



## **Candidate Pack**

### **Chief Executive to the Police and Crime Commissioner, West Mercia**

 **GatenbySanderson**



**May 2022**

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## Message from Police and Crime Commissioner of West Mercia



Dear applicant

I am pleased that you are considering joining my team in West Mercia at what is an exciting time.

I am seeking a high performing individual with the right drive, aspiration and experience to lead the office that supports my commissionership. They will help me ensure the voice of the public is at the heart of policing through successful delivery of my Safer West Mercia Plan. The successful candidate will lead a committed team to ensure high quality governance, strategic planning, effective scrutiny and productive partnership working.

In return the role has an attractive remuneration package and attractive terms and conditions.

This role represents a key opportunity to make a difference to the communities in Worcestershire, Shropshire, Telford & Wrekin and Herefordshire.

If you think **you** could make a difference in this role, and would like an informal discussion with me, please contact Maria Willmott on the below email address to arrange a time and date to speak: [maria.willmott@westmercia.police.uk](mailto:maria.willmott@westmercia.police.uk)

Thank you again for your interest.



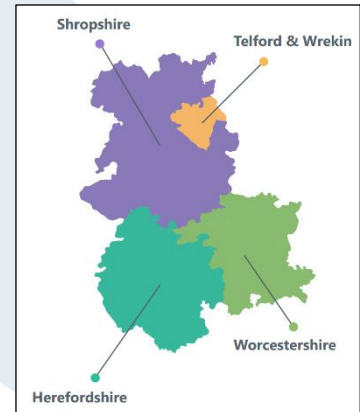
**John Campion**

Police and Crime Commissioner  
West Mercia

## About Police and Crime Commissioners and our work in West Mercia

Police and Crime Commissioners (PCCs) were first elected in 2012, and the current PCC for West Mercia (John Campion) was first elected in 2016. John was re-elected in 2021 and has published his Safer West Mercia Plan, which is his plan to reduce crime, support victims and deliver efficient and effective policing across the three counties.

The role of the PCC is to be the voice of the people and to hold the Chief Constable to account. They are responsible for the totality of policing, with the aim to cut crime and deliver an effective and efficient police service within their police force area. They are elected by the public, ensuring the police are answerable to the communities they serve.



PCCs ensure community needs are met as effectively as possible, and improve local relationships through building confidence and restoring trust. They work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

Under the terms of the Police Reform and Social Responsibility Act 2011, PCCs must:

- secure an efficient and effective police for their area;
- appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them;
- set the police and crime objectives for their area through a police and crime plan;
- set the force budget and determine the precept;
- contribute to the national and international policing capabilities set out by the Home Secretary; and
- bring together community safety and criminal justice partners, to make sure local priorities are joined up.

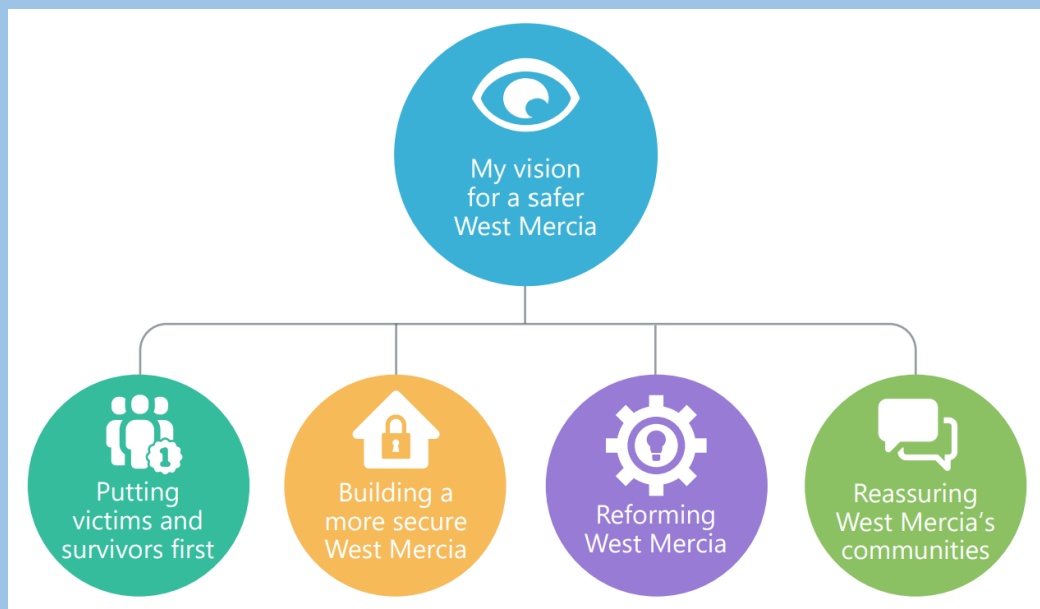
PCCs are expected to adhere to the Seven Principles of Public Life, as determined and published by the Nolan Committee - the '[Nolan Principles](#)'.

### West Mercia Police and Crime Information

Further information relating to the Police and Crime Commissioner for West Mercia is available here: <https://www.westmercia-pcc.gov.uk/>

## Safer West Mercia Plan

For reference, the full Safer West Mercia Plan can be found here [Safer West Mercia Plan](#)



### Outcomes

Victims and Survivors recover from the harm suffered.

Victims are kept informed and supported resulting in a positive experience of the criminal justice system.

Victims have more confidence to report crime that may previously have gone under-reported

### Outcomes

A world class police force that delivers both outstanding service and value for money.

Develop a culture within West Mercia Police that is focused on delivering service improvement, quality, innovation and value.

The public have trust and confidence in West Mercia Police to keep them safe/feeling safe.

Partners plan and deliver services in a more strategic and collaborative way.

Communities live safe from crime, disorder and danger.

### Outcomes

Communities experience less harm and more positive criminal justice outcomes.

Organised crime is disrupted and exploitation of vulnerable people is prevented.

Victims are protected and safeguarded to prevent them from becoming re-victimised.

Harm on West Mercia's roads is reduced and safe driving is promoted.

### Outcomes

Communities live safe from crime, disorder and danger.

Communities take responsibility for their own actions and how they affect others.

Communities improve their understanding and participation in community safety/justice.

Partners plan and deliver services in a more strategic and collaborative way.

People have better access to the services they require, when they require it.

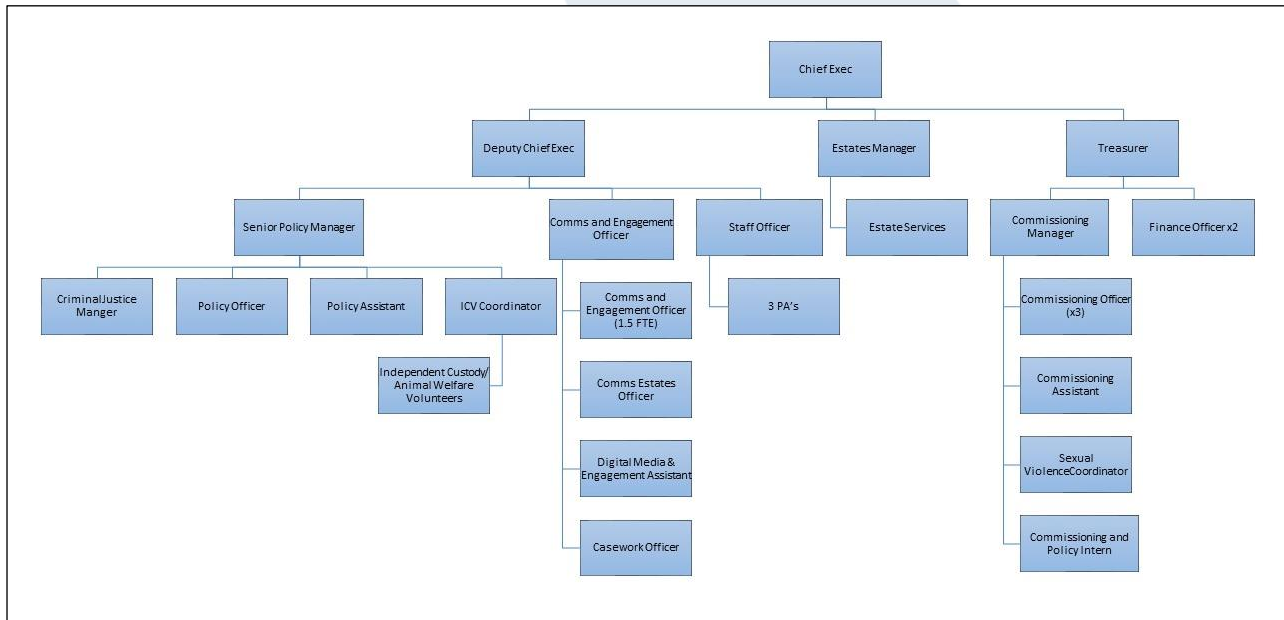
Improved social cohesion, public trust and confidence.

Community concerns are taken into account and acted upon which builds public trust and confidence.

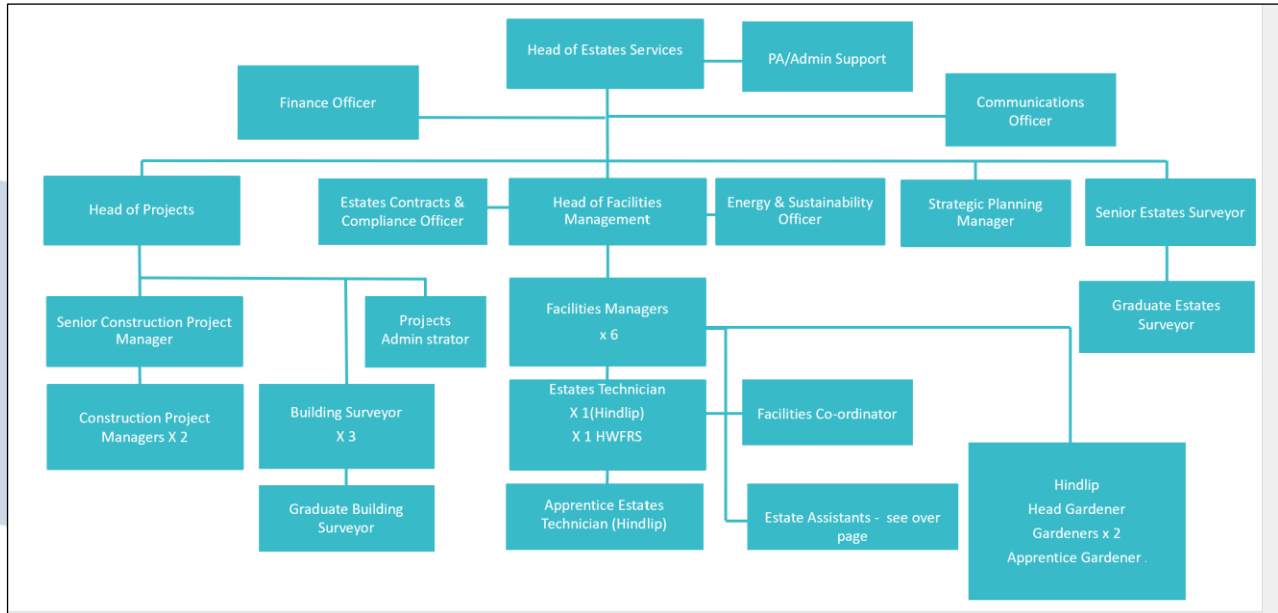
The workforce better reflects the community it serves.

## OPCC organisation chart

The structure for the Office of the Police and Crime Commissioner includes 31 budgeted posts in the Governance Establishment, plus two Assistant PCCs. There are a further 44 roles in the Estates Services Team (managed through the Estates Manager in the chart below).



The Estates Service Team is the largest single Department within the OPCC:



The PCC set a total budget in 2022/23 of £260.5m, with an OPCC budget of £20m. Full details of the PCCs budget can be found [here](#).

The PCC also hosts the Youth Offending Service on behalf of the four upper-tier Councils in West Mercia for “pay and rations”. As a consequence, the PCCs Chief Executive has some line management responsibility for the Head of the Youth Offending Service.

## Role profile

<b>Job Title:</b>	Chief Executive to the PCC for West Mercia
<b>Responsible To:</b>	The Police and Crime Commissioner
<b>Direct Reports:</b>	Deputy CEO, Treasurer, Head of Estates, Head of Youth Offending Service and Commissioning Manager
<b>Grade and Salary:</b>	Circa £95,000
<b>Hours:</b>	37 Hours per week  Due to the nature of the role, the post holder will be required to work flexibly in terms of hours worked each week in order to fulfil the role. The post holder may be required to work evenings or weekends, for which no additional remuneration is paid.
<b>Location:</b>	The Office of the Police and Crime Commissioner is based at Hindlip Hall in Worcester.
<b>Other Requirements:</b>	<p>Applicants must have at least five years continuous residency in the UK at the date of application.</p> <p>Applicants must be UK or EU citizens or have indefinite leave to remain in the UK. The post is subject to successful vetting and is politically restricted.</p>
<b>Terms and Conditions:</b>	The terms and conditions for this post are in line with those for police staff.
<b>Equality Commitment:</b>	<p>The Police and Crime Commissioner is committed to equality and welcomes applications from suitably qualified people from all sections of the community, in order to reflect the diversity of the community we serve.</p> <p>As part of this commitment all applicants with a registered disability who meet the essential criteria will be invited to interview.</p>

## **Description and core purpose of role**

1. To carry out the duties of Chief Executive Officer as outlined in the Police Reform and Social Responsibility Act 2011, i.e., as Head of Paid Service and as Monitoring Officer.
2. To support and advise the Police and Crime Commissioner (PCC) as a 'critical friend' in the development of their strategic vision and plans, ensuring their successful implementation and regular review. This includes supporting the PCC in the development, implementation and review of the West Mercia Police and Crime Plan.
3. To advise, or seek timely professional advice, on all matters of statutory powers, legal or regulatory requirements as necessary to ensure that the PCC and the Office of the Police and Crime Commissioner (OPCC) meet all of their statutory duties and strategic objectives, including monitoring duties under s.7 Police Reform and Social Responsibility Act 2011.
4. To advise the PCC on their personnel responsibilities in respect of the Chief Constable and, in particular, on their appointment, terms and conditions of service and matters relating to complaints and discipline.

## **Head of Service responsibilities**

5. To advise the PCC on the most appropriate OPCC structure, including pay and conditions of staff, to ensure that the OPCC fulfils its duties and responsibilities effectively.
6. To provide effective, dynamic leadership to all staff in the OPCC. This includes their selection, management and development to ensure high standards of effective strategic, operational and day-to-day delivery.
7. To champion equality, diversity and inclusion in accordance with relevant legislation, and to promote an underlying commitment to equality, diversity and inclusion in all that the OPCC does.
8. To lead the continuing strategic development of the OPCC, its activities, operations and governance and to support the PCC as required in the wider delivery of their role locally, regionally and nationally.

## **Key relationships**

9. To develop and maintain strong working relationships with West Mercia Police and wider strategic partners, including collaborative and effective links with local authorities and other policing and community safety related partners.



10. To actively engage with the PCC and the Chief Constable in the development of policing plans, and in the delivery of shared objectives. This will include the provision of administrative support to the Governance Group, as necessary.
11. To build links with relevant national and government institutions, associations and public sector partners to support the PCC to contribute to issues concerning policing and reducing crime nationally.
12. To represent the PCC as required at high level meetings with West Mercia Police, the Home Office, HMICFRS, Association of Police and Crime Commissioners, Local Government Association and other outside bodies at a regional and national level.
13. To cultivate and maintain key relations, including:
  - The Police and Crime Commissioner (PCC) and their Deputy.
  - The Treasurer and Chief Finance Officer within the OPCC
  - The Chief Constable and Deputy Chief Constable of West Mercia Police, along with relevant senior officers within the Force.
  - The Police and Crime Panel for West Mercia.
  - Criminal Justice Agencies in West Mercia and other statutory and voluntary bodies, including the provision of support to the West Mercia Criminal Justice Board.
  - The wider policing network of the West Midlands region.

### **Financial management, Commissioning and Scrutiny**

In conjunction with the Treasurer:

14. Develop the short, medium and long-term financial planning processes for the PCC and the Force.
15. Ensure the creation, and effective monitoring of, all financial planning, budgetary, resourcing and asset management for the PCC.
16. Lead the strategic development for the PCC in terms of strategic accounting, information management, strategic risk, human resource and learning and development strategies, ensuring that the OPCC is compliant with current employment legislation.

17. Support the PCC in scrutinising the performance of the West Mercia Police and policing collaborations such as the West Midlands Regional Organised Crime Unit.
18. To ensure appropriate services are commissioned to support the Safer West Mercia Plans. To ensure propriety in the conduct of the Commissioner's business, including making proper arrangements and governance for tendering procedures and contracts.
19. To ensure effective and efficient engagement with partners and stakeholders in relation to commissioning and service delivery at local, regional and national level and be accountable for the performance of the OPCC in all aspects of commissioning.
20. Together with the Treasurer, to ensure the effective and efficient operation of both the internal and external audit functions and any other aspects of internal control or external inspection.
21. To ensure the effective and efficient management of complaints received by the OPCC.
22. To contribute to the efficient and effective monitoring of service delivery against the Police and Crime Plan, and associated delivery plans.
23. Implement the OPCC's corporate strategies and its day-to-day business, ensuring effective governance arrangements are in place to enable the OPCC to monitor, review and improve its own performance.

## **Engagement and Information**

24. To support the PCC in ensuring the public are at the heart of policing.
25. To ensure the development of a clear strategy and action plan for communication, consultation and engagement.
26. To distil and disseminate relevant information and advice to the PCC to enable appropriate challenge to the Force's strategic and financial performance.
27. To ensure strategic needs assessments and risk assessments, which include the views of key stakeholders and of communities as part of a planning and commissioning cycle, are carried out effectively enabling clear budget alignment and prioritisation.
28. To encourage and support the development of effective strategic partnerships with relevant public, private and voluntary sector bodies in the local community.

- 29. To encourage and assist the PCC in the development and implementation of effective two-way communication with all relevant parts of the community, acting as a critical friend.
- 30. To ensure the effective and efficient engagement with both internal and external partners and stakeholders in relation to commissioning and service delivery at local, regional and national level.
- 31. To oversee all internal and external media and communications activities.

### **Provision and management of the PCCs estate**

- 32. To support the PCC in the efficient and effective management of the police estate.
- 33. To ensure the development of a clear strategy and delivery plan for the efficient and effective delivery of the PCCs estate function.
- 34. To ensure the effective processes are in place to ensure appropriate provision and maintenance of the police estate to meet the operational needs of the Chief Constable.

### **Other**

- 35. Reporting directly to the PCC, to engage fully with the process of setting personal annual performance objectives, and to engage openly and professionally with regular reviews as they relate to personal objectives and development.
- 36. To undertake such other duties, commensurate with the nature and responsibility of the post, as the Commissioner may lawfully determine from time to time.
- 37. This is a politically restricted post as defined in the Local Government and Housing Act 1989

## Person specification

Criteria	Essential	Desirable	Measured by
<b>QUALIFICATIONS/TRAINING</b>			
• Educated to degree or equivalent level and/or an appropriate professional qualification	Y		Q
• Post-graduate management qualification		Y	Q
• A relevant legal qualification		Y	Q/I
<b>KNOWLEDGE /SKILLS/ABILITIES</b>			
• Ability to think independently and strategically	Y		A/I
• Able to command respect of officers, colleagues and stakeholders at all levels	Y		A/I
• Proven leadership, inspirational skills, vision and forward thinking	Y		A/I
• Ability to initiate and develop corporate strategies and translate into effective action	Y		A/I
• Highly developed and proven political awareness and sensitivity, persuasiveness, management and personal skills	Y		A/I
• High level of literacy, numeracy, analytical and IT skills			
• Creative approach to problem solving	Y		A/I
• An understanding and appreciation of the challenges facing policing and criminal justice	Y		A/I
• High level communication skills both oral and written	Y		A/I
• A focus on achieving outcomes	Y		A/I
• High level management, scrutiny, performance management and interpersonal skills	Y		A/I
• Ability to deal with complex issues quickly and effectively	Y		A/I
• Ability to work effectively under pressure	Y		A/I
• Political awareness	Y		A/I

<b>EXPERIENCE/TRACK RECORD</b> <ul style="list-style-type: none"> <li>• Proven track record of managing change successfully and driving improvement</li> <li>• Extensive experience in a senior management position in a public sector setting</li> <li>• Proactive commitment to equality fairness, diversity and the highest levels of professional conduct</li> <li>• Record of effective partnership and collaborative working, influence and delivery</li> <li>• Experience of and involvement in corporate level policy development and delivery</li> <li>• Some experience of working or engagement with the criminal justice system</li> </ul>	Y		A/I
	Y		A/I
	Y		A/I
		Y	A/I
	Y		A/I
		Y	
<b>OTHER</b> <ul style="list-style-type: none"> <li>• Flexibility in terms of work outside office hours and travel</li> <li>• Commitment to continuous personal development</li> <li>• A positive attitude to meeting the challenge of change, development and improvement</li> <li>• Ability to drive</li> </ul>	Y		A/I
	Y		A/I
	Y		A/I
	Y		

**Key: Y = Yes; A = Application; Q = Qualification (Certificate); I = Interview**

## Terms and conditions of appointment

Please note that, although completely independent from the Police Service, all staff working in the OPCC enjoy the same benefits as police staff.

### Salary

The salary on offer for this post is £95,000. In addition, there is membership of the Local Government Pension Scheme, as well as a generous annual leave allowance.

### Annual Leave

28 days rising to 33 after 5 years, plus bank holidays

### Local Government Pension Scheme (LGPS)

An important and valuable part of your package, the scheme is one of the best ways to plan for retirement with an excellent range of benefits that include a tiered ill health retirement package, early payment of benefits, the right to retire voluntarily, flexible retirement, secure benefits, employer's contributions, life cover and family cover - find out more here.

The employee contribution of 9.90% is currently exceeded by the employer's contribution of 16.40%.

### Sickness

The Entitlements to sick pay for Police Staff are set out in Police Regulations and the Police Staff Council conditions of service which are available upon request.

The Sick Pay scheme is intended to supplement Statutory Sick Pay (SSP) or the Employment and Support Allowance if you are ill. This includes any increase for adult and child dependents, or State Insurance Benefits, so as to maintain pay. The period of sick pay payable is governed by length of continuous years of service.

## Timetable of appointment

Closing date for applications (08:00)	6 <sup>th</sup> June (Monday)
Longlist meeting (for information only)	13 <sup>th</sup> June
Preliminary interviews with GS commence	14 <sup>th</sup> June onwards
Shortlist meeting (for information only)	27 <sup>th</sup> June
Final panel interview with the PCC	30 <sup>th</sup> June
Confirmation Hearing with the Police and Crime Panel	TBC (within 28 days of notifying panel)

## How to apply

<b>How to apply</b>	<p>We are seeking to appoint a Chief Executive Officer and that appointment will be made based on a combination of your written application, video submission, and interviews. To apply please visit our recruitment partner's website at: <a href="http://www.gatenbysanderson.com/GSe87183">www.gatenbysanderson.com/GSe87183</a> or by using the 'search for jobs' function at <a href="http://www.gatenbysanderson.com">www.gatenbysanderson.com</a> and entering West Mercia Police and Crime Commissioner or the reference number <b>87183</b>. Register on the GS site and then submit the following to us no later than 08:00 on the closing date.</p> <ol style="list-style-type: none"> <li>1. A tailored CV (<b>maximum 2 pages</b>), setting out your work history (paid or voluntary), responsibilities and achievements as they relate to the role;</li> <li>2. A targeted cover letter (<b>maximum 2 pages</b>) setting out your experience against the person specification.</li> <li>3. If successful at the shortlisting stage, you will be asked to provide the following: <ul style="list-style-type: none"> <li>• The names and contact details of two referees. Please note that referees will only be contacted if you are selected for interview;</li> <li>• Relevant identification (i.e. Passport/driving licence).</li> </ul> </li> </ol>

	<p>During your online registration process, you will be asked to submit <b>diversity monitoring information</b>. This is very important and will be kept entirely separate from the application process. You will also be asked if you are applying for a guaranteed interview through the <b>Disability Confident Scheme</b>.</p> <p>Should you encounter any issues with your online application please contact <a href="mailto:charley.cordrey@gatenbysanderson.com">charley.cordrey@gatenbysanderson.com</a> quoting the job title/reference number.</p>
<b>Arrangements for interview</b>	<p>Preliminary interviews with GatenbySanderson will be conducted via video link (MS Teams/Zoom) and take place as shown in the timetable.</p> <p>If successful following the preliminary interview stage, you will be called for a face-to-face final panel interview with the PCC and other relevant stakeholders at Hindlip Hall in Worcester on the day shown.</p> <p>Expenses incurred by candidates during the recruitment process will <b>not</b> be reimbursed, except in exceptional circumstances and only when agreed in advance.</p> <p>As an inclusive employer, if you are called for interview and you require any reasonable adjustments or particular arrangements to be made, please do let Charley Cordrey know when you are called for interview.</p> <p>Please let us know as soon as possible if you are unable to meet the proposed interview dates. It may be possible to arrange an alternative date, but this cannot be guaranteed.</p>
<b>Further Information</b>	<p>If you have any questions about the role itself or would like to discuss the post and your fit within the organisation, please contact Peter Guider on <b>075454 441 127</b> or Peter Buffoni on <b>07964 877 654</b> at GatenbySanderson.</p>
<b>Complaints</b>	<p>If you feel your application has not been treated in accordance with the recruitment principles or you wish to make a complaint, in the first instance, please raise it with Peter Buffoni, Partner and Head of the Community Protection Practice at <a href="mailto:peter.buffoni@gatenbysanderson.com">peter.buffoni@gatenbysanderson.com</a>.</p> <p>If you prefer, or if the matter remains unresolved, please feel free to contact Mark Turner, Managing Partner at GatenbySanderson at <a href="mailto:mark.turner@gatenbysanderson.com">mark.turner@gatenbysanderson.com</a>.</p>



## Advertisement

# Chief Executive to the Police and Crime Commissioner

## West Mercia

### Salary Circa £95,000pa

You will be responsible for leading the Office of the West Mercia Police Crime Commissioner.

As a trusted advisor you will ensure they meet statutory obligations and deliver the priorities set out in the Safer West Mercia Plan, ensuring the public are at the heart of policing, crime is falling and victims are supported. You will ensure robust governance, scrutiny and transparency, enabling the Police and Crime Commissioner to hold the Chief Constable of West Mercia Police to account.

To succeed you will need to be a politically astute, strategic and influential leader, able to navigate and challenge policing strategies, structures and culture. You will also be capable of building positive, collaborative relationships across the diverse range of partners and communities we serve. This will enable you to deliver improvements in victim services, address re-offending and drive programmes to prevent crime and protect the vulnerable.

You will have significant experience in an equivalent role and sector such as policing, criminal justice or local government. You will operate with integrity, advising the Commissioner on associated legal frameworks, emerging legislation, and contribute to national policy developments and consultations.

The role offers an opportunity to make a real difference to the lives of other people, providing stimulating professional interest and challenge.

Further information about the role, the required experience and how to apply, can be found at our recruitment partner's site at: [www.gatenbysanderson.com/job/GSe87183](http://www.gatenbysanderson.com/job/GSe87183)

For an informal, confidential discussion, please ring GatenbySanderson and speak to Peter Guilder on 075454 441 127 or Peter Buffoni on 07964 877 654.

**The closing date for applications is 08:00 on Monday 6<sup>th</sup> June.**

Candidates selected for final panel interview will be invited to attend Hindlip Hall, Worcester on 30<sup>th</sup> of June.