



Philip Secombe  
Police and Crime  
Commissioner  
for Warwickshire

# Warwickshire Office of the Police and Crime Commissioner

3 Northgate Street  
Warwick CV34 4SP

T: 01926 412322

[www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)



**Philip Seccombe**  
**Police and Crime**  
**Commissioner**  
**for Warwickshire**

# **Appointment of Chief Executive and Monitoring Officer**

**Warwickshire Office of the Police  
and Crime Commissioner**

**Application Pack**

## **Contents**

- **Letter from the Police and Crime Commissioner**
- **Conditions of Service**
- **Role Profile**
- **Person specification**
- **Key functions of the Police and Crime Commissioner**
- **Office of the Police and Crime Commissioner**
- **Warwickshire Police Force area**
- **Policing in Warwickshire**
- **Appointment Process**
- **Appendix A – The OPCC Team**

## Letter from the Police and Crime Commissioner



Thank you for your interest in the post of Chief Executive and Monitoring Officer.

As Chief Executive you will play a key role in supporting me in holding the Chief Constable to account, fostering collaborations and partnerships with statutory and voluntary bodies across the county and leading and managing an effective and efficient office.

You will be joining a vibrant and successful team who will be working with the police and partners to bring my Police and Crime plan to life, its overall aim being to create a 'safer, more secure Warwickshire' for all of our residents, communities, businesses and visitors.

My office and I are working closely with the force leadership as Warwickshire Police is re-established as a standalone independent force following the ending of the alliance with West Mercia Police and the successful candidate will play a key role in this activity.

I hope that you find the attached information pack helpful but if you would like a conversation with me or Mr Neil Hewison, Chief Executive, then please do not hesitate to be in touch.

Yours sincerely

A handwritten signature in black ink that reads "Philip Seccombe". The signature is written in a cursive, flowing style.

**Philip Seccombe TD**

## Conditions of Service

**Job Title** : Chief Executive and Monitoring Officer – Permanent Post

**Responsible To** : Police and Crime Commissioner

**Grade and Salary** : Grade L – Salary £66,471

**Hours** : 37 hours per week

**Due to the nature of the role the post holder will be required to work flexibly in terms of the number of hours worked each week in order to fulfil the role. The post holder may be required, on rare occasions, to work in the evening or at weekends for which no additional remuneration will be paid.**

**Pension** : Membership of the Warwickshire Local Government Pension scheme is available with the post

**Location** : Office of the Police and Crime Commissioner  
3 Northgate Street  
Warwick  
CV34 4SP

**Leave entitlement:** : 28 days leave per year rising to 33 days after the completion of 5 years continuous service.

**Other requirements:** : Applicants must be a UK or EU citizen, or have indefinite leave to remain in the UK.

Ability to travel around the force area, regionally and sometimes nationally to attend meetings. Where the post holder uses their own vehicle they should arrange business insurance.

Casual user allowance will be paid for any business mileage.

The post is subjected to vetting and is politically restricted.

**Terms and conditions:** : The terms and conditions for this post are the same as those for Warwickshire Police staff - conditions of service as set out by the [Police Staff Council Handbook](#)

**Standards of Professional Behaviour** : All members of OPCC /Police Staff must comply with these standards as stated in the [Code of Ethics for Policing](#).

**Equality Commitment:** : 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. As part of this commitment all applicants with a registered disability who meet the essential criteria will be invited to interview.

## **Role Profile**

### **Main purpose of the role**

The Chief Executive will work with the PCC to:

- Discharge the statutory defined duties of the Chief Executive Officer (Head of Paid Service) as set out in section 4 of the Local Government and Housing Act 1989, as amended by the Police Reform and Social Responsibility Act 2011.
- Work as a key advisor to the PCC to enable delivery against his vision, strategy and identified priorities in the Police and Crime Plan.
- Ensure effective operational and strategic leadership of the Office of the Police & Crime Commissioner (OPCC).
- Ensure robust governance arrangements are in place for the OPCC.
- Facilitate the accurate and appropriate scrutiny of the service Warwickshire Police provides to the public of Warwickshire.
- Support the PCC in his statutory duty to secure an efficient and effective police service for the Warwickshire Police area.
- Support the PCC in public engagement activity across the county.

The Chief Executive also performs the role of the Monitoring Officer under section 5 of the Local Government and Housing Act 1989, amended by the Police Reform and Social Responsibility Act 2011 to (i) detect and report, in consultation with the s151 Officer any illegality or maladministration in the business of the Office ii) deal with matters connected with the conduct of employees under the Local Government Act 2000.

## **Role Responsibilities**

### **Governance, Management and Leadership Responsibilities**

- To act as the PCC's key advisor on all matters of strategic governance compliance and oversight relating to his functions, providing independent, timely and expert advice in relation to those functions, duties, powers and procedures and keeping abreast of changing legislation.
- To lead the continual development and delivery of OPCC activities and operations.
- To provide clear and visible leadership to staff of the OPCC including overall responsibility for their motivation, PDR's and on-going development and training, and work directly to the PCC in relation to personal objectives and development.
- To ensure that the OPCC performs its duties and responsibilities to promote equality and diversity in everything it does, in line with the relevant legislation and its public sector equality duty.
- In conjunction with the Chief Finance Officer, ensure propriety in the conduct of the Commissioner's business including making proper arrangements for procurement and tendering procedures and the letting of contracts.
- To ensure that all decisions made by the PCC are recorded in line with the OPCC decision making policy.
- Ensure that effective governance arrangements are in place to enable the OPCC to monitor, review and improve its own performance.
- To manage any appointments of a Chief Constable and advise the PCC in relation to their statutory duties relating to the handling of complaints about the Chief Constable and deal with such matters as they arise.
- The Chief Executive has delegated responsibility from the Police and Crime Panel to investigate complaints against the PCC.
- To carry out the duties of Chief Executive (Head of Paid Service) appointed under Police Reform & Social Responsibility Act 2011 to enable and assist the OPCC in fulfilling all its functions effectively and efficiently.
- To carry out the statutory duties and responsibilities of the Monitoring Officer.



## **Strategy and Resource Planning**

- To think strategically and guide the OPCC in developing a clear and effective long-term vision and strategy, together with appropriate policies.
- Comply with the human resource and learning and development strategies and policies set by Warwickshire Police (which apply to the OPCC), ensuring that the OPCC is compliant with current employment legislation.
- Be the strategic lead and develop effective relationships with a wide range of stakeholders and to work with Local Strategic Partnerships, Community Safety Partnerships, local authorities, the voluntary sector and criminal justice agencies to ensure the delivery of community safety programmes that meet the communities' needs and deliver an efficient and effective Criminal Justice system in the County.
- In conjunction with the Chief Finance Officer oversee the financial planning, budgetary, resourcing and asset management aspects of the OPCC.
- Support and lead the OPCC in scrutinising Force performance, and supporting the continuous improvement of both the OPCC and the Force.
- In consultation with the PCC develop the short, medium and long term planning process for the future of the OPCC.
- Contribute and oversee both the OPCC and Force business planning strategies and processes to ensure that they dovetail with the budget planning cycle and the precept decision making/consultation.

## **Commissioning & Service Delivery**

- To ensure 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.
- To be accountable for the performance of the OPCC in all aspects of service commissioning and grant allocation.
- To oversee the commissioning of victims services and restorative justice practice.
- To ensure effective engagement with the Chief Constable and all relevant Force personnel in planning and managing the OPCC business.

- To ensure that the OPCC contributes to the national consideration of issues concerning policing and reducing crime. To represent the OPCC at high level meetings with the Home Office, Her Majesty's Inspector of Constabulary Fire and Rescue Service, Association of Police and Crime Commissioners, Association of Police and Crime Commissioners Chief Executives, the PCC Regional Governance Group and other relevant outside bodies at a regional and national level.

### **Engagement and Information**

- To deliver, review and improve performance against the OPCC's Consultation and Engagement Strategy.
- To assess relevant information and provide advice and guidance to the OPCC enabling it to appropriately challenge the Force's strategic and financial performance.
- To guide and support the OPCC in raising its profile and communicating its values, strategies and achievements.
- To represent and promote the interests of the OPCC by developing and maintaining effective strategic partnerships with relevant public and private sector/voluntary organisations in the local community and at a regional and national level.
- To develop and implement effective two-way community engagement with all sections of the community to ensure that the OPCC at all times is receptive and responsive to the public's concerns regarding policing in Warwickshire.
- To ensure the PCC meets its statutory responsibilities in respect of publication of information and transparency.

### **Scrutiny & Performance**

- Contribute to the efficient and effective delivery of the Police & Crime Plan, together with the published delivery plan.
- Develop and maintain a constructive working relationship with the Warwickshire Police & Crime Panel.
- With the Chief Finance Officer develop and maintain a constructive working relationship with the Warwickshire Joint Audit and Standards Committee.

- In partnership with the Chief Finance Officer ensure the effective and efficient operation of both the internal and external audit functions and any other aspects of internal control or external inspection.
- In conjunction with the Chief Finance Officer oversee the maintenance of the OPCC risk register.
- To ensure the effective and efficient management of complaint reviews which are referred to the OPCC and to oversee the force performance in relation to its management of complaints

## Person Specification (Knowledge, Skills, Experience)

Substantial experience of operating at a senior management level in a public facing body with an ability to think independently and strategically	<b>Essential</b>
Understanding of policing governance and accountability arrangements and the challenges facing policing	Desirable
Proven track record of developing and delivering strategy and improved performance in a climate of change	<b>Essential</b>
Substantial experience of forming effective working relationships and establishing credibility with partners at the most senior level of a complex organisation – such as Chief Executives and Council Leaders, Chief Officers within the police service, Criminal Justice partners and other partner organisations	<b>Essential</b>
Negotiating and influencing skills and the ability to use them in an environment requiring a high degree of political awareness, sensitivity, tact and diplomacy	<b>Essential</b>
Substantial experience of leading and developing people, individuals and teams, with proven success in building enthusiasm, motivation and developing the potential of staff	<b>Essential</b>
Ability to analyse information and develop strategies and plans that will deliver the PCC's vision and ambitions and present information – both verbally and written – effectively, accurately, concisely and appropriately	<b>Essential</b>
Ability to effectively represent the Commissioner with a wide range of stakeholders and sections of the community, being a good communicator, possessing a suitably dynamic personal style that enables effective engagement.	<b>Essential</b>
Ability to deal with complex issues quickly and constructively	<b>Essential</b>
Successful track record of establishing effective performance measures, evaluating service quality and delivering significant improvements in performance.	<b>Essential</b>
Clear understanding and experience of promoting diversity in both employment and service delivery.	<b>Essential</b>

### Education/Training

Degree and/or appropriate professional qualification	<b>Essential</b>
Demonstrate a commitment to continuous personal development	Desirable
MBA or other post-graduate management qualification	Desirable

## **BEHAVIOURS: SENIOR MANAGER**

**All post holders are expected to know, understand and act within the ethics and values of the Police Service. These nationally recognised behaviours and values are set out in the Competency and Values Framework (CVF).**

**The CVF has six competencies that are clustered into three groups:**

- Resolute, compassionate and committed
- Inclusive, enabling and visionary leadership
- Intelligent, creative and informed policing

**Under each competency are three levels that show what behaviours will look like in practice.**

**This role requires the post holder to be operating at or working towards Level 3 of the CVF.**

**A description and a list of examples of the types of behaviours that are expected in each competency area can be found via the following link:**

**<https://profdev.college.police.uk/competency-values/>**

## Further Particulars

### 1.1 **Warwickshire Police Area**

Warwickshire is largely a rural and landlocked county within the West Midlands region, with Worcestershire and the West Midlands metropolitan authorities to the west and Leicestershire and Northamptonshire to the east. It covers an area of 764 square miles. It surrounds, but does not include, the city of Coventry. The north of the county is more urban and previously relied on traditional industries such as coal mining, textiles, cement production and heavy engineering. Much of this traditional industry has now declined and is being replaced by a growth in the logistics and service sectors taking advantage of the county's central location and good communications links and road networks. The southern part of the county is predominantly agricultural with historic towns such as Warwick and Stratford-upon-Avon benefiting from the tourist industry.

1.2 The county has a population of approximately 550,000 people with no dominant centre of population. The major towns are Nuneaton, Stratford-Upon-Avon, Leamington Spa, Warwick and Rugby. Warwickshire's older population is greater than regional and national averages and as this group increases, the younger population is in decline, although the birth rate is increasing. The area is dominated by a White British population, which is higher than regional and national averages. At time of the census in 2011 the percentage of BAME residents in the County was 7.3%. The levels of deprivation in Warwickshire vary between districts, the highest being in Nuneaton and Bedworth and the lowest in Stratford-upon-Avon.

1.3 Up until the COVID pandemic unemployment has been relatively low and earning levels higher when compared to West Midlands and England averages. House prices are highest in the south of the county, with general affordability below the national average. Stratford-upon-Avon and Warwick are the least affordable areas. Housing needs exceed availability

1.4 Warwickshire has a two tier system of local government. Warwickshire County Council is the upper tier authority and there are five Borough / District councils:-  
North Warwickshire Borough Council  
Nuneaton and Bedworth Borough Council  
Rugby Borough Council  
Stratford District Council  
Warwick District Council

1.5 In addition there are Parish Councils in four of the Borough / District areas.

## **2. Key Functions of the Police and Crime Commissioner**

2.1 The Police and Crime Commissioner has a wide remit as set out in the Police Reform and Social Responsibility Act 2011.

2.2 The high level role of the Police and Crime Commissioner is:-

- To secure an efficient and effective police service
- To hold the chief officer of police to account for delivery of his/her functions and those of people under his/her direction and control.
- To obtain the views of local people on policing matters and to act on those views.
- To make arrangements for an efficient and effective criminal justice service within Warwickshire.

2.3 Some other important functions of the Police and Crime Commissioner include:-

- Issuing a Police and Crime Plan [www.warwickshire-pcc.gov.uk/police-and-crime-plan](http://www.warwickshire-pcc.gov.uk/police-and-crime-plan) which sets the strategic direction for police and criminal justice agencies in Warwickshire.
- Setting the annual precept.
- Allocating Commissioners grants.
- Holding the Chief Constable to account.
- Appointing (and dismissing) the Chief Constable.
- Establishing an Audit Committee.
- Publishing an Annual Report.
- Undertaking consultation with key stakeholders.
- Managing complaints against the Chief Constable

2.4 Since October 2014 Police and Crime Commissioners have been responsible for commissioning support services for Victims and Witnesses.

## **3 Office of the Police and Crime Commissioner**

3.3 There is a small dedicated team of officers employed directly by the Office of the Police and Crime Commissioner (OPCC). The size and structure of the OPCC is as set out in Appendix A. It should be appreciated that not all services of the OPCC are delivered in-house. For example legal services and internal audit are commissioned from Warwickshire County Council.

3.4 The OPCC team is based in offices at 3 Northgate Street, Warwick and unlike other OPCC's they do not occupy police premises. This helps to preserve its independence from the force.

3.5 For more information about the OPCC please refer to the website [www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)

## **4. Policing in Warwickshire**

- 4.1 Warwickshire Police is organised into two local policing areas which cover the county of Warwickshire, North Warwickshire (covering North Warwickshire, Nuneaton & Bedworth and Rugby Boroughs) and South Warwickshire (covering Warwick and Stratford Districts).
- 4.2 Since 2015, the Chief Constable of Warwickshire Police has been Martin Jelley QPM, leading the Force initially in the Strategic Alliance with West Mercia Police and, more latterly, on the transition and rebuild of the Force as it re-established itself as a standalone force post the Strategic Alliance. Leek Wootton, near Warwick has been re-designated as the force Headquarters. The Deputy Chief Constable is Richard Moore and there are two Assistant Chief Constables, Debbie Tedds (Protective Services) and Alex Franklin-Smith (Local Policing). In addition, the Chief Constable is supported by Jeff Carruthers (Director of Financial Services) and Tania Coppola (Director of Enabling Services).
- 4.3 On 1<sup>st</sup> April 2020 the force largely transitioned out of the alliance with West Mercia Police. Four areas of collaboration remain between the two forces namely ICT, Forensics, Transactional Services and Property storage. These arrangements (with the exception of property storage) are planned to cease on 31<sup>st</sup> March 2021. After this time a new collaboration with West Midlands Police for these three areas of business is in the process of being agreed.
- 4.4 Evolve is the name of the force change programme which managed the force's transition from the alliance arrangements to a standalone force. Evolve 2 is the next step in the programme of transformation and delivery of savings which will consolidate the force and further improve the service it delivers. The force has just published its new five year strategy entitled 'Fit for the Future' that sets the direction of travel and aspirations of the force for the medium term.
- 4.5 The force establishment of Police Officers is currently 1004 and for Police staff it is 819.
- 4.6 For more information about Warwickshire Police please refer to the force website [www.warwickshire.police.uk](http://www.warwickshire.police.uk)



## APPOINTMENT PROCESS

<b>Closing Date for Applications</b>	:	<b>5pm Monday 31<sup>st</sup> August 2020.</b>
<b>Shortlisting</b>	:	<b>Week commencing 7th September 2020.</b>
<b>Selection Process</b>	:	<b>Week commencing 21<sup>st</sup> September 2020.</b>
<b>Police and Crime Panel confirmation hearing</b>	:	<b>Date tbc</b>

Shortlisted candidates will be contacted as soon as possible after shortlisting and are asked to ensure that they are available for the selection process, week commencing 21<sup>st</sup> September. The date and location of the selection process will be confirmed subject to current Covid restrictions.

Further details of the selection process to be followed will be provided to all shortlisted candidates.

Following that, the preferred candidate will be required to attend a Police and Crime Panel Confirmation Hearing.

Appointment of the successful candidate will be subject to satisfactory references, positive vetting and medical checks.

**Please note that the successful candidate's contract will begin on 1<sup>st</sup> January 2021.**

Application Forms can be found on our website: [www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk)

If you require a paper version please contact the OPCC office on **01926 412322**

Applications to be submitted on the application form only. **Please note CVs will not be taken into consideration and therefore should not be submitted.**

**Completed application forms are to be returned no later than 5pm on Monday 31<sup>st</sup> August 2020. to:**

[Evolve-recruitment@warwickshire.pnn.police.uk](mailto:Evolve-recruitment@warwickshire.pnn.police.uk)

**Forms received after that time will not be considered.**

**Police and Crime Commissioner  
July 2020**

# Appendix A – The OPCC Team

## Warwickshire OPCC Team Structure

As of September 2020



