



REPORT OF THE CHIEF EXECUTIVE

CONFIRMATION OF THE CHIEF CONSTABLE

1. Executive Summary

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

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

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

2. Introduction and Background

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

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

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

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

Provided for the PCP's consideration are:

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

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

4. Terms and Conditions of appointment

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

4. Recommendation

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



WEST MERCIA POLICE

AND CRIME PANEL

9 August 2016

CHIEF CONSTABLE OF WEST MERCIA POLICE

APPOINTMENT PROCESS

INDEPENDENT MEMBER REPORT

CHIEF CONSTABLE OF WEST MERCIA POLICE APPOINTMENT PROCESS

INDEPENDENT MEMBER REPORT

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INTRODUCTION

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

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

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

Independent Member's Generic Role

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

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

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

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

- A. The Candidate Pack
- B. Application form

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

The Application Pack

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

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

Role Profile

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

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

Preliminary meeting and Briefing in advance of process

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

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

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

Advertisement

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

Appointment panel

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

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

The Appointment Panel were:

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

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

Shortlisting Panel

This consisted of

John Champion, Police and Crime Commissioner for West Mercia Police

Martin Jelley, Chief Constable of Warwickshire Police

Tony Miller, Vice Chair of the Police and Crime Panel

Clare Marchant, Chief Executive of Worcestershire County Council

Councillor Hilda Rhodes, Cabinet Member, Telford and Wrekin Council

Val Ainsworth, Independent Member and Associate of the College of Policing

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

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

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

Ethnic Origin	% of overall population
White	96.2
BME	3.8

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

Ethnic Origin	% of overall population
White	98.2
BME	1.8

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

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

Stakeholder Groups

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

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

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

The Members of the Partners' Stakeholder Panel were:

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

Shaun Clee, Chief Executive of 2gether Mental Health Trust

Cllr Stuart West, Chair of Shropshire Fire and Rescue Authority

Phillip Seccombe, Warwickshire Police and Crime Commissioner

Manjinder Purewal, Chief Executive, Community Rehabilitation Company

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

Assessment Design

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

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

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

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

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

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

Shortlisting Exercise and Assessment of Candidates

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

Presentation and Interview: Assessment of Candidates

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

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

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

Then the day's activities began.

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

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

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

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

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

Conclusions

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

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

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

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

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

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

Valerie M. Ainsworth
Independent Member
July 2016

Annexes

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

Annex 1: Independent Member Role Profile

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

Annex 2: Independent Member Profile – Val Ainsworth

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

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

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

Valerie M Ainsworth
July 2016

Police and Crime Commissioner's Introduction

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

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

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

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

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

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

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

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

Yours sincerely,



John Campion
West Mercia Police and Crime Commissioner

General Information

The West Mercia policing area covers the counties of Herefordshire, Shropshire and Worcestershire. The area covers 2,868 sq miles/7428 km² and has a population of 1.2 million people. West Mercia is split into five policing areas aligned to council boundaries of Herefordshire, Shropshire, Telford and Wrekin and Worcestershire (north and south). Each is led by a local Superintendent who is responsible for Safer Neighbourhood Teams, response teams, local investigation and harm reduction.

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

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

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

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

Policing Plan/Budget

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

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

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

Job Description

1. Post Overview

Post : Chief Constable

Accountable to : The Police and Crime Commissioner for West Mercia

Location : Hindlip Hall
Worcester
WR3 8SP

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

2. Main responsibilities:

1. Leading the organisation

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

2. Transforming the organisation

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

3. Working with partners

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

4. Other responsibilities:

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

3. Person Specification

Essential Qualifications:

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

The Applicant should be able to demonstrate

Experience of:

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

The skills and ability to:

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

Policing Professional Framework

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

Serving the Public

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

Leading Strategic Change

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

Leading the Workforce

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

Managing Performance

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

Professionalism

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

Decision Making

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

Working with Others

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

Selection Process Timetable

Applications must be submitted to opcc@westmercia.pnn.police.uk by 12 noon 7th July 2016.

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

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

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

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

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

Canvassing

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

Expenses of Candidates invited for interview

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

Appendix B

Proposed Terms and Conditions

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

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

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

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

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

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

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

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

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

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

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

Subsistence allowances may be claimed subject to the following provisions:

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

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

Two-yearly health screening will be available.