



## CONFIRMATION OF THE DEPUTY POLICE AND CRIME COMMISSIONER

### 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 Deputy Police and Crime Commissioner (DPCC).

In doing so, the panel must satisfy itself that the preferred candidate selected by the PCC has the competence to undertake the role.

The report provides an overview of the process that was undertaken to select the preferred candidate, and of the reasons for her nomination as the proposed DPCC.

### 2. Introduction

By virtue of s18 of the Police Reform and Social Responsibility Act 2011 (the Act) the Police and Crime Commissioner for West Mercia may appoint a person to be the Deputy Police and Crime Commissioner for the West Mercia area.

Under the Act the PCC must notify the PCP of the preferred candidate for appointment as DPCC. Schedule 1 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) Relevant background and context
- ii) The application and interview process;
- iii) Job profile and person specification, which set out the criteria used for assessment;
- iv) The interview questions used in those assessments;
- v) Proposed terms and conditions

### 3. Background and Context

Having originally been elected in May 2016, John Campion was re-elected as PCC for West Mercia in May 2021.

In 2016 a full recruitment process was undertaken in respect of the Deputy PCC role, in which the PCP was engaged throughout. As a result of this process Tracey Onslow was eventually appointed and confirmed by the PCP in the Deputy role.

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Tracey Onslow served as DPCC right up to the elections in May 2021. Her contract (as with any DPCC) had to be coterminous with the PCC's term of office, given the possibility that the public could elect a new Commissioner. Therefore, there is also now the need to appoint to the DPCC role.

The Commissioner's new term of office will only be for three years, rather than four. This is due to the deferring of the elections in 2020 caused by the Covid-19 pandemic, and the government's preference to return the PCC elections to their normal electoral cycle. This shorter term of office has created additional time pressures to very quickly address key issues as early as possible in the PCC's term, such as the recruitment of a new Chief Constable, the development of a new police and crime plan, and the appointment of the DPCC.

Having drawn from good practice from across England and Wales via both the Association of Police and Crime Chief Executives and the Association of PCCs, the PCC undertook a process to assess whether the most recent post-holder remained suitable for the role.

The job profile for the Deputy PCC role was reviewed and refreshed to reflect the Commissioner's requirements for his new term of office. This is shown at Appendix A. Minor amendments were made around engagement with partners and stakeholders, however the document remains substantively as per the role profile used since the PCC elections in May 2016.

#### **4. Application and interview process**

Mrs Onslow was invited to reapply for the role, should she wish to. She was invited to complete an application form (shown at Appendix B).

Upon completion and submission, the application was assessed against the requirements of the role profile by the PCC and Chief Executive and deemed suitable to proceed to interview.

An offer was made for the PCP to observe the interview process, however it was clarified by the Panel's administrator that this would not be possible.

Interview questions and assessment criteria were compiled by the Assistant Chief Executive, again in line with best practice and the key specifications of the role profile (set out at Appendix C). The interview was conducted by the PCC, and observed by the Assistant Chief Executive, acting as Monitoring Officer, as the Chief Executive was on leave. The interview was conducted in accordance with HR best practice, including evidence gathering and scoring. It was agreed by the PCC at the conclusion of the interview that Mrs Onslow continued to meet the standards required of the role.

#### **5. Outcome**

As a result of the application process, the PCC confirmed his wish for Tracey Onslow to be his preferred candidate for Deputy PCC for West Mercia for his term of office 2021-24 and his choice be offered to the Police and Crime Panel for confirmation.

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

The appointment will commence on 19<sup>th</sup> July 2021 subject to confirmation by the PCP. She will be required to sign the Official Secrets Act and agree to the Police and Crime Commissioner's Code of Conduct.

The proposed terms and conditions of the post are set out at Appendix D. The appointment will be for four days per week, with a commensurate reduction in salary and leave.

## **7. Recommendation**

It is recommended that the PCP considers the PCC's preferred candidate Mrs Tracey Onslow for the role of Deputy Police and Crime Commissioner.

## **Supporting Information**

Appendix A - Role Profile

Appendix B - Application Form

Appendix C - Interview questions

Appendix D – Proposed Terms and Conditions

## **Contact Points for the Report**

For the PCC's office: Andy Champness, Police and Crime Commissioner Chief Executive

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For Panel support: Sheena Jones, Democratic, Governance and Scrutiny Manager  
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## **Background Papers**

In the opinion of the proper officer (in this case Worcestershire County Council's Assistant Director of 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 [here](#)

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## Appendix A – Role Profile



### Role Profile

<b>POST TITLE:</b>	<b>Deputy Police and Crime Commissioner</b>
<b>SALARY:</b>	£51,000 pro rata
<b>DIRECTORATE:</b>	OPCC
<b>RESPONSIBLE TO:</b>	Police and Crime Commissioner
<b>LOCATION:</b>	Hindlip
<b>TIME COMMITMENT:</b>	24 to 37 hours per week, subject to negotiation
<b>JOB PURPOSE:</b>	To support and share the responsibilities and vision of the PCC. To help the PCC implement and deliver effective policing and crime reduction initiatives across West Mercia.

<b>MAIN RESPONSIBILITIES:</b>
1. To support the Commissioner, as required, including summarising and briefing the PCC on key issues
2. Seeking and representing the views and concerns of the people of West Mercia through a range of means including attending relevant meetings on behalf of the Commissioner
3. Representing these views to the Commissioner and staff so that they may be reflected in the work of the Commissioner
4. Reporting back to the people of West Mercia on behalf of the Commissioner
5. To develop an enhanced understanding of the political landscape in West Mercia and to lobby and influence political stakeholders to support PCC policy.
6. To represent the views of the Commissioner to all relevant stakeholders, including media and politicians
7. Hold portfolios of work as required by the Commissioner
8. Develop, promote and maintain effective working relationships with key internal and external stakeholders, staff associations, unions and external collaborative partners and organisations as required, in order to further the aims and objectives of the PCC
9. Support the PCC with the development and shape of the future strategy
10. To support the PCC in the development and delivery of a community engagement and partnership strategy.
11. To undertake other duties commensurate with the nature, level of responsibility and grading of this post, as required.

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Special Conditions:	This is not a politically restricted post.
Security level:	The post holder is required to sign the Official Secrets Act

## PERSON SPECIFICATION

### Knowledge:

- Crime and policing strategy and policy and PCC vision
- Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues
- Governance and finance matters.

### Experience:

- Senior experience in governance of a public body and governing board membership (essential)
- Experience of community engagement and representing communities' views
- Proven experience of building effective strategic relationships with multiple stakeholders
- Proven experience of persuading and influencing at the highest level
- Committed to quality outcomes for all stakeholders in community safety, including victims, witnesses and offenders.
- Participation in successful delivery of major organisational change
- Willing to embrace change and maximise positive outcomes for stakeholders and the community
- Involvement in case work and complaints

### Skills:

- Leadership
- Chairing meetings
- Networking with community interests
- Problem solving
- Holding to account
- Strategic budget management
- Communication with citizens and local groups
- Working with Chief Constable and other senior officers
- Proficient use of IT and of Office software
- Full driving licence

### Personal Attributes:

- Selflessness
  - Honesty and integrity
  - Objectivity
  - Accountability
  - Openness
  - Personal judgement
  - Respect for others
  - Leadership
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**Appendix B – Application Form  
DPCC Application Form**

ATTRIBUTE	EVIDENCE
<b>Knowledge of:</b> <ul style="list-style-type: none"> <li>• Crime and policing strategy and policy and PCC vision</li> </ul>	
<ul style="list-style-type: none"> <li>• Local and community issues, covering large geographical areas, often with different issues and complexities in rural and urban issues</li> </ul>	
<b>Experience of:</b> <ul style="list-style-type: none"> <li>• Governance of a public body and governing board membership; and</li> <li>• persuading and influencing at the highest level</li> </ul>	
<ul style="list-style-type: none"> <li>• Community engagement and representing communities' views</li> </ul>	
<ul style="list-style-type: none"> <li>• Building effective strategic relationships with multiple stakeholders</li> </ul>	
<ul style="list-style-type: none"> <li>• Participation in successful delivery of major organisational change</li> </ul>	
<ul style="list-style-type: none"> <li>• Embracing change and maximising positive outcomes for stakeholders and the community</li> </ul>	
<ul style="list-style-type: none"> <li>• Involvement in case work and complaints</li> </ul>	

**NB** The skills and personal attributes required should be evidenced and illustrated through the evidence set out against the knowledge and experience above.

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## Appendix C – Interview Questions

Can you give us an example of a role you have played in governing a large organisation, and how you have used your role to effectively influence and persuade at the highest level?

**Assessment Criteria:**

- Relevant governance experience at strategic level
- Range of skills and knowledge in respect of influence and persuasion

What are the key challenges and issues facing the Police and Crime Commissioner in his term of office, and how do you believe they can best be overcome?

**Assessment Criteria:**

- Societal and environmental awareness
- Knowledge of key policing issues, both locally and nationally
- Organisational knowledge in respect of WMP and OPCC
- Ability to think clearly and strategically
- Creative, logical problem solving

West Mercia Police is undergoing continual and significant organisational change. How have you personally been involved in major organisational change in the past? How would you support the Commissioner to focus and maximise the positive impact of the coming change?

**Assessment Criteria:**

- Relevant personal experience of delivering organisational change (governance or operational) using a range of techniques / approaches
- Awareness of current police transformation and future trajectory
- Focus on benefit realisation and outcomes

How do you feel views from the community are represented within policing in West Mercia currently, and how would you support the Commissioner to improve this area further?

**Assessment Criteria:**

- Awareness of current OPCC working practices and consultation
  - Awareness of key community issues and effective community engagement techniques
  - Ability to effectively communicate and engage on a personal level
  - Relevant experience / examples
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How have you successfully built relationships with key partners and stakeholders?  
Which are the key relationships that you would look to help the Commissioner build or reinforce in the coming years?

**Assessment Criteria:**

- Awareness of key PCC partners and relationships, including current operating environment
- Relevant personal examples / experience
- Awareness of relationship building process / techniques

How have you successfully built relationships with key partners and stakeholders?

Which are the key relationships that you would look to help the Commissioner build or reinforce in the coming years?

**Assessment Criteria:**

- Awareness of key PCC partners and relationships, including current operating environment
  - Relevant personal examples / experience
  - Awareness of relationship building process / techniques
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## **Appendix D – Proposed Terms and Conditions**

The terms and conditions of the post of Deputy Police and Crime Commissioner are in part set out in the Police Reform and Social Responsibility Act 2011 (as amended) and associated Regulations and Home Secretary's Determination. These terms and conditions summarize their key points, and augment those to cover specifically the situation of the West Mercia Deputy Police and Crime Commissioner.

You are employed by the West Mercia Police Crime Commissioner and by virtue of Section 18(10) of the Police Reform and Social Responsibility Act 2011 a member of the PCC's staff. Your terms and conditions of employment are those contained in this document. A copy of your Job Profile is attached.

### **Continuous Employment**

Your continuous service for statutory employment rights commence on 8<sup>th</sup> August 2016 when you began your service with the PCC. When calculating your entitlement to a redundancy payment, your continuous service is defined by the Redundancy Payments (Local Government) (Modification) Orders.

### **Salary**

Your salary is £40,800. We will pay your salary each month in 12 equal payments (normally on the 28<sup>th</sup> day of each month) into your bank account. If we over pay your salary or other payments, we have the right to recover the over payment by taking phased salary deductions from other salary payments we make to you. The PCC will review your salary in line with the reviews that are conducted by the Home Secretary of his own salary.

### **Allowances**

Allowances shall be paid in accordance with those payable to the Police and Crime Commissioner. Paragraph 3 of Schedule 1 to the Police Reform and Social Responsibility Act 2011 ('the 2011 Act') provides that a police and crime commissioner (PCC) is to be paid authorised allowances. 'Authorised allowances' means allowances, in respect of expenses incurred by the commissioner in the exercise of the commissioner's functions, which are of the kinds and amounts determined by the Secretary of State. A determination under paragraph 3 may make different provision for different cases.

The purpose of authorised allowances is to reimburse expenses incurred by PCCs in carrying out their duties, not to provide a general gratuity for undertaking the role. Commissioners are paid a salary determined by the Secretary of State on the advice of the senior salaries review board.

The kinds of allowances determined by the Secretary of State for the purposes of paragraph 3 of Schedule 1 to the 2011 Act are allowances in respect of:

- travel expenses
- subsistence expenses
- exceptional expenses

reasonably incurred by a PCC in the exercise of the commissioner's functions.

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The amounts of such allowances determined by the Secretary of State are set out in the below table: **Table of PCC authorised allowance amounts**

<b>Type of expense</b>	<b>Key restriction</b>	<b>Rates</b>
Train	In course of business	Reimbursed up to standard class rates
Mileage allowances	Only if necessary	As per HMRC rates
Taxis	Only where public transport not available	Cost of taxi fare
Foreign travel	Prior authority from chief executive and for business purposes	Economy class for flights
Hotel accommodation	Business purposes and agreed in advance Value for money and best use of public funds - lower priced suitable accommodation	No explicit limitation on star standard of hotel accommodation
Subsistence (UK and foreign)	Only paid for evening meals and, where applicable, breakfast (not lunch)	Breakfast £10 Dinner £30
Exceptional expenses not falling within any of the other types	Reasonable incurred in carrying out business of the authority	As approved by the chief executive

Your base for calculating travel expenses and other normal personnel matters shall be Hindlip, Worcestershire.

### **Hours of work**

Your working hours are 30 hours a week Monday to Friday, and normally will require attending on any day, or parts of days as reasonably required by the PCC. To meet PCC requirements you may be required to vary your normal working arrangements. This will involve working outside normal office hours. No overtime payment will be made for such working.

We must protect the health and safety of all our staff. The PCC has a policy on hours of work under the Working Time Regulations 1998 with which you must comply and which may be amended from time to time by the PCC in its absolute discretion. A copy of this policy can be obtained from the Chief Executive.

### **Holiday**

You are entitled to 28 days annual leave pro rata to the hours worked. The holiday year is from 1 April to 31 March. If you start or leave employment during the year, you are entitled to days off in proportion to the number of completed months' service during the year. If you do not take your days off within the holiday year, you will lose those days. In exceptional cases, with approval from the PCC, you may carry over days from one holiday year to the next. You must take these days before the end of May of the subsequent leave year. You will also be entitled to public and bank holidays.

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The PCC must approve any time you want to take off. However you may have to work on public and bank holidays and will be entitled to take appropriate time off in the remainder of the leave year.

If, when your employment ends, you have taken less than your holiday entitlement for the holiday year so far, the Working Time Regulations automatically entitle you to receive pay for the holiday leave not taken. Also, if you have taken more days than your entitlement a pay adjustment will be made.

### **Sickness absence**

Payments during any absence due to sickness or injury will be in accordance with the requirements of the legislation relating to statutory sick pay. For these purposes your "qualifying day(s)" will be those day(s) on which you are normally required to work. SSP is payable from the fourth qualifying day in any 'period of incapacity for work'.

Arrangements for reporting and monitoring sickness absence are those applicable to staff. The PCC has right at any time to require that you are examined by a medical practitioner /clinician and to cease your pay if you do not comply with the PCC's attendance policy.

### **Pension and Retirement**

Unless you choose to opt out, you will automatically become a member of the Local Government Pension Scheme. When you retire, the pension scheme provides benefits based on your length of service and the salary you received in the best of your last three years of service.

While a member of the scheme you will be 'contracted out' of the State Second Pension (S2P) and so will not build up any more benefits under S2P. This does not affect your entitlement to the Basic State Pension.

You will be sent details of the pension scheme, its effect on S2P and how to opt out of membership, if you wish to do so.

### **Notice Period/Termination of Contract**

The appointment as DPCC may be terminated by notice at any time by the PCC and will terminate in any event upon the PCC ceasing to hold office for any reason, including reaching the end of the term of office under which the appointment is made subject to the foregoing. On termination by notice you will be entitled to payment equivalent to 3 months pay. This contract will also terminate in the event of you being subject to a relevant disqualification as defined by paragraph 8 of Schedule 1 to the Police Reform and Social Responsibility Act 2011. You may terminate this appointment by the giving of notice with immediate effect.

### **Complaints**

If you have a complaint about your employment you should first contact the Chief Executive.

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## **General Behaviour and Conduct**

The PCC expects you to follow the highest standards of behaviour in the workplace and when you are not at work. You must contribute fully to delivering services and must support activities to the highest standards and behave at all times with integrity and honesty. All colleagues have the right to be treated with dignity and respect. Behaviour which is in any way offensive or demeaning is not acceptable. You are subject to the PCC code of conduct which applies to the PCC and the DPCC by virtue of the statutory Protocol. Please sign and return the enclosed acceptance of the Code of Conduct.

If your behaviour falls below the necessary standard, the PCC may take action against you under the relevant disciplinary procedure. You are also subject to the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

## **Disciplinary and Grievance**

You must adhere to all of the relevant employment policies of the PCC and with your Terms & Conditions of Employment. Failure to do so may result in disciplinary action being taken against you, including ending your employment immediately without notice.

## **Dress Code**

The PCC expects you to dress appropriately and in a way that gives confidence to our communities and public.

## **Diversity and Equal Opportunities**

The PCC's aim is to employ a workforce at all levels that reflects the culture and the diverse mix of the communities he/she serves. The PCC is committed to providing fairness and equal opportunities to you as a member of staff in a workplace that is free from bullying, intimidation, harassment and discrimination. This means that the PCC will recognise and develop the talents of all and treat everyone with dignity and respect. The PCC will treat you fairly and you must behave in this way towards others, in accordance with the PCC's Equal Opportunities Policy which is available from the Chief Executive.

## **Confidentiality**

The PCC expects you to keep official information and documents strictly confidential. Any unauthorised disclosure of information which is confidential to the PCC or the Force will be regarded as a breach of discipline. You are subject to the Official Secrets Act 1989, and you are reminded it is an offence to reveal without authorisation any information, document or other item, which is or has been in your possession. Please sign and return the enclosed notification.

Unauthorised access to or use of computer systems, or information stored on computer or otherwise, may be an offence under the Data Protection Act 1998, the Copyright, Designs and Patents Act 1988 or the Computer Misuse Act 1990. You must keep information confidential (especially under the legislation above).

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## **Data Protection Act 1998**

The Data Protection Act 1998 covers how personal information may be used and sets out eight principles for handling information and lists the offences that may be committed by not following the act. You must follow the requirements of the Data Protection Act 1998 and must not breach regulations. In order to assist you to comply with the Act you will be required to satisfactorily complete an e-learning course prior to being given access to the PCC's information technology systems.

## **Freedom of Information Act 2000**

Under this Act every employee has a duty to provide assistance to any applicant by receiving and progressing a request and/or producing information when requested. If you alter, tamper with or destroy information on paper or computerised after a request has been received you could be liable to a fine of up to £5000 and disciplinary action.

## **Government Protective Marking Scheme**

It is important that official documents and other data sources which you may handle are adequately protected and managed. You will be required to satisfactorily complete a training package designed to familiarise you with the requirements of the scheme.

## **Other employment**

You should not carry out extra employment where this conflicts with your employment with the PCC, or which harms your performance at work or your employment.

## **Health & Safety**

We are committed to protecting the health and safety of all staff, visitors, contractors and the public. You must co-operate with us on all issues of health and safety. This is an important part of your health and safety responsibility. You must take reasonable care of your own health and safety and the safety of others who may be affected by your actions. A copy of the PCC's policy is available on the intranet.

## **Smoking at Work**

All West Mercia and Police Crime Commissioner's premises are designated as smoke free. Smoking is not permitted by law in any part of any building or within the perimeter of any grounds; this includes car parks on these premises. In order to maintain the professional image of the PCC and Force, smoking is not permitted in front of any premises.

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