

Head of People and OD Information Pack

January 2023



Message from the Chief Constable

This is an exciting time to join West Mercia Police and the People and Organisational Development department as we reshape our future. You will work with me to ensure that we effectively deliver our ambitious vision.

I am committed to delivering an outstanding police service that is sustainable for the long term, provides the best possible protection to our communities and is a great place to work for our officers, staff and volunteers. To support me and my colleagues in this aim I am looking for a resilient, dynamic and inspirational leader who can help drive the force forward in times of continuing change and deliver effective policing services to the communities of West Mercia.

We would like a Head of People and OD who is people focused and has the skills and abilities to deliver on the People strategy, along with being a strong leader who will lead an Operational HR team to successfully deliver with a strong commitment to achieve the vision and values of the force. The role will also drive and support the Health and Wellbeing of officers and staff and must demonstrate a strong commitment to being visible and accessible to both our people and partners in West Mercia.

I wish you every success in your application.



Pippa Mills

Chief Constable, West Mercia Police

General Information

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 1.2 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.

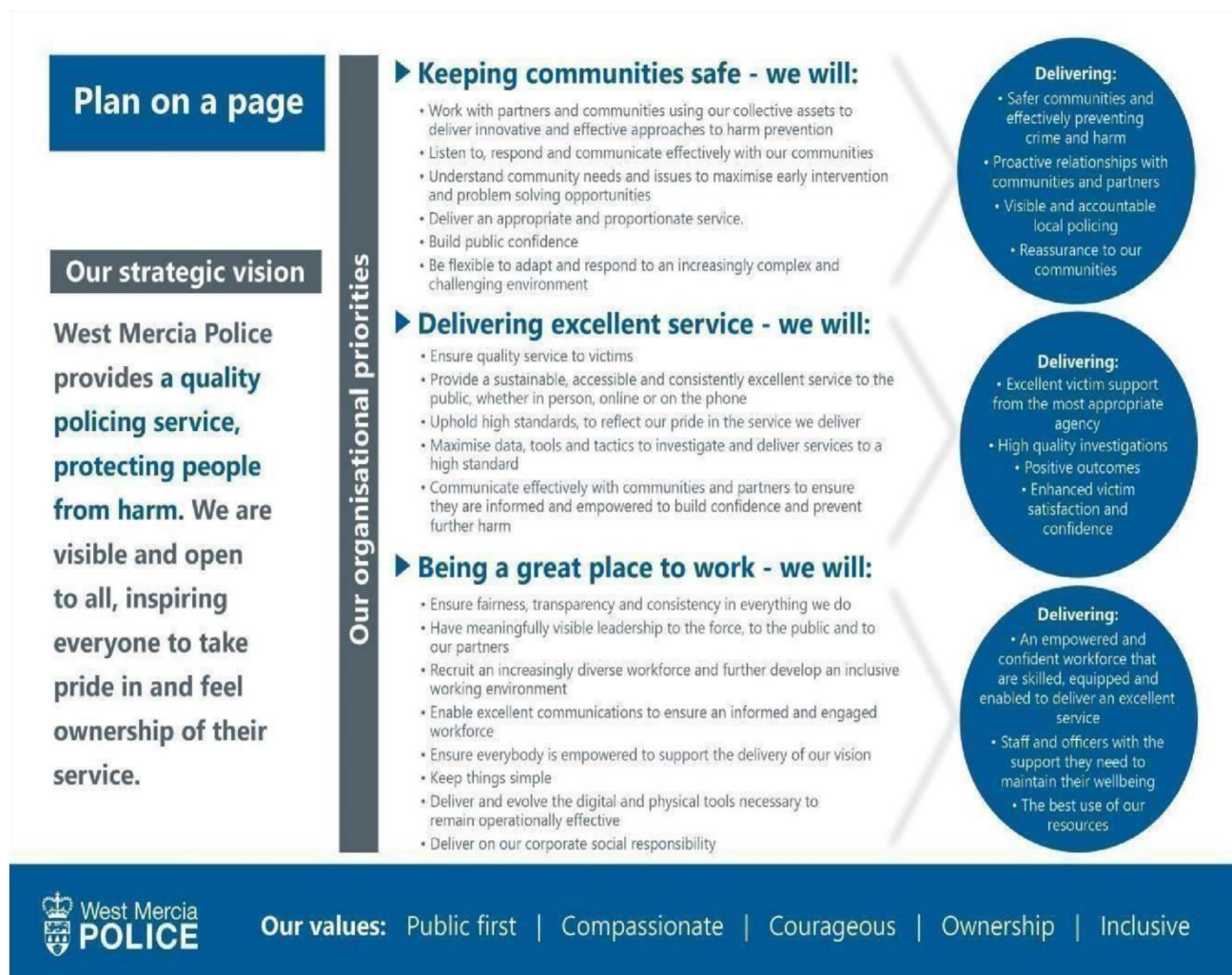


The force has been actively recruiting additional officers to meet our establishment of 2,456. We also have 222 PCSOs, over 1,876 members of police staff and over 325 special constables and volunteers.

Notwithstanding the national increases, Operation Uplift which finishes March 2023, has delivered an ambitious level of recruitment and is already positively impacting our communities. This significant uplift in officers will take the force to its highest number since 2012.

Our Vision and Values

The thread that runs through the fabric of our organisation is our Vision and Values and our Policing Priorities.



We are proud that a recent survey of more than 3000 local people, 94% stated that West Mercia Police has their support, with 85% confident that they would receive a good service. As a force we have a track record that demonstrates that we live by these values day in and day out, underpinned by the Code of Ethics. All of the above should be at the forefront of our priorities, our plans and all the work we do.

Our aim is to further improve on these figures by keeping a clear focus on delivering a quality policing service and protecting people from harm, through demonstrating our core values of putting the public first, taking ownership, acting with courage and compassion and ensuring we are an inclusive Force.

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 really 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. Our 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 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.
- We are 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.

Health and Wellbeing

The health and wellbeing of our staff is extremely important. We need to ensure that the workforce understands their role in maintaining a healthy and safe working environment to protect themselves, their colleagues and the public we serve.

We recognise that it is our people who will deliver our vision of protecting people from harm. We know that when our officers and staff are feeling well and satisfied with their work it will have a positive benefit for the communities we serve.

We need to build on the good work over the last 12 months to ensure that the wellbeing of our workforce is fully embedded within everything we do.

Diversity and Inclusion

West Mercia Police serves approximately 1.2 million people. Promoting equality of opportunity and celebrating diversity is a fundamental enabler of our overarching vision '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.

Application Process

The job profile can be found in Appendix 1.

Applications should be submitted by **12 noon on the 10th February 2023** and sent to BOC.staff.recruitment.team@westmercia.police.uk and should include the following:

1. A covering letter outlining what you believe will help you to be successful in this role.
2. A two-page summary detailing how you meet the person specification.
3. An up to date Curriculum Vitae.

If you would like to find out more about the role or have any questions about the role please contact Rachel Hartland Lane, Director of Business Services

Rachel.hartland-lane@westmercia.police.uk

The interview date will be Friday 10th March.

Appendix 1

JOB PROFILE

POST TITLE:	Head of People and Organisational Development
GRADE:	M (£79,263 - £86,472)
DIRECTORATE:	Business Services
RESPONSIBLE TO:	Director of Business Services
RESPONSIBLE FOR:	People and Organisational Development Department (Indirect circa 150 overall department headcount) Direct: Senior P&OD Manager – Talent and Resourcing Senior P&OD Manager – Operational Chief Inspector learning & Development. Chief Inspector DE&I Federation and Unison (Indirect report)
LOCATION:	Hindlip, may require frequent regional travel,
DIRECT AND INDIRECT BUDGET RESPONSIBILITY:	Responsible for the People and Organisational Development budget in excess of £10 million.
JOB PURPOSE:	The Head of People and Organisational Development is key in embedding and delivering the ongoing transformation of modern people services to all parts of the Force The role will lead, direct, control and develop the People and OD function, delivering the significant cultural change required to move to a new operating model and to introduce a customer service ethos. To develop and deliver the annual People and OD Business Plan and Priority Based Plan aligned to the Force's strategic objectives, focusing on clear delivery outcomes and efficiencies via the 4 People Delivery Boards aligned to the People Strategy.

	To lead and direct the economic, efficient and effective delivery of the People and OD service in order to meet Force objectives in a manner that is both conformant and performant to the service specification. To lead by example in developing high performing teams and direct all aspects of capability, competency and capacity in order to ensure alignment with the strategic strategy, vision and needs of the Force. To adopt a strong commercial focus and play a key role in shaping and continually reviewing strategy and plans, embedding a culture of continuous service improvement. To ensure that the services culture, controls governance, organisation, resources, structure and performance demonstrably deliver to the stated outcomes. To work at a strategic level with senior stakeholders of Chief Officer rank and equivalent within the Force and partner organisations/agencies to best meet the current and future needs of front line staff and stakeholders in a sustainable manner that service client(s) and service users value and trust.
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MAIN RESPONSIBILITIES (General):

1. To drive a high performance service delivery to be more proactive and predictive. Challenge existing practices and identify new and better ways of working and structuring services for the future.
2. To provide expert day-to-day leadership of the service, acting as a role model to embed the standards, behaviours and strategies needed to bring about lasting improvements and a culture of service excellence.
3. Deputise in part or in full for the Director of Business Services, as and when required
4. To maintain an organisation-wide understanding and management of all aspects of the service including strategic objectives, service delivery, service risks, resource planning, demand planning, capacity planning, contingency planning, continuity planning, processes, performance, tools, technology and people.
5. To lead service design, deployment and delivery, including target operational model development, ensuring that service delivery facilitates the overall outcomes of the organisation, in a manner that service clients and user's value and trust and supports others in the leadership and management of their people.

6. To lead, and drive ongoing reviews of the P and OD structure and service provision, working with the P and OD Team and senior stakeholders to imbed modern people services to all parts of the Force to ensure that they meet the outcomes of the Force and deliver to exceptionally high standards.
7. To ensure a comprehensive understanding of the cost of the People and OD service, managing financial budgets in excess of £10 million and cost controls, ensuring all services are delivered within budget, in a cost effective and value-adding manner in accordance with prevailing Finance and Contract Regulations.
8. To ensure that effective, appropriate and relevant levels of control, compliance and risk management are in place, including anyone with Delegated Authority, in order to ensure and assure that the organisation is fully compliant with the prevailing Finance and Contract Regulations.
9. To lead engagement with senior stakeholders across the organisation and externally. Work with colleagues to build functionality, capability, competency and capacity within the services organisation, driving high standards of service performance.
10. To own, develop and implement service strategy and plans, informed by an understanding of demand and resource planning, to respond to internal and external drivers.
11. To establish a culture of service excellence, continuous improvement and innovation, championing best practice standards, frameworks and tools and ensuring processes and technologies are optimised.
12. To drive high performance service delivery to be more proactive and predictive. Challenging existing practices and identifying new and better ways of working and structuring services for the future.
13. To lead, monitor, coach, support, motivate and develop team members to enable them to deliver to the best of their ability and potential.
14. Overall responsibility and accountability for the development of a structured approach to workforce planning, talent acquisition and talent management performance management and succession planning that drives high performance, offers effective learning and development for staff and ensures long term service continuity.
15. To lead, guide and support managers in the planning and implementation of service delivery and improvement by developing initiatives that are aligned with the rest of the Senior Leadership Team.
16. To lead, direct, control and develop the development of effective communications and engagement strategies in relation to service review, design, commissioning, delivery and improvement plans.
17. To lead, direct, control and develop service review, delivery, reporting and improvement, as well as managing their interdependencies. This includes:

a. Identifying clear outcome measures, robust benefit realisation plan and value proposition b. Service planning - monitoring overall service performance, resolving issues/problems and initiating corrective action as appropriate c. Accountability for service risks and issues in conjunction with key stakeholders d. Service continuity planning e. Reporting to key stakeholders on all aspects of service performance and delivery through the relevant boards, committees and forums
18. To ensure that a service governance and support framework is in place and operates in line with the Force methodologies and other agreed standards.
19. To keep informed and up to date with internal and external drivers for change e.g. horizon scanning relevant to the service for which the role is accountable, including, but not limited to, changes in demand, legislation, technology, national policing directives and leading practice in other forces/organisations. Working with external partners such as the NPCC, HMI, College of Policing, Police Federation and Trade Unions.
20. To ensure that interdependencies between other services/initiatives within the organisation and externally are understood and managed.
21. To fulfil the role of Information Asset Owner (IAO) for all information and information processing systems managed within the business area including: • providing written input on the security and use of information annually to the SIROS and, if applicable, the Information Management Strategy Board • appropriate monitoring activities in support of maintaining good Information Assurance governance, including policy and procedure amendment • addressing and managing actual or potential security breaches, supported by the Information Security Officers • periodic checks of system users access rights, taking appropriate action to revoke such rights when necessary • reviewing new requests for system access to AIM (e.g. new and revised applications) • ensuring appropriate controls are in place for the secure handling, storage, movement, and disposal of information and decommissioning of information processing systems
22. To undertake other duties commensurate with the nature, level of responsibility and grading of this post, as required.

MAIN RESPONSIBILITIES (Role Specific):

1. Lead, direct, control and develop a new culture change programme. Including leading by example and developing and delivering the “new way we work”

behavioural change required, enabling the Forces' current and future change programmes to be delivered and embedded. Ensuring that staff and officer's engagement is maximised.	
2. Lead, direct, control and develop strategy, policy, practice and procedure for all aspects of people availability, management and development within the Force to ensure the right people, with the right skills and attitude, are in the right place, with the right management and support to enable delivery of exemplary levels of policing service.	
3. Lead, direct, control and develop the delivery of people services to achieve the People and OD Strategic objectives, drive performance and support the operational and strategic aims and priorities of the Force, including but not limited to: - People Strategy - Workforce Planning - Skills Profiling and Development - Equality, Diversity and Inclusion - Organisational Development Analysis and Planning - Talent Acquisition - Talent Management and Succession Planning - Learning and Development - Personal Performance Management - HR Advice and Guidance to the Chief Officers on complex issues - Workforce Health, Safety and Wellbeing - Policy and Standard - Organisational Culture	
4. Strategic oversight and governance of the Police Education Qualification Framework (PEQF) at a Force and Regional level, including the negotiation of a regional Contract with Staffordshire University.	
5. Strategic leadership and oversight for the delivery of workforce plans ensuring the demand, capacity and capability requirements of the organisation are met through customer-centric, effective resourcing activities and processes.	
6. Provide professional leadership and expertise to drive the progressive delivery of people issues across the organisation and improve Force performance.	
7. Ensure all officers and staff possess and develop the skills, knowledge and experience required to fulfil the policing strategy whilst pursuing their own continuous professional development.	
8. Lead the Diversity, Equality and Inclusion function to improve the representation of the workforce, promoting development and improving retention to deliver a better service to the communities of West Mercia	
9. Ensure the Force is compliant with legislation and its general duty of care.	
Vetting level:	Management Vetting (MV)

Special Conditions:	Regular travel throughout the Force area. Politically Restricted post
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BEHAVIOURS: 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 there are three levels that show what the behaviours will look like in practice.

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

PERSON SPECIFICATION

Knowledge:

- This highly visible role requires a goal-oriented individual with strong leadership skills and an unwavering focus on making the function and the wider Business Services a success
- Qualified to degree level or equivalent with a management or professional qualification in a related discipline.
- Fellow of the Chartered Institute of Personnel and Development.
- Extensive knowledge of HR and OD and Shared Services Operations
- Excellent understanding of culture change and the behaviours required to embrace and enable change.
- Ability to drive change and embrace change and new technology, whilst driving high standards of service delivery and rigorous performance management of people.
- An understanding of service design, delivery, commissioning, contracting and procurement, service redesign, benefits realisation and performance

management including tools and methodologies (e.g. customer service, process, quality, governance structures, technology and people)

- Excellent understanding of financial systems, managing budgets and valuing outcomes
- An understanding of working within the public sector would be an advantage.
- Understand and contribute to the development of the strategic aims and objectives of the organisation
- Understand the impact of people, process, technology and information on the delivery of services

Experience:

- Extensive demonstrable experience and successful track record of leading HR and OD service delivery, improvement and innovation through the complete service lifecycle in a large and/or complex organization
- Strong evidence of leading a diverse workforce in the following disciplines:
 - Operational HR
 - Talent & Resourcing
 - Diversity, Equality and Inclusion
 - Occupational Health
 - Health & Safety
 - Learning & Development
 - Engagement & Culture
- Experience of leading and delivering on large scale cultural change and service excellence programmes – e.g. moving an organisation up from a low level of maturity to a measurably higher level of maturity and performance
- Senior level leadership and management experience in an organisation of comparable scope and complexity, with strong contributions to strategic organisational development and change, particularly in relation to customer facing services
- Proven experience of managing budgets and resource allocation procedures and management
- Substantial experience of successfully driving a positive performance culture with systems in place to set targets, drive delivery, measure and monitor progress and achieve desired outcomes
- Strong evidence of effective and collaborative stakeholder and relationship management with a range of internal colleagues, partner organisations and other external organisations, resulting in measurable positive impact against the organisations priorities and outcomes
- Proven experience of risk and issue management practices

- Evidence of strong decision making, integrity and leadership
- Experience of driving change and shaping change programmes.
- Experience of working within a regulated environment would be an advantage.

Key Skills:

- A “natural” leader and influencer who can inspire, influence and motivate others in order to achieve a successful outcome for the mutual benefit of all concerned
- Ability to think creatively and strategically, with strong decision-making skills
- Highly articulate and persuasive. Understand other people’s views and take them into account. Tactfully and diplomatically persuade others by using powerful and informed arguments to achieve satisfactory outcomes for all
- Ability to utilise a range of analytical techniques to understand, provide and receive highly complex, sensitive or contentious information
- Extensive and demonstrable professional experience in the design, deployment, delivery and optimisation of similar service in a complex environment
- Ability to energise and engage others through the full life cycle of change, in steady state as well during continuous change.
- High degree of commercial acumen
- High degree of tenacity with an ability to see things to fruition
- Reliable and resilient under pressure, remaining calm and confident at all times including periods of demanding/changing deadlines and priorities
- Anticipate and resolve problems before they arise
- Confident in own ability with a willingness to take calculated and informed risk.
- Excellent interpersonal and communication skills with a focus on the customer and performance improvement.
- Excellent presentation skills
- Excellent organisational skills
- Excellent service management skills