



west midlands
office of the police
and crime commissioner

West Midlands Office of the Police and Crime Commissioner

**Information for applicants for the role of
Chief Constable**

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West Midlands Police and Crime Commissioner

Closing date for applications: noon Friday, 28 August 2015

Dear Applicant

Welcome

Thank you for your interest in the role of Chief Constable of West Midlands Police.

As West Midlands Police and Crime Commissioner I have the challenging role of ensuring that the 3 million people of the West Midlands are served by an efficient and effective police service. The Force is one of the largest in the country with a budget in excess of £540m and around 6,900 police officers and 3000 police staff headed by the Chief Constable.

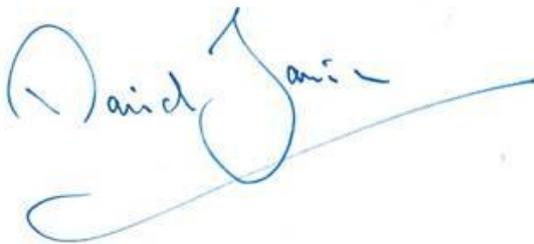
Chief Constable Chris Sims has announced his decision to retire from his current position in 2016. Chris Sims is an outstanding Chief Constable who has served the West Midlands with distinction and given over thirty years of devoted service as an Officer. I now have the challenge of finding a replacement with the abilities and experience we need to lead one of the biggest police forces in the country.

The Force now faces a position where budgets are reducing at a level never seen before. Technology is advancing and our communities are evolving. Policing is at a critical point, and we have worked closely with our innovation partner, Accenture, to plan the way the Force will develop to meet these challenges. This programme – WMP2020 – will be central to the work of the new Chief Constable.

To assist you in completing your application form I have provided some background information about the West Midlands and about the Force. However, please do contact my Chief Executive, Jonathan Jardine, should you wish to discuss the post further.

I look forward to receiving your application.

Kind regards

A handwritten signature in blue ink that reads "David Jamieson". The signature is written in a cursive style with a long horizontal flourish extending to the right.

David Jamieson
Police and Crime Commissioner

2. About the West Midlands and West Midlands Police

West Midlands Police is one of the largest police forces in the country, covering an area of 384 square miles and serving a population of about 3 million people (over 1 million households). The Force sits at the very heart of the country and covers the three major cities of Birmingham, Coventry and Wolverhampton. It also includes the busy and thriving districts of Dudley, Sandwell, Solihull and Walsall. The majority of the area is densely populated but there are some rural areas.

The region's economy has diversified from its historic heavy industry roots of the Industrial Revolution. With the decline in traditional manufacturing, both the public and private sectors have rejuvenated the area. Birmingham now has a commercial and shopping area which is among the largest in Europe. This is complemented by a wide range of social amenities such as the National Exhibition Centre, National Indoor Arena, the International Convention Centre, theatres, galleries and many large conference facilities. The area boasts a thriving nightlife, centred around Birmingham City Centre. West Midlands hosts a number of Premiership and Championship football clubs together with many others in the other leagues.

The region is well served by rail and road links. Road and rail travel is supplemented by significant air traffic through Birmingham International and Coventry airports. The area is proud of its academic institutions, being home to a number of universities located in Birmingham, Coventry, Walsall and Wolverhampton.

The population of the West Midlands is diverse. At approximately 34%, the black and minority ethnic population is significantly above the national average. Approximately 10% of the population were born outside of the UK. The average earnings and house prices for the region are lower than the national average.

There are seven local authorities within the area, Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton, each with a Crime and Disorder Reduction Partnership/Community Safety Partnership. The area is also served by three Local Enterprise Partnerships (LEPs), Staffordshire and West Midlands Probation Service, Community Rehabilitation Company and a number of NHS structures, adding complexity to the partnership landscape.

West Midlands Police is one of the best performing metropolitan police forces in the country. Significant and sustained reductions across volume crime have been achieved. The Force hosts the Counter-terrorism unit, ROCO, Central Motorway Patrol Group and the National Ballistics Intelligence Service.

Local policing is delivered through ten local policing units (LPUs). Other than Birmingham, which because of its size has four LPUs, the other six LPUs are coterminous with local authority boundaries. Each LPU is headed by a Chief Superintendent. The work of the local LPUs is supported by a number of specialist central and support departments.

West Midlands Police has a reputation for continuous improvement, innovation and empowering leadership with a talent to continuously evolve and meet changing needs. The Force aims to deliver policing that is accessible and responds to the needs of local people. Neighbourhood policing provides a named team of local officers who can influence the policing priorities within their neighbourhood. They work with colleagues and partner agencies to address the concerns of their communities.

West Midlands Police faces the biggest financial challenge of any police force in the country. We have already made cuts of over £120 million, with further reductions of £100million to come.

3. Role of the West Midlands Police and Crime Commissioner

There are 41 police and crime commissioners in England and Wales covering each of the 41 forces outside of London. Together with the Home Secretary and chief police officers, police and crime commissioners are responsible for policing in England and Wales.

The West Midlands Police and Crime Commissioner is the local governing body for policing in the West Midlands. The Commissioner has an over-arching duty to secure an effective and efficient police force. The Commissioner has a number of statutory roles, which include:

- representing all those who live and work in the communities in their force area and identifying their policing needs
- setting priorities that meet those needs by agreeing a police and crime plan
- holding the Chief Constable to account for achieving the Commissioner's priorities as efficiently and effectively as possible
- setting the force budget ([West Midlands Police Budget](#))
- hiring and, if necessary, dismissing the Chief Constable

To fulfill these roles, the Commissioner has a range of powers and responsibilities. The Commissioner:

- must produce a Police and Crime Plan [Police and Crime Plan 2015 16](#)
- must produce an Annual Report [2015-16 due to be published later this month]
- must set the policing "precept", which is the part of local council tax that goes to policing
- appoints and, if necessary, dismisses the Chief Constable
- makes Crime and Disorder Reduction Grants
- has oversight of how complaints against the police are managed
- must keep under review opportunities for collaboration
- has duties relating to national criminal threats, safeguarding of children, and consulting the public
- has a role in ensuring the effectiveness of the wider criminal justice system

The Commissioner is supported in his work by an executive team headed by the Chief Executive and Monitoring Officer.

The Commissioner is supported and scrutinised by a separate Police and Crime Panel. The Panel is made up of twelve councillors from across the West Midlands and two independent members. Information on the work of the Panel can be found at <http://westmidlandspcp.co.uk/>. Further information on the work of the Commissioner and the statutory framework in which the Commissioner works can be found on the Commissioner's website. www.westmidlands-pcc.gov.uk

Information on West Midlands Police can be found at www.west-midlands.police.uk



west midlands
police and crime
commissioner

Chief Constable
West Midlands Police
Role Profile

Purpose	
<ul style="list-style-type: none">To provide leadership, direction and control of West Midlands Police in accordance with the Police Act 1996 in order to provide the West Midlands with an effective and efficient police serviceTo fulfil of all the statutory and legal obligations of the office of Chief Constable	
Main duties and responsibilities	
1.	Work with and be accountable to the Police and Crime Commissioner, and set the strategic direction for policing in the West Midlands
2.	Provide high profile leadership to the force by communicating a consistent vision of what must be achieved
3.	Build and lead an effective chief officer team
4.	Strategic and operational management of West Midlands Police and effective management of the police budget to ensure the safety and security of the people of the West Midlands
5.	Ensure the high performance of the force, matching resources to priorities through robust financial management and improvements in value for money
6.	Harness the full potential of officers and staff ensuring equality of opportunity and innovation in workforce and succession planning
7.	Ensure the Force develops to meet the changing demands of policing in the West Midlands including ensuring that the Force engages with the communities that it serves and understands their policing needs
8.	Work with the Commissioner and/or policing colleagues to develop policing nationally, regionally and by function
9.	Promote values that ensure the Force is ethical in all aspects of policing delivery and trusted by the communities of the West Midlands

10.	Recognise and understand the diverse and dynamic nature of the communities that constitute the West Midlands, and lead a police service appropriate for these communities
11.	Encourage, support and participate in partnerships with other agencies and the public in order to fulfil the aims of the Police and Crime Plan
12.	Ensure the provision of professional advice to the Commissioner to support them in fulfilling their functions.

Knowledge and experience

- Experience of strategic command at a senior rank in a range of demanding operational policing environments, including major security/incident situations
- Developing, implementing and evaluating strategy, plans, programmes and procedures for the services of the police force with a track record of this delivering demonstrable improvements in policing
- Ability to demonstrate improvements in policing through the successful and innovative management of resources, both people and financial, with a focus on value for money
- Working in partnership with local authorities, other partners and communities to deliver policing which enhances trust and confidence and reduces harm to communities
- Experience of delivering improving performance, through leading organisational change
- Ability to operate in complex organisational structures and political environments
- Awareness of and demonstrable commitment to equality and diversity for the benefits of both those employed within the police service and the communities they serve
- Experience of influencing and contributing to the development of policing at a national level
- Awareness of potential new arrangements for policing governance
- Participating and directing media and public relation matters

Other

- Demonstrates commitment and devotion of time to activities required for the post
- Able to respond to out of hours call from home within a reasonable period
- Professional and personal integrity of the highest standing
- Personal qualities should accord with those described in the Police Professional Framework Executive Level Personal Qualities. These are set out further below in this document.

POLICE LEADERSHIP DOMAINS

1. Professional Policing Skills Incident Command

- Firearms
- Public order at major sporting events
- Civil contingencies
- Strategic management of intelligence
- Doctrine & history of UK policing
- Criminology
- Sociology and socio economics
- Operational risk
- Management and health & safety
- International policing

2. Business Policing Skills

- Managing and using resources
- Financial management
- Business planning
- Strategic people management
- Demand management
- Utilising ICT
- Science & technology
- Programme management (OGC)
- Marketing, communication & influencing
- Performance management & continuous improvement
- Equality & diversity

3. Executive Policing Skills

- Personal leadership and emotional intelligence
- Governance
- Government strategic working
- Partnership working
- Political acumen
- Stakeholder management
- Ethical Policing
- Doctrine of leadership

POLICE PROFESSIONAL FRAMEWORK
EXECUTIVE LEVEL – PERSONAL QUALITIES

SERVING THE PUBLIC

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

LEADING STRATEGIC CHANGE

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

LEADING THE WORKFORCE

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

MANAGING PERFORMANCE

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

PROFESSIONALISM

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

DECISION MAKING

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

WORKING WITH OTHERS

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

6. APPOINTMENT AND SELECTION PROCESS

A session has been arranged for the morning of Monday, 24 August to provide an opportunity to visit the Force and learn more about West Midlands Police. This session is not part of the formal assessment. If you would like to attend this session please contact Linda Kirk to book your place.

The closing date for applications is **noon Friday, 28 August 2015**. Interviews will take place on 16 and 17 September.

The appointment is subject to confirmation by the West Midlands Police and Crime Panel. The Confirmation Hearing shall take place early in October 2015.

Completed application forms should be emailed to l.kirk@west-midlands.pnn.police.uk or posted to Linda Kirk, West Midlands Office for Policing and Crime, 2nd Flr. Aqua House, 20 Livery Street, Birmingham B3 1AQ