



west midlands
police and crime
commissioner

Chief Constable West Midlands Police

Recruitment and Information Pack

West Midlands Police is the Second Largest Police Force in England

Contents

1. Message from the Police and Crime Commissioner
2. About the West Midlands and West Midlands Police
3. West Midlands Police Values
4. The Role of West Midlands Police and Crime Commissioner
5. Strategic Priorities
6. Role Profile
7. Appointment and Selection Process



West Midlands Police covers 348 square miles

1. Message from the West Midlands Police and Crime Commissioner

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 the second largest in the country, with a budget in excess of £680m and around 7,500 police officers, 4,100 police staff, 305 special constables, 465 police community support officers (PCSOs) and 160 police support volunteers, headed by the Chief Constable.

Sir David Thompson QPM DL, will be leaving the force in early 2023. Sir David has served as Chief Constable in the West Midlands since 2016, during a period of great change. His legacy of innovation and leadership leaves the Force well placed for the challenges in the years ahead. I will be seeking a Chief Constable who is able to match and/or develop Sir David's ability and local and national standing, and take West Midlands police force forward to even higher levels of performance.

The role of Chief Constable for West Midlands Police is one of the most exciting and complex jobs in UK policing. It represents an exceptional opportunity for a chief officer or equivalent, who has the relevant skills, knowledge and experience that are required for the role.

On 1 November 2021, I published a new Police and Crime Plan, including ambitious commitments to rebuild community policing, prevent and reduce crime, increase public confidence and support an amazing workforce, both via improved operational practice and new technology. I have made a key commitment to increase the overall number of police officers to over 8000. The Plan sets out how I will work in partnership to improve criminal justice, support victims and witnesses, build community safety and prevent and reduce violence. The Plan confirms my commitment to the importance of policing by consent, locally, regionally and nationally, and addresses the significant resource challenges the Force still faces. I am looking for a Chief Constable who will work with me to deliver these commitments.

As the West Midlands Police and Crime Commissioner, I place particular emphasis on equality and diversity, partnership working, prevention and early intervention and engagement with people and communities. I will be looking for an inspirational and progressive policing leader to work with me to ensure justice, safety and security for the people and communities of the West Midlands. The Chief Constable will work with me to continue our mission to become an inclusive, and an anti-racist organisation.

I am keen to see a broad and diverse range of talented candidates, and will be running an open and transparent process. To assist you in completing your application form I have provided some background information about the West Midlands and about the Force. You are welcome to contact my Chief Executive, Jonathan Jardine, should you wish to discuss the post further.

Kind regards



Simon Foster
Police and Crime Commissioner



2. About West Midlands Police

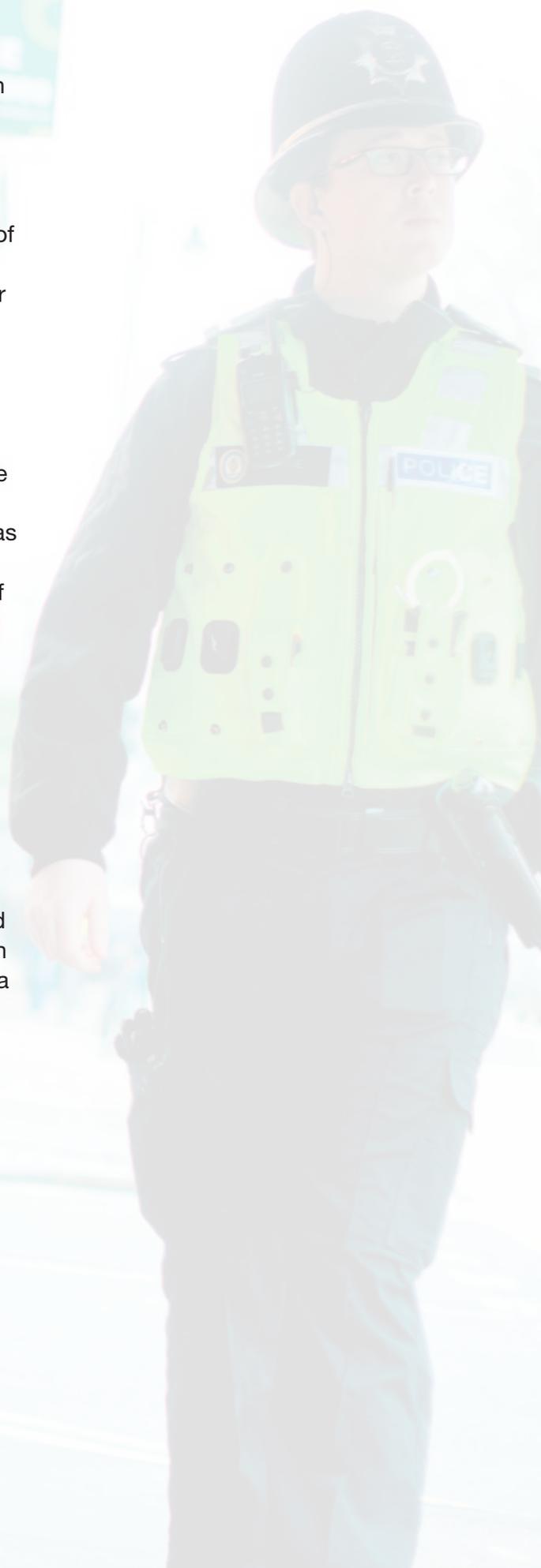
West Midlands Police is the second largest police force in the country, covering an area of 348 square miles and serving a population of almost 2.9 million people. The Force sits at the very heart of the country and covers the three major cities of Birmingham, Coventry and Wolverhampton. It also includes the busy and thriving districts of Sandwell, Walsall, Solihull and Dudley. Leisure, retail and conference amenities, sprawling canal networks, together with Premiership and Championship football teams, attract millions of visitors annually. The majority of the area is densely populated with 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 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. One of the youngest populations in the UK, and at around 33%, 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 Community Safety Partnership. The area is also served by three Local Enterprise Partnerships (LEPs), Staffordshire and West Midlands Probation Trust, and a number of NHS structures, adding complexity to the partnership landscape.

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

Local policing is delivered through eight neighbourhood policing units (NPU), each headed by a Chief Superintendent. Other than Birmingham, which because of its size has two NPUs, the other NPUs are coterminous with local authority boundaries. The work of the local NPUs 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 an ability 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 has faced cuts of £175 million over the last decade, resulting in a loss of 2,221 officers – that was 25% of our police officers – and we still expect to be 1,000 officers short by 2023. In addition to that over the past 2 years the Covid-19 pandemic has presented yet further unexpected challenges to policing and the criminal justice system.

There are 42 police and crime commissioners or Deputy Mayors in England and Wales covering each of the police forces. Together with the Home Secretary and chief police officers, police and crime commissioners are responsible for policing in England and Wales.

3. West Midlands Police Values

West Midlands Police are proud in the service they provide to the communities across the West Midlands. The next Chief Constable of west midlands police will need to share the Force values:

- To trust employees to act with integrity and make good decisions
- To listen to, involve and empower the public to create safer communities
- To prevent crime through early intervention and partnership

The next Chief Constable of West Midlands Police will need to promote values, and may wish to continue the work to develop the values further.



I prevent crime

- I work in partnership to create safer communities
- I am creative and think of new approaches



I offer friendship and service

- I care about the people I serve
- I am honest and I earn people's trust
- I show friendship by helping the public, partners and colleagues – particularly those who may not realise they need our help



I am courageous and fair

- I stand up for the right things
- I challenge unreasonable and discriminatory behaviour
- I make the right decisions, however tough they are
- I want to work in a diverse team



I listen and learn

- I accept and admit when I am wrong
- I learn lessons
- I let the public see how we work because I welcome openness



I am proud of what I do

- I am a strong performer and colleagues can rely on me
- I inspire others with my passion for policing
- I challenge and address poor service
- I deliver a service my family would be proud of

4. Role of West Midlands Police and Crime Commissioner

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, and 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 [West Midlands Police Force Budget](#)
- hiring and, if necessary, dismissing the Chief Constable

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

- must produce a [Police and Crime Plan](#)
- must produce an Annual Report
- 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 councilors from across the West Midlands and two independent members. 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](#).

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

Corporate Governance

We have a Joint Corporate Governance Framework which provides the framework to ensure business is carried out lawfully and efficiently. The Chief Constable is responsible for efficient management of resources and expenditure, and should do so in accordance with the principles and regulations contained within the Corporate Governance Framework. The Joint Audit Committee is an independent body which checks both West Midlands Police and the PCC are following national and local regulations, handling public finances in accordance with the law and not taking undue risk.



5. Police and Crime Plan Priorities

This Police and Crime Plan, which runs from 2021 to 2025, sets out the plans for West Midlands Police. The Chief Constable will work closely with the Commissioner to deliver the Plan.

The Plan can be viewed in full here: [Police and Crime Plan](#), and the key priorities are highlighted below.

Section 1: West Midlands Police

Rebuilding Community Policing: work to rebuild community policing, protect the number of PCSOs and support the Special Constabulary. The aim is to put 450 additional officers into neighbourhood policing, strengthening the local bonds between the public and the police and improving our ability to proactively solve local issues before they become critical. Community policing will be supported by more effective training and better career pathways.

There is a commitment to developing the Force's trauma informed responses as well as the approach to dealing with individuals presenting with mental health needs.

Preventing and Reducing Crime:

- prioritise combatting violence by men against women and girls, as well as work with West Midlands Police to bring more domestic abuse and sexual offenders to justice.
- West Midlands Police will have effective strategies for reducing violence and criminal exploitation.
- Continue to develop and support evidence-based, diversion, harm reduction and treatment approaches to illicit drug use so as to reduce the demand for illicit drugs.
- prevent and to reduce burglary, robbery and vehicle crime.
- drive down business crime.

Increased confidence in West Midlands Police:

Commitments include to build on the Fairness and Belonging plan and ensure West Midlands Police is committed to advancing equality, diversity and inclusion; improved oversight of Stop and Search and police use of force; how we measure, analyse and improve public confidence in policing and public satisfaction with police services will get better. Victims will be supported to feel safe to report crimes, and will be treated sensitively irrespective of background.

Supporting the workforce, organisational change and new technology:

Support for the welfare and well-being of police officers and staff, including a robust Covid-19 recovery plan. The Commissioner has a continued commitment to the Real Living Wage and to delivering wider social value.

Making West Midlands Police a greener and more environmentally sustainable Force:

The carbon footprint of West Midlands Police needs to fall. We will develop initiatives to reduce energy consumption through the guiding principles of reduce, re-use and recycle, and aim for West Midlands Police to become the country's greenest police force.

Support for further organisational and technology change in West Midlands Police, while always placing ethics at the heart of technological reform.

Section 2: Working in Partnership Locally

Engagement with partners to address the challenges we face across the West Midlands. This section of the Plan addresses improvements to the criminal justice system, increase community safety, reduce violence and ensure victims of crime are supported and recover. There are also commitments to build on existing partnerships that make public transport safer, improve road travel safety and provide policing at Birmingham Airport.

Section 3: Police Collaboration

The Commissioner will work with other Police and Crime Commissioners to ensure that there is an effective response to the threats, risks and operational policing requirements that West Midlands Police cannot address alone, including responding to terrorism and organised crime.

Section 4: Civic leadership and campaigning for change

The Commissioner will seek to influence public discourse and the direction of public policy on a range of issues, challenging and holding to account central government and governing bodies where necessary.

Section 5: Good governance, transparency, equality and public engagement

Good governance practices, including ensuring effective audit of our organisation, compliance with the public sector equality duty, human rights and ensuring we respond to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Section 6: Funding, grants, resources, police precept and financial planning

In 2020/23 the overall revenue budget for policing the West Midlands is £687m. This is funded from £544m of police grant, £135m of council tax and £8m from reserves. I will continue to lobby government to ensure that West Midlands Police receives a level of funding that reflects the needs of policing in the region.

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6. Role Profile

Chief Constable
West Midlands Police
Policing Professional Profile



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Purpose

The Chief Constable has overall responsibility for leading the Force, creating a vision and setting direction in accordance with the Police Act 1996. The Chief Constable will.

- create an inclusive culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.
- hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.
- influence the development of regional and national policing, support local, regional and national police collaborations and keep further collaboration opportunities under review, 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 arrangement.

Key Accountabilities

- Set and ensure the implementation of organisational and operational strategy for West Midlands Police Force, having due regard to the Police and Crime Plan, Strategic Policing requirement, codes of practice issued by the secretary of state and any wider plans and objectives, in order to provide an effective and efficient policing service, committed to the prevention and reduction of crime and that meets current and future policing demands.
- Develop a collaborative, mutually productive strategic relationship 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.
- Ensure effectiveness and efficiency of arrangements for co-operating with other persons in the exercise of the chief constable's functions; engagement with local people; value for money; the exercise of duties relating to equality and diversity imposed on the Chief Constable by any enactment; the exercise of the duties in relation to safeguarding of children and the promotion of child welfare imposed on the Chief Constable by sections 10 and 11 of the Children Act 2004; the upholding of fundamental human rights; and access to justice, equality before the law and the rule of law.
- Take part with the Police and Crime Commissioner in a regular framework of accountability for performance on delivery of the Police and Crime Plan, including weekly meetings and the monthly Strategic Policing and Crime Board.
- Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.

key accountabilities

- Lead West Midlands Police, communicating a clear direction, setting organisational culture and promoting values, based on ethics, courtesy, duty, professionalism, respect, team work and high standards of professional conduct to enable an effective and efficient professional service.
- Personal leadership and development of an inclusive culture which promotes equality, diversity and is committed to anti-racist practice. recognising and understanding the diverse and dynamic nature of the communities that constitute the West Midlands.
- Harness the full potential of officers and staff ensuring equality of opportunity and innovation in workforce and succession planning.
- Lead, inspire and engage the Force Executive Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Ensure the effective use of public spending, maximise value for money, and secure social value.
- Hold accountability for Force financial management and determine functional budgets within the principles and regulations of the joint Corporate Governance Framework, to ensure the effective use of public spending and maximise value for money, and supporting the joint Audit function.
- Fulfil the authorising responsibilities of a 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 the Force's operational strategies.
- 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.
- 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.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context to fulfil the aims of the Police and Crime Plan.
- Represent West Midlands 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 and trust in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation and problem solving to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

Education and Experience, Behaviours, Skills and Competencies

Prior Education and Experience:

- Has held rank of ACC/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.
- Authorising Officer Training – must be already qualified, or willing to be trained prior to taking up post.
- 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, listening to, working with and influencing
- 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.

Skills:

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.
- 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 create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform 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, problem solving 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 strategic stakeholder relationships at all levels, including the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- 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 identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.
- 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.

Education and Experience, Behaviours, Skills and Competencies

- Ability to demonstrate improvements in policing through the successful and innovative management of resources, both people and financial, with a focus on key performance indicators and outcomes, including value for money.
- Working in partnership with local authorities, other partners and communities to deliver policing which enhances trust and confidence, prevents and reduces crime 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 the need to eliminate discrimination, advance equality of opportunity and foster good community relations for the benefits of both those employed within the police service and the communities they serve. Understanding of the need to address different protected characteristics as well as wider strands of diversity such as neuro-diversity.
- 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.
- Understanding of the impacts of crime from an individual, cultural, and community perspective, such as trauma. Able to understand the inequality of crime and strategies required to redress the imbalance.

Behaviours:

This role requires the full range of behaviours set out in the College of Policing's Competency and Values Framework. It is expected that the postholder will be operating at level 3 of that framework (senior manager/executive level). The recruitment process is based around demonstrating these competencies:

Intelligent, Creative and Informed Policing

- Analyse critically
- Innovative and open-minded

Resolute, compassionate and committed

- Emotionally aware
- Take ownership

Inclusive, enabling and visionary leadership

- Collaborative
- Deliver, support and inspire

Continuing Professional Development Expectations (CPD)

The Chief Constable is expected to consider the following examples when planning their CPD:

Personal Skills

- Role model continuing professional development and lead by example by sharing learning and reflections to support the professionalisation of the police service.
- Maintain knowledge of strategic leadership and management theory and continually reflect on practical application in the operational policing context.
- Attend bi-annual National Chief Constable CPD events.
- Participate in coaching and/or mentoring opportunities for self and others to use and share the learning to inform own and others' approach to leadership, management and policing.

Business Skills

- Maintain commercial awareness and build financial acumen by working closely with partners and multi-agencies at a local and national level.
- Maintain knowledge and understanding of performance management processes, including data analysis methodologies and how performance can be benchmarked locally, regionally and nationally.
- Contribute to evidence-based research by conducting research and analysis of operational policing issues to solve problems and support the professionalisation and transformation of policing.
- Build and participate in peer networks and action learning sets to enable approaches to joint problem solving, share learning locally, regionally and nationally to support business process modernisation, efficiency and continuity.

Professional Skills

- Maintain knowledge of College of Policing Guidance, best practice and national and local initiatives and policies applicable to the strategic policing context.
- Maintain and update key knowledge and understanding to effectively apply legislation, policy and practice across all functional policing areas of operational responsibility.
- Maintain knowledge and understanding of political, economic, social, technological, legal and environmental factors and developments to inform strategic policing plans and enable an efficient and effective approach to policing and ensure the force is able to tackle new and evolving crime, demand, risk, threats and priorities.
- Work with national policing agencies and bodies, such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), National Crime Agency (NCA) and the College of Policing, and participate in and contribute to serious case reviews and Independent Office for Police Conduct (IOPC) investigations to ensure the force meets and maintains professional standards.
- Complete all annual and mandatory training to retain occupational and operational accreditation.

Other

- Demonstrates commitment, devotion of time to activities and resilience 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.

7. Appointment and Selection Process

A familiarisation session has been arranged on **27 May** to provide an opportunity to visit the Force and learn more about West Midlands Police. There will also be an opportunity to meet the Police and Crime Commissioner on that day. This session is not part of the formal assessment. If you would like to attend this session please contact Lucy Naylor to book your place.

The closing date for applications is **5pm 30 May 2022**.

The Assessment Centre will take place on **20 – 22 June 2022**. The assessment will consist of a series of stakeholder panels which will include a Community Stakeholder Panel, Youth Stakeholder Panel and a Trade Union and Staff Association Stakeholder Panel. The final day will be a formal interview. Candidates will be asked to deliver a presentation, and prior notification will be given of the presentation topic.

The appointment is subject to confirmation by the West Midlands Police and Crime Panel. The confirmation hearing will take place late in July, with the exact date to be confirmed. Completed application forms should be emailed to lucy.naylor@westmidlands.police.uk.

