



13th May 2021

Dear candidate,

My commitment to the people of West Mercia is a simple one: I will work tirelessly to make our communities even safer places to live in, work in and visit. West Mercia Police needs a new Chief Constable who shares that commitment; somebody with a vision to maximise what the police service can deliver for the people it serves, and then the drive, determination and skills to make that vision a reality.

Significant steps have been taken in recent years to set West Mercia Police up to succeed as an efficient and effective force. I have supported major investments in increased officer numbers, new technology and improvements to police estates. I have worked with the Chief Constable to make sure partnerships work to the benefit of our communities and re-established the control we need of our resources to ensure they are best placed to deliver for the public.

West Mercia's next Chief Constable will need to build on these foundations, capitalise on the opportunities created, and realise maximum benefit for local communities. This will require strong 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.

The opportunities to make a difference and have an impact for the community are substantial in any Chief Constable role, but particularly so in West Mercia. Reform across the organisation at the end of the policing alliance with Warwickshire has created a real opportunity to re-establish West Mercia Police as a high performing service. The force is well resourced and will continue to grow in officer numbers. Ongoing transformation is starting to create a much more agile organisation that is able to respond more effectively to a range of changing demands. West Mercia Police is now an organisation much more capable of setting its own operating environment, rather than just responding to it and existing within one. These opportunities have been hard won through difficult decisions, hard work, overcoming challenging situations, and careful investment of public money. West Mercia's next Chief Constable will need to make full and best use of these opportunities because as much as they are exciting, I have promised the public I will make good that investment with lower crime and greater public confidence.

My commitment and track record shows 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. That support and approach will continue with West Mercia's next Chief Constable. It is not my role to tell the professionals how to do their job but I will always use my role to ensure the public are at the heart of policing. I respect, understand and fully endorse the boundaries between the PCC and Chief Constable roles. I would expect to build an open, honest, respectful and constructive relationship with a new Chief Constable who appreciates and understands my role, as much as I do theirs.

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,

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

John Campion
Police and Crime Commissioner
West Mercia

Candidate Information

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 deliver the Police and Crime Plan, 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 will need to lead the organisation across all aspects, both operationally and ensuring best value for public money through responsible budget and workforce management and development. They will use evidence based decision making, to deliver measureable benefits.

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.

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, preventing crime and harm rather than simply responding to it. Added to this, we must all operate within the constraints of set budgets in a time when public spending will continue to be challenging.

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.

Priorities

The successful candidate will be expected to deliver against core components of the PCC's Safer West Mercia Plan.

This consists of four central pillars:

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: <https://www.westmercia-pcc.gov.uk/your-commissioner/safer-west-mercias-plan/>.

A new police and crime plan is in development following the recent Police and Crime Commissioner elections. It is anticipated that the central pillars of this new plan will remain consistent to the existing one. Early themes include a stronger focus on reducing crime, preventing harm and a commitment to deliver West Mercia's Local Policing Community Charter.

Versions of the new plan will be published for consultation in the coming weeks, and a draft should be available for shortlisted candidates.

Selection process

Applicants should submit a CV together with a covering letter of no more than 4 pages addressing the Person Specification by email to: andrew.champness@westmercia.pnn.police.uk by midnight on 4th June 2021.

Candidates' applications will be acknowledged by email.

Anyone interested in a preliminary informal conversation with the PCC and / or the Chief Executive, can be arranged by contacting the Chief Executive via the email above or by calling 01905 331 656.

Shortlisted applicants will be informed by no later than 15th June 2021 and will be invited to attend a familiarisation day on Thursday 17th June 2021. A wide range of individuals and key information will be made available.

Candidates selected for interview will be invited to attend for interview on 28th and 29th June 2021. The preferred candidate will be required to attend a Confirmation Hearing on the 13th July.

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 partnership panel, a staff panel and a formal selection panel.

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

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 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 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. 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.
7. 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.
8. Role model a leadership style that inspires others to emulate as leaders themselves.
9. Lead, inspire and engage the Chief Officer Team; setting and modelling approaches to a healthy, cohesive workforce culture with honest relationships.

10. 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.
11. 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.
12. 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.
13. 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.
14. Develop and maintain 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 Police's objectives.
15. 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.
16. Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
17. 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 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

Appendix 1

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 £156,693. 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 his 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).

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.