



SUPERINTENDENT CANDIDATE INFORMATION PACK

Mel - Superintendent



Welcome

Thank you for expressing an interest in applying for the role of Superintendent for West Mercia Police.

This is an exciting time to join West Mercia Police as we reshape our future. You will work closely with me to ensure that we effectively deliver our ambitious vision.

I am committed to delivering an outstanding police service that fights crime, reassures communities and is a great place to work. You can see the Safer West Mercia Plan here:

- [Safer West Mercia Plan - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](https://westmercia-pcc.gov.uk)

To support me and my colleagues in this aim, I am looking for resilient, dynamic and inspirational leaders who can help drive the force forward in times of continuing change and deliver effective policing services to the communities of West Mercia.

You will be people focused, positive, operationally strong and a good team player with a proven track record in leading teams to achieve organisational priorities.

You must demonstrate a strong commitment to being visible and accessible to both our people and partners in West Mercia.

Thanks for considering West Mercia Police. If successful you will have my full support. I want you to bring your ideas and you will be empowered to lead.

If you would like an informal discussion on any aspects of the role with me or my team, please contact Rachel Hartland-Lane, Director of Business Services:

- rachel.hartland-lane@westmercia.police.uk

I wish you every success in your application, you won't regret it.



A handwritten signature in black ink, appearing to read 'Alex Murray'.

Alex Murray

Temporary Chief Constable
West Mercia Police

December 2023

The Superintendent role

The Superintendent will be part of the senior management team supporting the Chief Constable in delivering our Vision and Values, Service and Leadership Ethos and Policing Priorities by ensuring we are an organisation which engages with an inclusive workforce and has health and wellbeing of our people at the heart of the service.

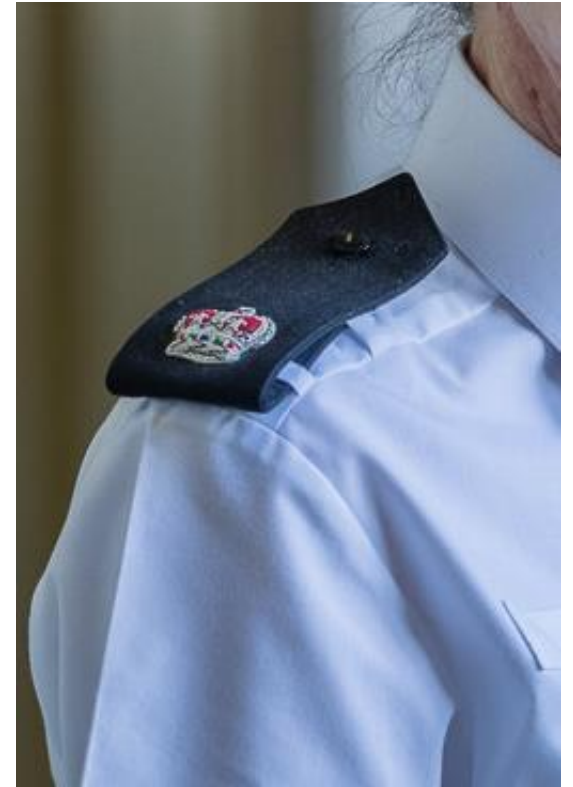
You will ensure through effective leadership and engagement with partners, stakeholders and members of the public, that policing is effective, economic and efficient in its delivery of agreed outcomes.

The role requires a leader with energy, personal drive, compassion and authenticity who can help drive the force forward. The ideal candidate will be passionate, driven and operationally strong with a proven track record in leading significant change, delivering high performance and positive outcomes for the community.

Applicants must be a Chief Inspector or current Superintendent with substantial knowledge of contemporary policing issues, proven experience of strategic performance management and an outstanding track record of delivering successful change for improved service to the public. You must be a good team player demonstrating a strong commitment to being visible and accessible to both our people and partners in West Mercia.

You will contribute to strategic development, set standards and operational policy as well as authorise operational activity for the teams under your leadership.

You will work closely with your Superintendent colleagues prioritising the needs of our communities.



The new Superintendent development day provides those newly promoted with the knowledge and skills to better support their step up in rank. The day is supported by subject matter experts from across the force in key areas such as budget, legislation, and culture. A Superintendents toolkit is also provided through the leadership strategy that can be accessed 24/7 and provides additional guidance around legislation, policy and how the organisation seeks to empower Superintendents through an evidence-based governance framework.

West Mercia also holds three senior leaders' events throughout the year, chaired by the Chief Constable. These are focused on delivering impactful inputs on key issues for the force based on the time of the year. For example, the next event in February will focus on our strategic planning, articulating strategic objectives for 24/25 with a view to providing clarity for you and your teams for the financial year ahead.

Selection process

Applications should be submitted by email to:

- talent@westmercia.police.uk

By 1200hrs, Wednesday 10 January 2024.

Candidates' applications will be acknowledged by email.

Candidates selected for assessment will be invited to attend Hindlip Hall, Worcester during week commencing 5 February 2024. (A detailed schedule will be provided).

The selection process will include a panel interview chaired by the Deputy Chief Constable.

Life at West Mercia Police ... Superintendent Mel Paley

We spoke to Superintendent Mel Paley, who is our LPA Commander for North Worcestershire, so you could hear from someone already in a Superintendent role with us on their views about the role and what sets West Mercia Police apart from other forces.

How long have you been in policing?

I feel privileged having joined in 1995, 28 years ago, to have worked consistently in West Mercia Police. I've worked in a variety of roles; local policing, CID, Learning & Development and Professional Standards.

What is the best thing about working in West Mercia Police?

My whole service has been with West Mercia and there's a reason for that – the people! It's a force where you have a real sense of belonging. There's a strong network of people around you and the peer support is second to none.

You are never on your own with an issue and the force is full of advocates for the service and for the good work of their colleagues.

From a career perspective West Mercia has both urban and rural policing so there's something for everything. We get the full range: interesting investigations, covert operations, critical and urgent response, and all levels of community engagement across our communities.

Leadership is a journey without an end and the way an organisation develops and supports leaders is really important. Throughout my 28-year career I've had support from so many people across different roles, ranks, teams and functions. In turn I try and give that support back to others.

What advice would you give to anyone looking to join West Mercia Police?

Have a look at our geography and our communities, we have three wonderful counties, covered by five local policing areas, with a range of priorities.

If you're interested in an informal discussion with Superintendent Paley about the force and the role of our Superintendents, Mel has kindly extended an invitation for you to reach out directly. You can contact her by emailing:

- melanie.paley@westmercia.police.uk

About West Mercia Police

West Mercia is the fourth largest geographic police area in England and Wales, covering 2,868 square miles. Our communities cover three counties: Herefordshire, Shropshire (which includes Telford & Wrekin) and Worcestershire with more than 1.3 million people living in the areas we serve.

Whilst many of our communities are rural there are significant urban areas and small areas of social deprivation that are among the 10 percent most deprived areas nationally.

The force has been actively recruiting additional officers to meet its new, increased establishment of 2,496 in 2023/2024, the highest level on record in the force. We also have 200 PCSOs, more than 1,700 members of police staff and dozens of volunteers (including the Special Constabulary).

Numbers of officers have significantly increased year-on-year through both national uplifts and local initiatives. This ambitious level of recruitment is already positively impacting our communities.

The force is divided into five policing areas, each headed by a superintendent, and further divided into local safer neighbourhood teams made up of officers and staff who work within the communities. Other departments include Criminal Investigations Department (CID), Professional Standards Department (PSD), Forensics and Operational Patrol Unit (OPU), including roads, dogs and firearms.

All these areas of the business are supported by professional teams including HR, IT and Corporate Communications.

Financial reports from the PCC are available on the link below:

- [Financial Reports - West Mercia Police Crime Commissioner \(westmercia-pcc.gov.uk\)](https://www.westmercia-pcc.gov.uk/financial-reports)



Who we are

West Mercia Police is led by our Chief Officer team:



T/Chief
Constable
Alex Murray



T/Deputy Chief
Constable
Richard Cooper



Assistant Chief
Constable
Rachel Jones



T/Assistant Chief
Constable
Grant Wills



Director of Business
Services
Rachel Hartland-Lane



Director of Commercial
Services
Richard Muirhead

Policing area leads:



Chief Superintendent
Beth Bridges



Chief Superintendent
Crime & Vulnerability
Mel Crowther



Chief Superintendent
Operations Support
Gareth Morris



T/Chief Superintendent
Local Policing
Edd Williams

Force vision and values

Our vision, values and policing priorities are the thread that runs through the fabric of our organisation.

Our vision is to provide a quality policing service, protecting people from harm.

We are visible and open to all, inspiring everyone to take pride in and feel ownership of their service.

All force officers, staff and volunteers are expected to live by these values day in, day out and underpinned by the Code of Ethics. All of the above are at the forefront of the force's priorities, plans and daily work. These are set out in the force Plan on a page.

In a recent survey of more than 3,000 local people, 94% stated that West Mercia Police has their support, with 80% confident that they would receive a good service from the police. Overall, public confidence in West Mercia Police currently stands at 82%.

60% of residents think their police force are doing a good or excellent job, and 74% believe that West Mercia Police understand the issues in their community.

The force has plans in place, aimed at further improving these figures.



West Mercia Police **provides a quality policing service, protecting people from harm.** We are visible and open to all, inspiring everyone to take pride in and feel ownership of their service.

OUR STRATEGIC
VISION

OUR ORGANISATIONAL
PRIORITIES

Keeping communities safe
Delivering excellent service
Being a great place to work

OUR
VALUES

Public first
Compassionate
Courageous
Ownership
Inclusive



Plan on a page

Our strategic vision

West Mercia Police provides a quality policing service, protecting people from harm. We are visible and open to all, inspiring everyone to take pride in and feel ownership of their service.

Our organisational priorities

► Keeping communities safe - we will:

- Work with partners and communities using our collective assets to deliver innovative and effective approaches to harm prevention
- Listen to, respond and communicate effectively with our communities
- Understand community needs and issues to maximise early intervention and problem solving opportunities
- Deliver an appropriate and proportionate service.
- Build public confidence
- Be flexible to adapt and respond to an increasingly complex and challenging environment

► Delivering excellent service - we will:

- Ensure quality service to victims
- Provide a sustainable, accessible and consistently excellent service to the public, whether in person, online or on the phone
- Uphold high standards, to reflect our pride in the service we deliver
- Maximise data, tools and tactics to investigate and deliver services to a high standard
- Communicate effectively with communities and partners to ensure they are informed and empowered to build confidence and prevent further harm

► Being a great place to work - we will:

- Ensure fairness, transparency and consistency in everything we do
- Have meaningfully visible leadership to the force, to the public and to our partners
- Recruit an increasingly diverse workforce and further develop an inclusive working environment
- Enable excellent communications to ensure an informed and engaged workforce
- Ensure everybody is empowered to support the delivery of our vision
- Keep things simple
- Deliver and evolve the digital and physical tools necessary to remain operationally effective
- Deliver on our corporate social responsibility

Delivering:

- Safer communities and effectively preventing crime and harm
- Proactive relationships with communities and partners
- Visible and accountable local policing
- Reassurance to our communities

Delivering:

- Excellent victim support from the most appropriate agency
- High quality investigations
 - Positive outcomes
- Enhanced victim satisfaction and confidence

Delivering:

- An empowered and confident workforce that are skilled, equipped and enabled to deliver an excellent service
- Staff and officers with the support they need to maintain their wellbeing
- The best use of our resources



Video showcasing our **Plan on a page** commitment, that outlines our new strategic priorities, vision and values.

Our values: Public first | Compassionate | Courageous | Ownership | Inclusive

Policing West Mercia

Information relating to the policing of West Mercia Police can be found on our website:

- <http://www.westmercia.police.uk/>

West Mercia Police has a Local Policing Community Charter, which makes commitments of service to local communities. This can be found here:

- [West Mercia Police | Local Policing Charter | West Mercia Police](#)

Change

We know that policing is changing. What is understood as traditional policing has already changed dramatically and will continue to do so. We need to be able to respond to that change and as technology continues to speed up social evolution, it is vital that we work with greater agility in future. Added to this, we must operate within the constraints of public spending, and this will continue to be challenging.

Our focus is on becoming as efficient and effective as we can possibly be, right now and for the future.

We need to embrace a different style, culture, and approach to achieve a new and modern way of delivering policing.



People strategy

In order to meet the challenges of the next few years, our organisational change will look to maximise the quality and effectiveness of our policing output in order to protect people from harm. This will be delivered by ensuring the right people are in the right place at the right time, with the right skills and attitude to deliver.

The force's policing model and the shape and size of our organisation continues to change whilst demands continue to increase. It is therefore vital that we shape our workforce and environment to meet such challenges.

Recruiting and retaining the right people and maximising the contribution each and every person makes, is more critical than it has ever been to achieve the vision and support the delivery of our service.

West Mercia launched its new People Strategy in 2020 with the focus of enabling our people to be the best they can be. The strategy has six core objectives:

- Building strong, confident, and compassionate leadership.
- Ensuring personal resilience.
- Focused development.
- Attracting and managing talent.
- Effective workforce planning.
- Building a professional workforce.

West Mercia Police seeks to develop and enable our leaders to achieve the best for themselves and their people, by recognising and nurturing talent for the future.

The force is committed to creating an inclusive environment where our people feel empowered to exercise professional judgement, utilise their emotional intelligence and feel comfortable and confident to challenge. Ensuring our people have the confidence and capability to deliver our vision and values by developing effective leadership qualities is pivotal. We want our people to feel part of an organisational culture where they can be themselves, a culture that values diversity for the greater benefit of our communities.

We also support the National College of Policing leadership dimensions which we will endeavour to instil and develop at every level.

We invest in our people in a variety of ways which add value in order to develop a skilled, efficient, and effective workforce that reflects the changing needs and demands of the police service.

Our vision and values are underpinned by a learning culture which embeds personal responsibility and continuous improvement in our people and the service we deliver.

Why join us?

We offer a welcoming and supportive environment, that values the work life balance of our teams and provides support to our officers, staff and volunteers, professionally and personally. The benefits of working for us:

- Pay increases (national).
- Generous pension scheme, Local Government Pension Scheme.
- Flexible working.
- CPD (Continuous Professional Development) opportunities.
- Access to EAP (Employer Assistance Programme).
- Staff associations, helping us to drive change.
- Social clubs, sports clubs, and regional events.
- On-site restaurant (Hindlip HQ).
- Health and wellbeing, occupational health services, staff networks and PAM Assist.
- Police Mutual, affordable private healthcare and other savings.
- CPC Drive Car Benefit Scheme
- Gym membership discounts.
- Register for a Blue light card – over 15,000 discounts from large national retailers.
- Free mortgage services.
- Free parking (some sites).



Support networks

We all have different needs, so we are proud to offer a range of support groups including; the B-ME network which offers peer support and mentoring as well as help with job applications and interviews, the Disability Network which includes specific groups for disability, dyslexia, hearing impairment, PRIDE in West Mercia and Women of West Mercia (WOW).



Occupational Health

Occupational health is a team focusing on the health of officers and staff in the workplace. Their aim is to keep people happy and healthy at work.



Pam Assist

PAM Assist is the company the force has engaged to provide its employee assistance programme. The service is available to all officers and staff and provides 24/7 confidential telephone support, assessment, advice and signposting on for both work and non-work related matters.



Peer Support

Peer Supporters are colleague volunteers who support colleagues with their mental wellbeing. They come from all areas of business and at all ranks.



Welfare

The Welfare Officer Team provides welfare support to individuals and managers across the force. They act as the first point of contact to provide confidential triaging and appropriate professional advice and recommendations in relation to any issues both personal and professional, affecting the psychological wellbeing of both officers and staff.



Health and wellbeing

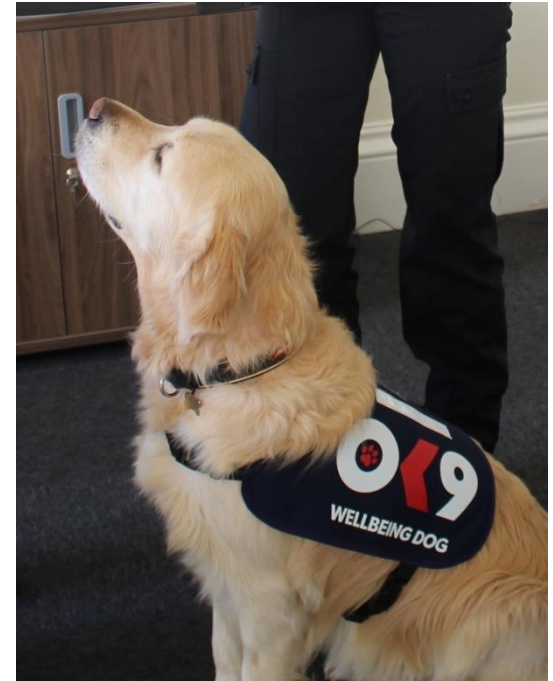
In order to make West Mercia a great place to work, we ensure there are in-house offerings to aid the physical and mental health and wellbeing of our incredible staff and officers.

There are, of course, times when our staff need some support with their mental and physical health: be it linked to their personal or professional life. We have a dedicated team of occupational health professionals, as well as a wellbeing co-ordinator committed to your welfare, a buddy scheme, peer support, a force chaplain and a 24/7 employee assistance programme.

West Mercia Police is part of the OK9 Wellbeing and Trauma Dog Support Network which is an incredible addition to our commitment to wellbeing. The scheme allows us to have a number of dogs across the force area whose handlers are all trained as mental health first aiders. Dogs are known to have stress reducing benefits and a visit from one can offer temporary relief from day-to-day stresses, even for a short time.

The West Mercia Force Sports Club is open to all officers and staff for less than £5 a month. It is affiliated to Police Sport UK (PSUK) and membership benefits include fully equipped gyms on some of our sites, weekly classes including yoga and boxercise and the opportunity to represent West Mercia Police in a number of inter-force competitions.

Officers and staff can be eligible to apply for a blue light card providing members with thousands of amazing discounts online and on the high street.



Diversity and inclusion

West Mercia Police serves approximately 1.3 million people. Promoting equality of opportunity and celebrating diversity is a fundamental enabler of our overarching vision ‘deliver a quality policing service and to protect people from harm’. It is intrinsic to our organisational culture, underpins our objectives and helps shape the way in which our services are designed and delivered.

The force is committed to serving our communities and our people, taking into consideration, and listening carefully to our many stakeholders.

We have also added Inclusion as our fifth value.

Our statutory duty

We are ever mindful of our duties under the Equality Act 2010 which is the UK’s discrimination law that protects individuals from unfair treatment and promotes a fairer and more equal society. The Act protects people from discrimination, harassment and victimisation in work, education and when accessing services.

In addition, the Public Sector Equality Duty (PSED) came into force across Great Britain on 5 April 2011. It means that public bodies must consider all individuals when carrying out their day-to-day work - in shaping policy, in delivering services and in relation to their own employees.

Our aim is to increase trust and confidence and our approach is to empower communities to actively participate in delivering a fair and accessible police service for all.



Our equality objectives 2021 - 2025

Our communities:

Understanding our communities: We will continue to enhance this through engagement and equality data analysis. This helps us to better understand the composition of our communities and helps us to see any patterns of inequality or disparity.

Engagement and good relations: We develop our engagement work with diverse communities and continue to work with our Independent Advisory Groups.

Increasing confidence: We will be open and transparent as we build relationships with diverse groups, inviting scrutiny of information about important issues such as the use of force; stop and search; custody; hate crime and victim satisfaction.

Our partners:

Understanding the Partnership Landscape: Through partnership working, e.g. other Criminal Justice System agencies, local authorities, NHS, or voluntary sector partners, where relevant, we will analyse information that highlights disparity in the services we offer and work collectively to place the needs of victims and service users at the heart of our work.

Tackling Disparity: With our partners we will explain, where necessary reduce or eliminate disparity and improve services.

Joint Services Delivery: We will work with partners to develop strategies that provide effective public services in our communities, particularly for those who are vulnerable to crime and to involvement with the criminal justice system.

People and culture:

Transparency & Scrutiny: We will make our organisation as transparent as possible and encourage scrutiny of our activities by Staff Networks, Independent Advisory Groups, and other stakeholders. We will ensure that through this greater involvement we respond to feedback to improve our service. We will publish required equality data.

Developing our workforce: We will develop all our officers and staff so that they have a strong awareness of how equality, diversity and inclusion supports us to achieve a positive, dynamic working culture and a truly effective police service.

Understanding our workforce:

We will improve our understanding of the makeup of our workforce by putting systems in place to better analyse equality addressing any under-representation or disproportionality through innovative recruitment, retention, and progression strategies. We will engage and involve the workforce in embedding inclusive practices.

What our people say about working here

Laura, Operations and Communications Centre Supervisor

“I have been a supervisor for over three years, and I can honestly say I love my job. I have a really good team; no day is ever the same and I feel satisfied that we are protecting members of the public every day.”

Rebecca, Police Constable

“The people are the best thing about my job. It’s a cliché, but they really are like a second family. I didn’t appreciate that aspect until I became an officer. It’s amazing, you get to work together but we also do so much outside work – some people in the team are my best friends, and they really are friends for life.”

Gabrielle, Motor Vehicle Technician Apprentice

“My work colleagues are very encouraging and supportive with my aspirations and progress. I am happy with my job and enjoy coming to work, to improve my knowledge.”



What the public thinks of us

In a recent survey we found that:

94%

of people surveyed stated that West Mercia Police has their support

85%

of people are confident that they would receive a good service from us

We can, of course, improve on this and maybe you can help us do that!

Feedback – why we do what we do

Working for West Mercia Police means the work you do often directly helps members of our local communities.

Whether you work in our operations and communications centre and answer lifesaving calls, work in one of our local safer neighbourhood teams and return someone's cherished possessions, or work in our communications team and share a story that helps locate a missing person.

People appreciate the help they are given, and often want to make their appreciation known. Here are some of those comments we have received since the beginning of 2023.

Feedback given to police officers after attending the scene of a crime:

“The statement was taken in great detail with a very high degree of both professionalism and sensitivity. What could have been a harrowing experience was made as positive and easy as possible. I really do think they deserve a wholehearted thank you.”

Feedback given to police officers after a successful case:

“During this awful experience every member of the police have been so kind to us, and so communicative, letting us know what they were able to tell us, my wife and I are just so impressed with this police force it makes us feel safe. All involved in this incident need to be thanked for all their hard work. I cannot praise the officers involved enough and I thank them very much indeed for all they have done for us.”

Feedback given to an OCC contact handler:

“The police operator dealing with a very difficult abusive lady, demonstrated outstanding skills, patience and professionalism. Both my wife and I would like it noted that she played an exceptional role in dealing with the situation and we would like to thank her accordingly.”



Feedback given to police officers and support staff following a theft:

“Thank you, and your colleague, for visiting last week. I have made use of the support pack you gave me. I have signed up to Neighbourhood Matters, logged my computer equipment on the immobilise website and registered the SmartWater. I will begin applying it later.”

Feedback given to support staff:

“For excellent service in renewing my shotgun certificate.”

Feedback given to officers who attended a burglary:

“Amazing rapid response and resolution to a burglary. At all times courteous, efficient, and supportive. Could not fault the response. Exemplary.”

Feedback given to officers who successfully dealt with a dog straying onto train tracks:

“There were initially four officers dealing with my sister's dog straying onto the railway line. They were professional, courteous non-judgmental. My sister and I cannot thank them enough.”

Feedback given to police officers who attended and settled a disruption before it could develop:

“Well done to the officers who responded so quickly in the wee small hours of this morning, to an incident in Redditch. Four young men were engaged in a very heated argument in the middle of the road, and it had the potential to get out of hand. Your officers immediately calmed the situation down and dealt quietly with the young man who had been seriously provoking the other three. Good job!”

