



Philip Seccombe  
Police and Crime  
Commissioner  
for Warwickshire

# Chief Constable of Warwickshire Police Applicant Information Pack



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Police Headquarters at Leek Wootton

## Introduction from the PCC

Thank you for your interest in the post of Chief Constable of Warwickshire Police. I look forward to receiving your completed application if you feel you wish to take up this exciting opportunity.

After a period of change and redevelopment Warwickshire is now re-established as a standalone force, moving forward with full operational independence. Record-levels of officer numbers are in place to provide extra resilience and reassurance to communities.

As our Chief Constable retires after six years in the role, I am looking for a new individual who can lead the force into the new era. I have enjoyed an excellent working relationship with outgoing Chief Constable Martin Jelley QPM, his senior team and Warwickshire Police as a whole. This has ensured that the relationship between the force and my office has been open, transparent and effective. I am looking for the next Chief Constable to continue to maintain and enhance this relationship, while also working effectively with our many partners in the county.

As one of the smallest forces in the country you will find an opportunity to make your mark in Warwickshire, working with an engaged and committed workforce, implementing and embedding the improvements and new ways of working that are now in train. You will also have opportunity to form partnerships, both strategically and operationally within the county and further afield and take your place in shaping the delivery of public services to the benefit of communities.

As this advertisement goes live, the elections for the next Police and Crime Commissioner term of office are due to take place on May 6. I have therefore timed the application process to enable the new PCC (if I am not re-elected) to be able to decide on the appointment as one of the first major decisions of the new term of office.

I hope that you find the attached information pack helpful. There is also a wide amount of information on the OPCC and force websites but I appreciate you may wish to gain a closer view. If you would like to talk in more detail with either myself or my Chief Executive Polly Reed, then please do not hesitate to get in touch via email at [polly.reed@warwickshire.pnn.police.uk](mailto:polly.reed@warwickshire.pnn.police.uk) in the first instance.

I look forward to receiving your completed application.



**Philip Seccombe TD**

Police and Crime Commissioner  
for Warwickshire

## Key Dates and the Appointment Process

Activity	Date
Application process opens	16 March 2021
Familiarisation day	22 April 2021
Closing date for applications	11 May 2021
Shortlisting	18 May 2021
Stakeholder panels	27 May 2021
Appointment panel	28 May 2021
Police and Crime Panel confirmation hearing	TBC
Contract begins	1 July 2021 (subject to confirmation)

Shortlisted candidates will be contacted as soon as possible after shortlisting and are asked to ensure that they are available for the selection process. It is hoped that the selection process can take place face to face but if COVID-19 restrictions require, it may be carried out virtually.

In respect of the application process:

- Application Forms can be found on our website: [www.warwickshire-pcc.gov.uk](http://www.warwickshire-pcc.gov.uk). Should you require further information, an alternative format / language or any adjustments to be made throughout the application process or upon appointment, please contact the Chief Executive and we will make every effort to meet your specific requirements.
- Please only complete the application form; CVs will not be taken into consideration and therefore should not be submitted. Applications received after the deadline will not be considered.
- Please contact Chief Executive to find out more about the role, or for a discussion with the Police and Crime

Commissioner. Your interest will be kept confidential.

### Familiarisation Event

A familiarisation event will take place at Leek Wootton on 22 April 2021. This will allow those interested in applying for the position the opportunity to meet the senior command team of Warwickshire Police and gain further understanding of the Force.

Prospective applicants wishing to attend the familiarisation day should contact the Chief Executive, Polly Reed, by email to confirm their interest. Confirmed details, including an agenda, timing and location directions will then be provided as the event is finalised.

Please express your interest in attending no later than 16 April 2021.

### The Selection Process

Shortlisting of candidates will take place on 12 May 2021 and will be carried out by a panel comprising the Police and Crime Commissioner, Monica Fogarty (Chief Executive of Warwickshire County Council) and Kieran Amos (Chief Fire Officer for

Warwickshire). They will be supported by the Chief Executive of the OPCC, Polly Reed.

Shortlisted candidates will be notified following completion of the process and invited to attend for interview.

## Interview Process

The interview process will take place over two days on 27 and 28 May. A detailed schedule will be provided but candidates can expect it to comprise:

- Two stakeholder panels: a **Partnership Panel** comprising representatives from key partners and community groups and a **Force Panel** of representatives of the Warwickshire Police workforce. These panels will represent the diversity of Warwickshire, and will provide a level of scrutiny to the process, reporting their findings to the Appointment Panel.
- **The Appointment Panel.** This will consist of the Police and Crime Commissioner, Monica Fogarty (Chief Executive of Warwickshire County Council) and Kieran Amos (Chief Fire Officer for Warwickshire). They will be supported by Chief Constable Stephen Watson of South Yorkshire Police as the Policing Advisor and John Anderson (Chair of the Warwickshire Joint Audit and Standards Committee) as the Independent Advisor. You will be required to make a presentation to this Panel. This is the decision making panel.

Once the Police and Crime Commissioner has made the appointment decision, the preferred candidate will be notified.

Reasonable and necessary expenses of candidates invited for interview will be paid in accordance with Police Regulations.

## Confirmation Hearing

The preferred candidate, together with the Police and Crime Commissioner, will be required to attend a public Confirmation Hearing before the Warwickshire Police and Crime Panel, at a date to be confirmed.

The purpose of attendance at the Hearing will be to answer any Police and Crime Panel questions relating to the proposed appointment.

Please note that the Police and Crime Panel has a power to veto the appointment.

Following the confirmation hearing the Police and Crime Panel will make a report to the Police and Crime Commissioner on the proposed appointment.

## Appointment

Subject to any Police and Crime Panel veto, following the Confirmation Hearing a formal offer of appointment will be made (subject to any outstanding checks, e.g. conduct, medical, vetting, etc.).

**The Police and Crime Commissioner and Warwickshire Police are committed to equality and diversity and welcome applications from all suitably qualified candidates, particularly from under represented groups. We are happy to consider any reasonable adjustments that would assist you with your application or if you are selected for interview such as physical access to the interview venue, car parking, or adjustments for dyslexia and other learning difficulties. Please indicate on the application form and we will contact you to discuss arrangements.**

## About Warwickshire

Warwickshire is a rural county within the West Midlands region, with Worcestershire and the West Midlands metropolitan authorities to the west, Leicestershire and Northamptonshire to the east and Staffordshire to the north. Covering an area of 764 square miles it surrounds, but does not include, the city of Coventry.

The north of the county is more urban with its traditional industries such as coal mining, textiles, cement production and heavy engineering now giving way to a growth in the logistics and service sectors. The southern part of the county is predominantly agricultural with historic towns such as Warwick and Stratford-upon-Avon benefiting from the tourist industry.



Warwickshire has a mix of diverse and emerging communities, with the main towns across the area including Atherstone, Coleshill, Nuneaton, Bedworth, Rugby, Royal Leamington Spa, Stratford-upon-Avon and Warwick. There are opposite extremes of wealth and poverty across the districts. The highest levels of deprivation are experienced in Nuneaton & Bedworth, home to the county's largest town, while the least deprived areas are in Stratford-on-Avon.

The population of around 600,000 is predicted to grow further in the coming years, with large scale housing development across the area. Older members of the community make up a greater proportion than regional and national averages and as this group increases, the younger population is in decline, although the birth rate is increasing. The area does however house a sizeable student population, particularly in Leamington Spa, due to the number of universities nearby.

Warwickshire currently has a two tier system of local government. Warwickshire County Council is the upper tier authority and also has responsibility for the local fire and rescue service. At the second tier there are five Borough/District councils:-

- North Warwickshire Borough Council
- Nuneaton & Bedworth Borough Council
- Rugby Borough Council
- Stratford-on-Avon District Council
- Warwick District Council

Parish and town councils make up the remaining tier of local authorities in all areas except Nuneaton & Bedworth.

## Policing in Warwickshire

Warwickshire Police has a proud history of more than 160 years, retaining the strengths and characteristics that define a small county force, while also ensuring it establishes a bold and forward-thinking future.

At the heart of the force's plans is the commitment to ensuring Warwickshire Police continues to provide policing services which meet the needs of its communities and supports the aims of its partners within the county.

The force has over 1,000 officers alongside

around 80 PCSOs, over 700 members of police staff and just under 200 special constables and volunteers. It has five patrol bases from which officers provide 24/7 response policing, supported by a network of Safer Neighbourhood Teams providing visible policing and award-winning problem solving across our many towns and villages.

Teams of highly skilled detectives manage serious and complex crimes. At the heart of the policing model is an innovative Harm Hub which ensures a true multi-agency approach to tackling some of the highest threats and harms, providing appropriate safeguarding for some of the most vulnerable people in society.

The Operations and Communications Centre (OCC) plays a central role in supporting operational policing delivery and is set to move during 2021 to a new, state-of-the-art control room in Warwick. The introduction of a Resolution Centre will provide the right service first time for victims and communities as well as enabling the force to effectively manage demand.

Supporting local policing are Protective Services (Intelligence, Major Investigations, Serious and Organised Crime, Forensics) and Financial and Enabling Services. All of which provide valuable resources to protect people who live or work in, or visit Warwickshire.

The force also has resources within the Regional Organised Crime Unit working alongside colleagues from West Mercia Police, West Midlands Police and Staffordshire Police.

### **Life and Leisure in Warwickshire**

Warwickshire is an internationally-renowned home to historic towns, rich heritage and

hundreds of acres of rolling countryside alongside some of the UK's most established businesses and thousands of thriving small enterprises.

Nestling on the doorstep of major urban centres such as Birmingham and Coventry, the county boasts popular attractions such as Warwick Castle, the Royal Shakespeare Company and Shakespeare's Birthplace Museum alongside numerous country parks, National Trust estates and English Heritage sites. Neighbouring Coventry is the UK City of Culture for 2021, further cementing the area's cultural heritage.

On the sporting front there's a great mix on the doorstep, including top level cricket and football. Rugby is the birthplace of rugby football and is home to the World Rugby Hall of Fame and Visitor Centre, while Royal Leamington Spa will play host to events during the 2022 Commonwealth Games. There are a wide range of other venues across the whole county to enjoy sporting activity for all ages.

Schools in the area have an excellent reputation, with above average attainment levels and a wide range of primary and secondary schools in every part of the county, alongside provision for children with special needs. This is further complemented by private schools with excellent national reputations and the number of high quality universities close by.

Located at the heart of the UK, Warwickshire enjoys superb links to the rest of the country through its proximity to the national motorway network and growing local rail network. This means the hustle and bustle of big city life is only a short trip away from Warwickshire's peaceful and tranquil surrounds, offering the best of both worlds.

## Role Profile

**Accountable to:**  
**Police and Crime Commissioner**

### Main Purpose of the Role:

The Chief Constable has overall responsibility for leading the force, creating a vision and setting a direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

The Chief Constable holds 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.

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

### Main Responsibilities:

- Set and ensure the implementation of organisational and operational strategy for the force, having due regard to the Police and Crime Plan and 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.
- Develop a 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.

- 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.
- Lead the force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer 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.
- Hold accountability for force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- 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 and enable the achievement of the force objectives.
- Represent the force 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.
- 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 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.
- To undertake other duties commensurate with the nature, level of responsibility and rank of this post, as required.

## Person Specification

### Knowledge:

- 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.

### 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.
- 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.

**Key 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 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.

**Behaviours:**

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.

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 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>

## Main Terms and Conditions of Appointment

**1**

The officer appointed will be required to carry out all the duties applicable to the post of Chief Constable of Warwickshire and be accountable to the Police and Crime Commissioner for Warwickshire.

**2**

The appointment will be subject to the Job Description (which will form part of the contract), and will be subject to the Police Acts and Regulations (including those relating to pensions) and such other statutory provisions.

**3**

The Chief Constable will be required to devote the whole of their time to the duties of the office.

**4**

The officer will work across Warwickshire but be based at Police Headquarters, Leek Wootton.

**5**

The appointment will be subject to a fixed term of five years and will commence on 1 July 2021. Any further extension of appointment will be subject to the prevailing regulations.

**6**

The appointment will include regular performance / development appraisal by the Commissioner. A programme of professional

development will be agreed by the Commissioner, informed by the outcomes of development appraisal and in the light of emerging developments in the nature of policing.

**7**

The primary focus of the post holder is to lead Warwickshire Police and oversee its development. NPCC and other representational work may be undertaken with the agreement of the Police and Crime Commissioner.

**8**

The salary, payable monthly, is £146,469 per annum, subject to a 10% variation at the discretion of the Police and Crime Commissioner. The salary will be increased in line with national pay settlements.

**9**

The Chief Constable will be provided with a role-equipped vehicle available for official and private use and they will repay the cost of their private mileage. The principles of use are contained in the Commissioner's current vehicle scheme.

**10**

The Chief Constable will be entitled to standard class rail travel for official business journeys within the United Kingdom. In appropriate circumstances, the Chief Constable will be entitled to first class rail travel on occasions where work is planned to be undertaken during the rail journey and the use of standard class rail travel will not facilitate this. Subsistence and overnight accommodation will be provided in line with terms and conditions.

**11**

The Chief Constable will be entitled to economy class air travel when undertaking international duties and the Commissioner will undertake to provide insurance cover for overseas journeys.

**12**

In the event of specific travel and/or subsistence arrangements not being sufficiently covered by points 10 and 11 above, the Chief Constable will discuss the issues involved with the Chief Executive.

**13**

A uniform will be provided.

**14**

The Commissioner shall pay for all professional subscriptions and indemnity insurance reasonably required for the post.

**15**

The appointment is terminable by the Commissioner, or the Chief Constable, giving six months' notice in writing or such shorter notice as may be agreed by the parties.

**16**

Where allowances and expenses are payable within the Commissioner's discretion (as opposed to those prescribed by the Regulations) the Commissioner reserves the right to review, vary or withdraw those allowances and expenses on reasonable notice.

**17**

Two-yearly health-screening will be available.

**18**

A housing allowance or transitional housing allowance will be paid, if appropriate, in accordance with the Police Regulations. A relocation package in accordance with the Police Regulations and the Commissioner's published policy is available.

**19**

Entitlements to annual leave and sick pay are set out in the relevant Home Office Determinations made from time to time.