



September 2023

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 organisation. I have supported major investments and worked with successive Chief Constables to make sure policing in West Mercia delivers what our communities need, and what they expect.

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

West Mercia Police is on a journey to re-establishing itself as a consistently high performing service with a new identity, new workforce, new culture and new challenges. The force has had significant investment in recent years, with 500 more police officers, a major programme of digital reform, and investment in the police estate. The force is in a better position to deliver better services. West Mercia's new Chief Constable will need to motivate and drive the force to deliver these service improvements, maximising the value of investments and making sure the benefits are truly felt, both for the public and for the police force itself. My commitment is that I will back the police force with the resources it needs to succeed and do its vital work as effectively as possible, whilst securing the best possible value for the public. My track record shows I have been true to that commitment.

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

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

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

Yours sincerely

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

John Campion  
Police and Crime Commissioner  
**West Mercia**

## Chief Constable's role

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

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

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

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

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

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

## Change and Transformation

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

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

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

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

## Priorities

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

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

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

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

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

## Selection process

Applicants should submit a CV together with a covering letter of no more than 4 pages addressing the key elements of the role profile by email to: [gareth.boulton@westmercia.police.uk](mailto:gareth.boulton@westmercia.police.uk) by midday on Wednesday 11<sup>th</sup> October 2023.

Candidates' applications will be acknowledged by email.

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

Shortlisted applicants will be informed on Thursday 12<sup>th</sup> October 2023 and will be invited to attend a familiarisation day at Hindlip on Tuesday 17<sup>th</sup> October 2023.

Candidates selected for interview will be invited to attend Hindlip Hall, Worcester on Thursday 26<sup>th</sup> and (if required) Friday 27<sup>th</sup> October 2023.

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

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

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

## Chief Constable Role Profile



### 1. Post Overview

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

### 2. Role Purpose

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

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

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

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

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

### **3. Key Responsibilities**

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

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

#### **4. Behaviours**

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

#### **5. Skills**

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



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

## **6. Qualifications and Experience**

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

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

## **7. Conditions**

See the Terms and Conditions attached as Appendix 1.