



Philip Secombe  
Police and Crime  
Commissioner  
for Warwickshire

Report on the selection of a new Chief Executive  
for the Warwickshire Office of the Police  
and Crime Commissioner  
October 2020

*CONFIRMATION HEARING – Friday 9 October 2020*

## Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (PCP) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Chief Executive and Monitoring Officer (C.Ex).

In doing so the panel must satisfy itself that the preferred candidate selected by the PCC has the professional competence to undertake the role and has significant personal independence to be able to act operationally independent of the PCC.

The report provides an overview of the appointment process that has been undertaken to select the preferred candidate.

The PCC wishes to appoint Polly Reed as his C.Ex.

## Recommendation

It is recommended that the PCP considers the PCC's preferred candidate Polly Reed for the role of C.Ex to the PCC, at the confirmation hearing on 9 October 2020.

## 1. Introduction and Background

The current C.Ex has declared his intention to retire on 31<sup>st</sup> January 2021.

As a consequence the PCC has conducted a selection process to identify and appoint a successor.

The PCC is required to appoint a C.Ex as the Head of Paid Service and Monitoring Officer.

The PCC must under the Police Reform and Social Responsibility Act 2011 (Act) notify the PCP of the preferred candidate for appointment as C.Ex. Schedule 8 of the Act states that the PCC must provide the following information:

- a) The name of the person who the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate and how the candidate satisfies these criteria; and
- c) The terms and conditions under which the candidate is to be appointed.

Also provided for the PCP's consideration are

- i. The Application pack which includes the Role Profile, Person Specification and Conditions of Service along with other relevant documents **Appendix A**.
- ii. The HR and selection process that was followed;
- iii. Presentation subject and questions posed during the selection process;

## **2. Matters for consideration.**

### **2.1 Job Profile and Person Specification**

The Role Profile is a key document in the appointment process. It sets out clearly the expectations and requirements of the role. Of equal importance is the person specification which outlines the essential and desirable knowledge, skills and experience required. Both can be found in **Appendix A** of this report.

### **2.2 The HR and selection process**

The post was advertised on the Office of the Police and Crime Commissioners website encouraging applications from 4<sup>th</sup> August until 5pm on Monday 31<sup>st</sup> August. For the same period adverts were posted on the Warwickshire Police website and the job sites 'Total Jobs' and 'WMjobs.co.uk'. All of these adverts had links back to the application pack on the OPCC website. The role was also circulated across The Association of Police and Crime Commissioners Chief Executive network nationally.

Fourteen candidates applied for the role.

A paper sift process then took place which was chaired by the PCC. The panel consisted of the PCC, the current Chief Executive Neil Hewison and Jat Virk a HR business partner from Warwickshire Police.

Each panel member independently assessed and scored each application on a proforma scoring sheet. The panel then met on Friday 4<sup>th</sup> September to discuss each applicant and collate the scores awarded by the panel members to each applicant.

Five candidates were put forward for the next stage of the selection process.

On Monday 21<sup>st</sup> September a selection panel was convened which consisted of the PCC (chair), Martin Jelley Chief Constable and Monica Fogarty Warwickshire County Council Chief Executive.

At the PCC's request Neil Hewison C.Ex was requested to observe the selection process but played no part in scoring the candidates.

Candidates were given 30 minutes to prepare a ten minute presentation on a subject they were presented with on the day. The presentation subject can be found at **Appendix B**.

The candidates were then asked to present to the selection panel following which they were asked questions about the presentation. These questions were then followed up by two set questions from the PCC both of which are outlined in **Appendix B**.

There then followed six set questions that were designed to establish whether each candidate had the necessary knowledge, skills, experience (KSE) and ability to perform the role. The list of questions asked can be found at **Appendix C**. Under each question the KSE tested by the question are indicated.

There was a strong field of candidates but the panel members each gave the preferred candidate the highest marks and as such the preferred candidate was unanimously

agreed by the panel.

### **2.3 Preferred Candidate – Polly Reed**

Polly is a graduate in Modern Language Studies from Nottingham University. She is currently employed by the West Midlands Office of the Police and Crime Commissioner as the Head of Business Services a role she has performed for the past 3 years and earlier this year for a 3 month period she performed the role of acting Deputy C.Ex.

Apart from a 9 month period during 2017 when she was the Assistant Director for Training and Education with the Stroke Association the vast majority of her working life has been spent in local government in management roles in Children Services and Education. She has worked for three different councils.


### **2.4 Terms and Conditions of appointment**

This permanent full time appointment will commence on 1<sup>st</sup> January 2021. This will allow a one month handover period with the existing C.Ex prior to his retirement.

The C.Ex post is a Grade L post (Warwickshire Police Staff Pay Grade) that attracts an annual salary of £66,471.

The post holder will be eligible to enroll in the Local Government Pension Scheme. Expenses and business mileage costs incurred in connection with the role will be reimbursed. Full details of the conditions of service are contained in **Appendix A**.

**Philip Seccombe TD**

A handwritten signature in black ink, appearing to read 'Philip Seccombe', written in a cursive style.

**Philip Seccombe TD  
Police and Crime Commissioner.**

## Appendix A- Conditions of Service

<b>Job Title</b>	:	Chief Executive and Monitoring Officer – Permanent Post
<b>Responsible To</b>	:	Police and Crime Commissioner
<b>Grade and Salary</b>	:	Grade L – Salary £66,471
<b>Hours</b>	:	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.
<b>Pension</b>	:	Membership of the Warwickshire Local Government Pension scheme is available with the post
<b>Location</b>	:	Office of the Police and Crime Commissioner 3 Northgate Street Warwick CV34 4SP
<b>Leave entitlement:</b>	:	28 days leave per year rising to 33 days after the completion of 5 years continuous service.
<b>Other requirements:</b>	:	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.
<b>Terms and conditions:</b>	:	The terms and conditions for this post are the same as those for Warwickshire Police staff - conditions of service as set out by the <a href="#">Police Staff Council Handbook</a>

**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.

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### **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. Warwickshire Police Area

- 1.1 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)

## **Appendix B- Presentation Subject**

The challenges facing policing are significant. The Police and Crime Commissioner (PCC) is required to set the strategic direction for policing services in Warwickshire. Another PCC election will be taking place next May.

In your view what are the key crime and policing issues that need to be addressed on the run up to the PCC election and during the next PCC's term of office?

How will you support the PCC in achieving this?

*Questions by the panel.*

*What will you do to prepare the Office of the Police and Crime Commissioner in readiness for next year's PCC elections?*

*With regards to the current Home Office review of PCC's what do you see as the key areas of concern which need addressing?*

**Score /10**

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## **Appendix C- interview questions**

**Q1. Describe your understanding of the role of Chief Executive and Monitoring Officer and the responsibilities that the post holds? What relevant skills and experience would you bring to the role?**

Follow up –

- Need to establish the candidates understanding of the totality of the role – by further probing if required.
- To be successful in the role you will be required to demonstrate a high degree of personal responsibility. Can you give me an example of when you have demonstrated this over a protracted period of time?

*Senior management experience, ability to think independently and strategically.*

Score /5

**Q2. Give me an example of an innovative strategic change you have led and implemented which led to improved performance?**

Follow up –

- What challenges did you have to overcome?
- How did you embed the change?

*Delivering strategy and improved performance.*

Score /5

**Q3. Describe an occasion when you have been in conflict with a senior colleague or partner organisation and explain how you were able to persuade them to accept and support your view?**

*Negotiating and influencing. Communication, effective engagement.*

Score /5

**Q4. The challenges facing the police service in terms of equality and diversity are there for all to see. What do you understand by diversity and what steps have you taken in your current role to diversify your team and improve the quality of the service provided by your team from an equality perspective?**

*Diversity/equality.*

Score /5

**Q5. Describe a successful partnership you have forged with another organisation which has brought real benefits in terms of service delivery?**

Follow up –

- As Chief Executive of the Office of the Police and Crime Commissioner (OPCC) what will be the key relationships and partners that you will need in order to succeed in the role?

*Effective working relationships, partnerships.*

Score /5

**Q6. If successful you will lead the OPCC team. Give an example of when you have significantly improved the performance of a team?**

Score /5