the fourth largest geographic police area in England and Wales, covering 7,428 square kilometres. Our communities cover three counties: Herefordshire, Shropshire (which includes Telford & Wrekin) and Worcestershire with more than 1.3 million people living in the areas we serve.

Whilst many of its communities are rural there are significant urban areas and small areas of social deprivation that are among the 10 percent most deprived areas nationally.

The force has been actively recruiting additional officers to meet its new, increased establishment of 2496 in 2023/24, the highest level on record in the force. It also has over 200 PCSOs, more than 1700 members of police staff and dozens of volunteers (including the Special Constabulary).

Numbers of officers have increased significantly year-on-year through both national uplifts and local initiatives. This ambitious level of recruitment is already positively impacting our communities.



Policing Plan and Budget Information

A copy of the current Police and Crime Plan, Budget Report, Community Engagement Strategy and other key documents are available on the following websites:

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

<http://www.westmercia.police.uk/>

The latest published performance data can be found here: [Police Quarterly Performance Reports - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](https://www.westmercia-pcc.gov.uk/performance-reports)

Force vision and values

The core elements of West Mercia Police's current strategic approach are its:

- Vision
- Organisational Priorities
- Values

All force officers, staff and volunteers are expected to live by these values day in and day out and underpinned by the Code of Ethics. All of the above are at the forefront of the force's priorities, plans and daily work. These are set out in the force Plan on a Page:

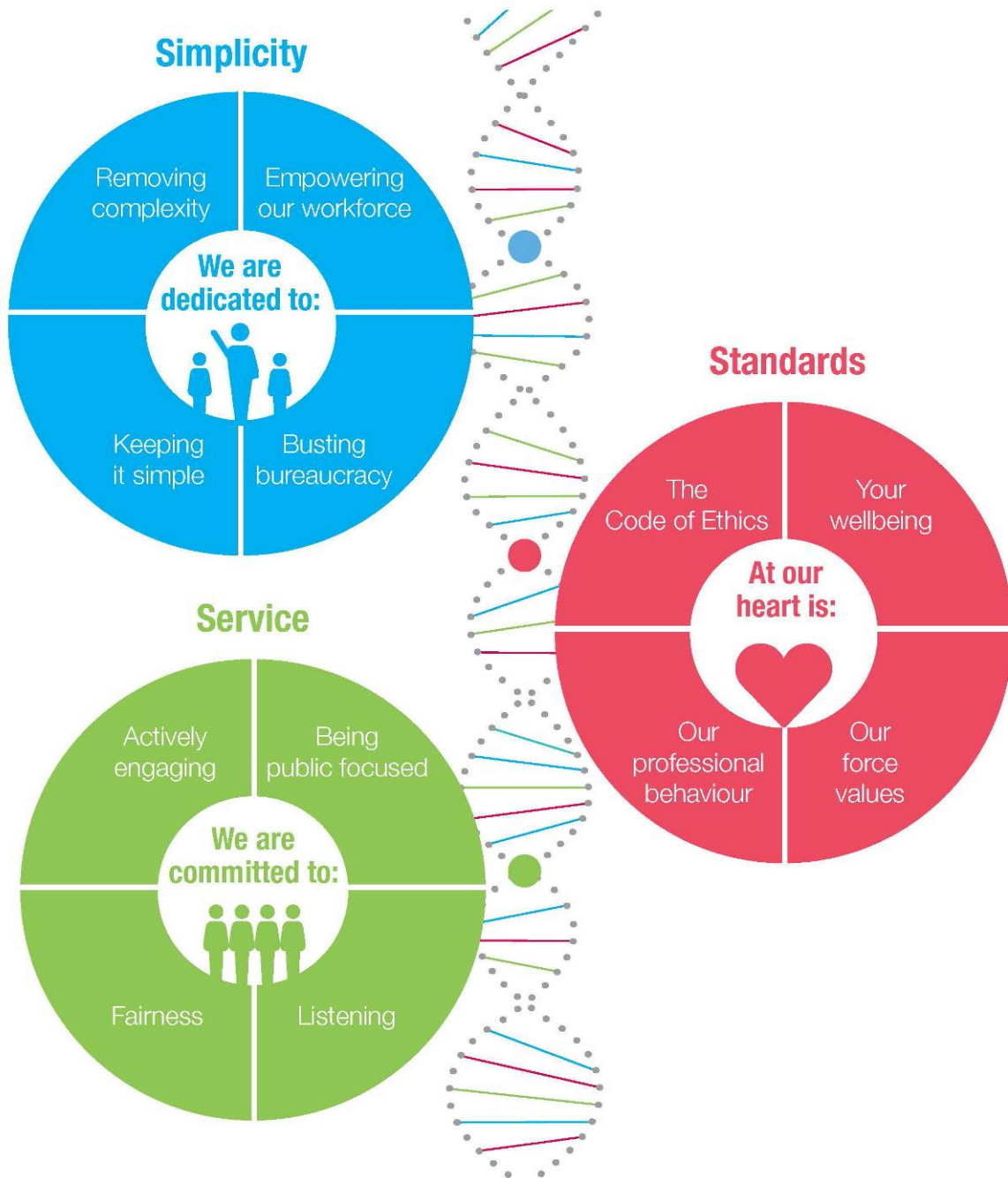


In a recent survey of more than 3000 local people, 94% stated that West Mercia Police has their support, with 80% confident that they would receive a good service from the police. Overall public confidence in West Mercia Police currently stands at 82%.

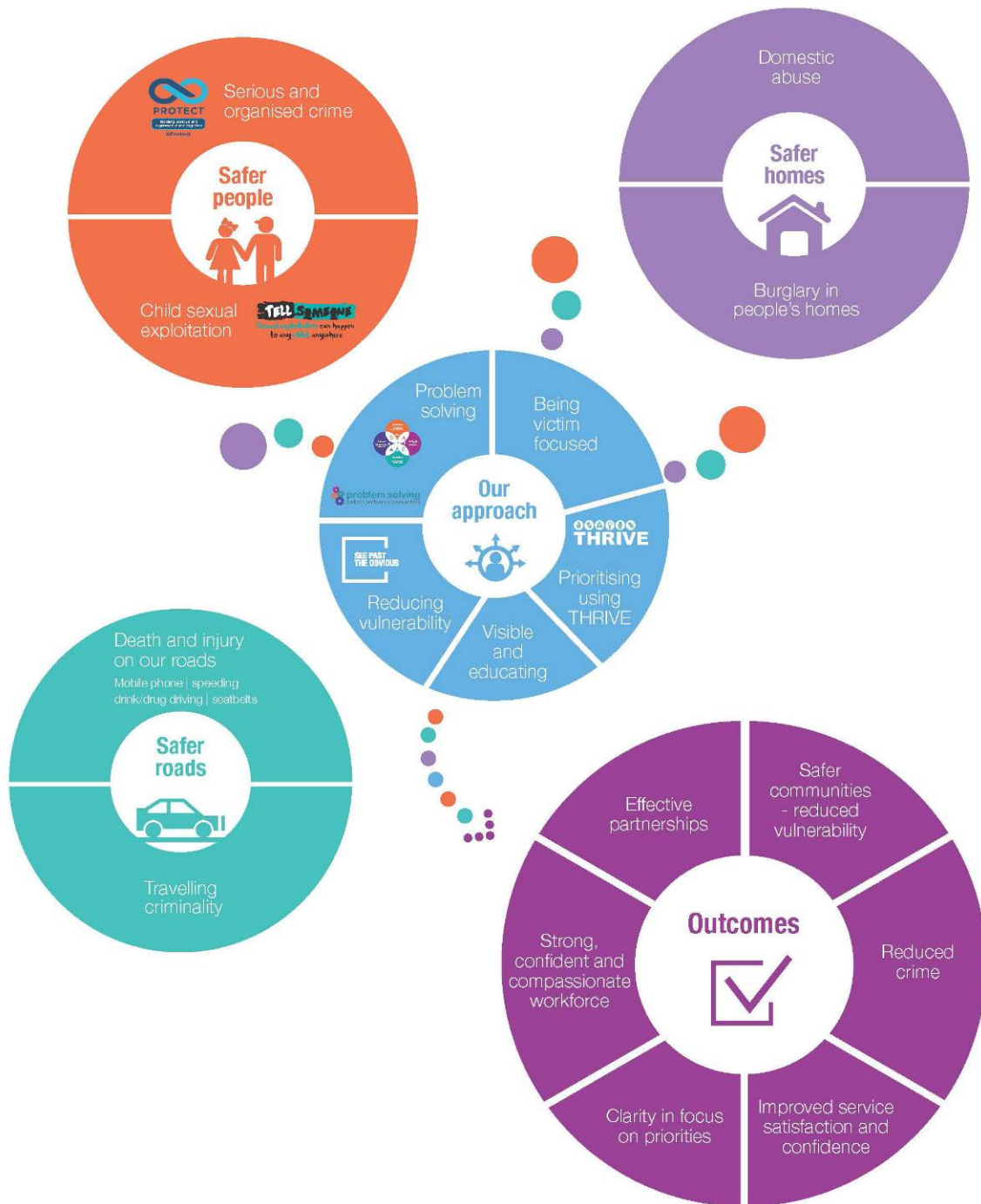
60% of residents think their police force are doing a good or excellent job, and 74% believe that West Mercia Police understand the issues in their community. The force has plans in place, aimed at further improving these figures.

Our service and leadership ethos

“Strong, confident and compassionate”



Our policing priorities



Policing West Mercia

Information relating to the policing of West Mercia can be found on the force's website <http://www.westmercia.police.uk/>

West Mercia Police has a Local Policing Community Charter, which makes commitments of service to local communities. This can be found here: [public-charter.pdf \(westmercia.police.uk\)](#)

People strategy

In order to meet the challenges of the next few years, organisational change within the police force will need to look to maximise the quality and effectiveness of policing output in order to protect people from harm. The force proposes that this will be delivered by ensuring the right people are in the right place at the right time, with the right skills and attitude to deliver.

The force's policing model and the shape and size of the organisation continues to change whilst demands continue to evolve. It is therefore vital that the police workforce and environment are shaped to meet such challenges.

Recruiting and retaining the right people and maximising the contribution each and every person makes is more critical than it has ever been to achieve the vision and support the delivery of policing services.

West Mercia launched its new People Strategy in 2020 with the focus of enabling its people to be the best they can be. The strategy has six core objectives:

- Building Strong, Confident and Compassionate Leadership

- Ensuring Personal Resilience
- Focused Development
- Attracting and Managing Talent
- Effective Workforce Planning
- Building a Professional Workforce



West Mercia Police seeks to develop and enable its leaders to achieve the best for themselves and their people, by recognising and nurturing talent for the future.

The force is committed to creating an inclusive environment where people feel empowered to exercise professional judgement, utilise their emotional intelligence and feel comfortable and confident to challenge. Ensuring people have the confidence and capability to deliver its vision and values by developing effective leadership qualities is pivotal. The force wants people to feel part of an organisational culture where they can be themselves, a culture that values diversity for the greater benefit of our communities.

The force also supports the National College of Policing leadership expectations which it endeavours to instil and develop at every level.

The police force invest in its people in a variety of ways which add value in order to develop a skilled, efficient and effective workforce that reflects the changing needs and demands of the police service.

Force vision and values are underpinned by a learning culture which embeds personal responsibility and continuous improvement in its people and the service it delivers.

Health and wellbeing

The Health & Wellbeing of police staff is extremely important. The force works to ensure that the workforce understands their role in maintaining a healthy and safe working environment to protect themselves, their colleagues and the public we all serve.

The force recognises that it is its people who will deliver the vision of protecting people from harm. It is well known that when officers and staff are feeling well and satisfied with their work it will have a positive benefit for the communities we all serve.

There is a need to build on the good work to ensure that the wellbeing of the workforce is fully embedded within everything the force does.

Diversity and inclusion

West Mercia Police serves approximately 1.3 million people. Promoting equality of opportunity and celebrating diversity is a fundamental enabler of the force's

overarching vision 'to protect people from harm'. It is intrinsic to organisational culture, underpins objectives and helps shape the way in which services are designed and delivered.

The force is committed to serving its communities and people, taking into consideration and listening carefully to stakeholders.

Statutory duty

The force must remain mindful of its duties under the Equality Act 2010 which is the UK's discrimination law that protects individuals from unfair treatment and promotes a fairer and more equal society. The Act protects people from discrimination, harassment and victimisation in work, education and when accessing services.

In addition the Public Sector Equality Duty (PSED) came into force across Great Britain on 5 April 2011. It means that public bodies have to consider all individuals when carrying out their day-to-day work - in shaping policy, in delivering services and in relation to their own employees.

The force's aim is to increase trust and confidence and its approach is to empower communities to actively participate in delivering a fair and accessible police service for all.

Force equality objectives 2021 - 2025

Our Communities:

- *Understanding our communities: We will continue to enhance this through engagement and equality data analysis. This will help us to better understand the composition of our communities and help us to see any patterns of inequality or*

disparity.

- *Engagement and good relations: We will develop our engagement work with diverse communities and continue to work with our Independent Advisory Groups.*
- *Increasing confidence: We will be open and transparent as we build relationships with diverse groups, inviting scrutiny of information about important issues such as the use of force; stop and search; custody; hate crime and victim satisfaction.*

Our Partners:

- *Understanding the Partnership Landscape: Through partnership working with for e.g. other Criminal Justice System agencies, Local Authorities, NHS or voluntary sector partners, where relevant, we will analyse information that highlights disparity in the services we offer and work collectively to place the needs of victims and service users at the heart of our work.*
- *Tackling Disparity: With our partners we will seek to reduce or eliminate disparity and improve services.*
- *Joint Services Delivery: We will work with partners to develop strategies that provide effective public services in our communities, particularly for those who are vulnerable to crime and have involvement with the criminal justice system.*

Our Organisation:

- *Transparency & Scrutiny: We will make our organisation as transparent as possible and encourage scrutiny of our activities by Staff Networks, Independent Advisory Groups and other stakeholders.*

We will ensure that through this greater involvement, we will respond to feedback to improve our service. We will publish our equality data.

- *Developing our workforce: We will develop all our officers and staff so that they have a strong awareness of how equality, diversity and inclusion supports us to achieve a positive, dynamic working culture and a truly effective police service.*
- *Understanding our workforce: We will improve our understanding of the makeup of our workforce by putting systems in place to better analyse equality, addressing any under-representation or disproportionality through innovative recruitment, retention and progression strategies. We will engage and involve the workforce in embedding inclusive practices.*





November 2023

Dear candidate,

I am looking to appoint a new Chief Constable who delivers against three key criteria:

1. Working effectively with me to deliver my Safer West Mercia Plan. This means building a strong, healthy relationship with me as governing body, as well as working collaboratively with me as a partner.
2. The ability to effectively lead West Mercia Police. Ensuring an engaged, motivated and high achieving workforce. Operationalising the delivery of the Safer West Mercia Plan.
3. Working effectively with partners and communities to build on West Mercia Police's position as a systems leader, improving collaboration and outcomes for the public.

Our next Chief Constable must share my commitment to working tirelessly to make our local communities safer. Our public need somebody with the vision to maximise what the police service can deliver for the people it serves, and then the drive, determination and skills to make the vision set out in my Safer West Mercia Plan a reality.

Significant steps have been taken in recent years to set West Mercia Police up to succeed as an organisation. I have supported major investments and worked with successive Chief Constables to make sure policing in West Mercia delivers what our communities need, and what they expect.

West Mercia's next Chief Constable will need to build on these foundations, capitalise on the opportunities created, and realise the maximum benefits for the force and local communities. This will require strong, consistent and clear leadership to implement change and continue the journey of transformation, and to bring people, both inside and outside of the organisation, along on that journey. This in itself is a challenge when leading one of the largest geographic police forces in the country that spans three largely rural counties. West Mercia is not just complicated by its geography, but also by the network of partnership agencies delivering services to its communities. West Mercia's next Chief Constable will need to successfully navigate this complex landscape to deliver the outcomes the public need.

West Mercia Police is on a journey to re-establishing itself as a consistently high performing service with a new identity, new workforce, new culture and new challenges. The force has had significant investment in recent years, with 500 more police officers, a major programme of digital reform, and investment in the police estate. The force is in a better position to deliver better services. West Mercia's new Chief Constable will need to motivate and drive the force to deliver these service improvements, maximising the value of investments and making sure the

benefits are truly felt, both for the public and for the police force itself. My commitment is that I will back the police force with the resources it needs to succeed and do its vital work as effectively as possible, whilst securing the best possible value for the public. My track record shows I have been true to that commitment.

I respect, understand and fully endorse the boundaries between the PCC and Chief Constable roles. A distinction between the roles of PCC and Chief Constable is not only necessary but healthy in respect of operational policing and governance. It is also vital however that we work together strongly as partners in order to make sure the collective strengths of our respective roles are realised and we deliver the best possible outcomes for the communities we serve. I would expect to build an open, honest and constructive relationship with our new Chief Constable predicated on trust, mutual respect, understanding and a shared vision for making our communities safer, happier and healthier.

It is my responsibility to make sure the voice of the public is heard strongly within policing, shaping West Mercia's objectives and vision. These need to be delivered both operationally by the Chief Constable, and collectively as leaders and partners within the wider system.

Thank you for your interest in the role. If you have any questions or require any further information please do not hesitate to get in touch.

Yours sincerely

A handwritten signature in black ink that reads "John Campion". The signature is fluid and cursive, with a long horizontal stroke at the end.

John Campion
Police and Crime Commissioner
West Mercia

Chief Constable's role

The Chief Constable has overall responsibility for leading West Mercia Police. They will be responsible for creating the force's vision, and setting a direction and culture that builds public and organisational confidence and trust. They will be responsible for enabling the delivery of a professional, effective and efficient policing service for today and the future.

The Chief Constable will be expected to embed genuine empowerment and accountability at all levels of the workforce. They will ensure that every member of the organisation is enabled to support key objectives including delivery of the Commissioner's strategic direction for policing and crime in the area, understanding and responding to public needs and ensuring strong connections between the police and the communities they serve, reducing crime and enabling victims to cope and recover.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents. They are responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

The Chief Constable must also lead the organisation in a professional, non-operational context. They are responsible for responsible budget management, strong internal governance, long term future planning (and delivery to that planning), workforce management, forging strong strategic partnerships and everything else that is required to secure an effective, efficient, resilient policing service.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any / all Schemes of Governance or Consent that exist, which determine force governance arrangements.

Further details of the role of the Chief Constable are set out in the Professional Profile.

Change and Transformation

Policing is changing. What is understood as traditional policing has already changed dramatically and will continue to do so. Our communities need their police to be able to respond to those wider cultural, environmental and societal changes. As technology continues to speed up social evolution, it is vital that our police work with greater agility, and ideally play a greater role in shaping the operating environment, rather than simply responding to it. Added to this, we must all operate within the constraints of set budgets.

It is vital that the Chief Constable has the ability and strength of leadership to take people with them on this transformational journey. Whether that is making the case to the public for new policing approaches, securing support from the PCC or other partners, or selling the need for change within policing and securing buy-in from the workforce. The Chief Constable must be capable of leading on these complex issues and challenges, and must set the example in respect of an approach that embraces ongoing learning and development, is responsive to feedback and strives for continuous improvement.

Our collective focus will continue to be on becoming as efficient and effective as we can possibly be, right now and for the future.

There is a need to embrace a different style, culture and approach to achieve a really new, sustainable and modern way of delivering policing which reflects public needs and expectations.

Priorities

The PCC has set out a strategic vision for policing and crime in West Mercia. The successful candidate will be expected to work with the Commissioner to deliver against core components of the Police and Crime Plan.

The four central pillars of the Safer West Mercia Plan are as follows:

1. Putting Victims and Survivors First
2. Building a More Secure West Mercia
3. Reforming West Mercia
4. Reassuring West Mercia's Communities

The current version of the Safer West Mercia Plan [is available here](#).

Please note, a new police and crime plan will be developed following the PCC elections in May 2024. It is anticipated that the new Chief Constable will work with the new PCC to support development of this plan.

Selection process

Applicants should submit a CV together with a covering letter of no more than 4 pages addressing the key elements of the role profile by email to: gareth.boulton@westmercia.police.uk by 17:00 on Wednesday 22nd November 2023.

Candidates' applications will be acknowledged by email.

Anyone interested in the position is welcome to speak to the PCC and / or the Chief Executive, which can be arranged by contacting the Chief Executive via the email above or by calling 01905 331 656.

Shortlisted applicants will be informed on Thursday 23rd November 2023 and will be invited to attend a familiarisation day at Hindlip on Thursday 30th November 2023.

Candidates selected for interview will be invited to attend Hindlip Hall, Worcester on Tuesday 12th and (if required) Wednesday 13th December 2023.

A detailed interview schedule will be provided. Candidates should expect this to include the need to develop and deliver presentations. The selection process will be designed to explore the behaviours set out in the Competency and Values Framework and candidates' strengths in relation to the job description and person specification set out in this pack. The process will include interviews with a stakeholder panel, a staff forum and a formal appointment panel.

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

If as a candidate you have a condition or disability that may impact or disadvantage your ability to take part in the recruitment process please make this known to the PCC's Chief Executive, who will be happy to assist and make reasonable adjustments to accommodate.

Chief Constable Role Profile



1. Post Overview

Post :	Chief Constable
Accountable to :	The Police and Crime Commissioner for West Mercia
Location :	Hindlip Hall Worcester WR3 8SP
Responsible for:	The direction and control of West Mercia Police in accordance with the Police Act 1996, in order to provide West Mercia with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable

2. Role Purpose

The Chief Constable has overall responsibility for leading West Mercia Police. They will be responsible for creating vision, setting direction and culture that builds public and organisational confidence and trust. They will be responsible for enabling the delivery of a professional, effective and efficient policing service for the future.

It is expected that the Chief Constable will embed genuine empowerment at all levels of the workforce. They will ensure that every member of the organisation is enabled to deliver the Police and Crime Plan, responding to and connecting with the public, reducing crime and enabling victims to cope and recover.

The Chief Constable is directly accountable for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

3. Key Responsibilities

1. Set and ensure the implementation of organisation and operational strategy for West Mercia Police, having due regard to the Police and Crime Commissioner's Police and Crime Plan (and strategic direction for the police force), Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
2. Develop a mutually productive strategic partnership with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.
3. Ensure the effective and efficient use of public funds within the agreed framework issued by the Police and Crime Commissioner to improve outcomes for the public.
4. Develop and maintain robust, consistent governance arrangements and processes within West Mercia Police to ensure effective, timely decision making and action at all levels of the organisation.
5. Lead West Mercia Police; communicating a clear direction and promoting values, ethics and the highest standards of professional conduct to enable a dynamic, effective and professional service. This should be focussed around effective translation of strategic level objectives into consistent action and behavioural change that permeates all levels of the organisation.
6. Lead the long term and consistent setting of vision and strategy for West Mercia Police. Ensure progress towards its delivery.
7. Develop and embed a culture of supportive empowerment that drives performance but is matched by genuine accountability where everyone in the organisation understands the need to take genuine ownership.
8. Create and drive a culture of development, innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.
9. Role model a leadership style that inspires trust, confidence and high standards, and inspires others to emulate as leaders themselves.

10. Lead, inspire and engage the Chief Officer Team; setting and modelling approaches to a healthy, cohesive workforce culture with honest relationships. Lead by example in respect of personal learning, response to feedback, ongoing development and standards.
11. Promote wellbeing and facilitate impactful professional development and performance management to create empowered teams that effectively enables the achievement of West Mercia Police's vision and goals.
12. Fulfil the authorising responsibilities of Chief Constable, e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop West Mercia Police's operational strategies.
13. Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
14. Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
15. Develop, maintain and keep under review strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements in the broader operating context and enable the achievement of West Mercia's objectives.
16. Represent West Mercia Police at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
17. Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
18. Play an active role in national decision making on the development of the Police Service to enable the efficient and effective coordination of operations, reform and improvements in policing.

4. Behaviours

- You are expected to know, understand and act within the ethics and values of the Police Service.
- As Chief Constable you will be operating at Level 3 of the Competency and Values Framework.

5. Skills

- Highly skilled in the development and delivery of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.

- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to develop a supportive culture which empowers people to learn effectively from mistakes and issues.
- Able to create genuine strategic organisational and cultural change, to deliver appropriate responses to emerging trends and issues.
- Able to translate strategic vision into an operational message that all staff can understand and feel empowered to enable, bringing the organisation with them willingly.
- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to work with the public and engender their trust.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform innovative strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively
- Able to use a wide range of highly effective communication and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skilled in building and maintaining effective relationships across a complex stakeholder landscape at all levels, being able to resolve issues and to reconcile conflicts of interest.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on service delivery and/or cost.

6. Qualifications and Experience

- Held rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force (or have held one of the designated roles if appointed from overseas) or have held a senior position in the Fire and Rescue Service in cases where a single employer model has been adopted.

- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course.
- Authorising Officer Training.
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational, development, change and innovation.
- Experience of accountability for management of significant budgets.
- Up to date operational/technical policing knowledge.
- Knowledge of developing legal, political, economic, social, technological and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

7. Conditions

See the Terms and Conditions attached as Appendix 1.

Terms of Appointment

The Officer appointed 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 Role Profile, 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.

The Chief Constable will be required to devote the whole of their time to the duties of the office.

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

The primary focus of the post holder is to be the delivery and development of West Mercia Police. NPCC and other representational work may be undertaken with the agreement of the Commissioner.

The post will be a fixed term appointment of five years. Any extension of appointment will be subject to the prevailing regulations.

The Chief Constable will be based at Hindlip Park, Worcester.

The annual salary will be within the range of £169,698. The salary will be payable monthly and will be increased in line with national pay settlements.

The annual leave entitlement for an officer of a rank higher than that of Chief Superintendent is 35 days.

The Chief Constable will be provided with an electric vehicle available for official and private use, and he/she will repay the costs of their private mileage. The principles underlying the Commissioner's current vehicle scheme include:

- The selection of a suitable electric vehicle, maintained as a staff car but available for private purposes;
- Appropriate insurance cover for the Chief Constable, and any third parties authorised under the terms of that insurance cover, paid for and provided by the Commissioner. The Commissioner shall have the right to approve any changes to the insurance cover due to the nature of the vehicle use or identity of the driver.

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. All private mileage to be reimbursed to the force.

The Chief Constable 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. In the event of specific travel and/or subsistence arrangements not being sufficiently covered the above, the Chief Constable will discuss the issues involved with the Chief Executive of the OPCC.

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.
- 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.
- No expenditure for alcohol may be claimed.

A uniform will be provided.

The Commissioner shall pay all professional subscriptions and indemnity insurance reasonably required for the post (for example, NPCC membership).

Any costs in relation to relocation are subject to the agreement of the Police and Crime Commissioner, and should be in line with the PCC's published relocation policy.

The appointment is terminable by the Commissioner, or by the Chief Constable, giving six months' notice in writing or such shorter notice as may be agreed by the parties.

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.