



PCC Chris Nelson & Richard Bradley

The Office of the Police and Crime Commissioner for Gloucestershire
No.1 Waterwells,
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GL2 2AN

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Dear Sirs,

It is with great enthusiasm that I write to you in support of my application for the Chief Executive and Monitoring Officer role within the Office of the Police and Crime Commissioner (OPCC) for Gloucestershire. I am fortunate to have worked for Gloucestershire OPCC for seven years and have seen the team develop and mature into the highly functioning, professional and trail-blazing entity it is today. To even be considered for this role, in the county where I am from, would be an honour and the pinnacle of a career in the public sector.

Whilst considering how I meet the requirements of this role I have had cause to reflect on a career that has always been focused on improving the safety and quality of life of individuals and communities, be that through crime prevention, support for the vulnerable or improving the life chances of those in the Criminal Justice System. In doing this, I have been fortunate to have always worked in partnership with a range of stakeholders - such as communities to ensure their voice is heard or local and national agencies - each with their own objectives and priorities.

The development of strong, mutually beneficial working relationships is essential to the OPCC and to this role, which must also function in a continually evolving political environment. Understanding these relationship dynamics, and the importance of such interdependencies, is something that I have successfully achieved in my role as Deputy Chief Executive of Gloucestershire OPCC both with partners and within the OPCC itself.

To assist you in your consideration regarding my application, I have summarised below how I believe I meet the person specification requirements (please note, some specifications have been grouped together):

1. Extensive track record of consistent achievement at senior management level within a complex organisation.

In my previous role at Tameside Metropolitan Borough Council (Tameside MBC), I represented my department and organisation, often providing reports, to a range of internal and external bodies on behalf of senior leaders. This included performance reviews with the then regional Government Office, alongside the Local Authority Chief Executive and other local public body leaders (including fire and rescue, police and health); representing my department and the Community Safety Partnership (CSP) at scrutiny panel reviews and at Greater Manchester-wide community safety focused forums. As such, I am experienced and highly competent at working at a strategic senior management level within my own organisation and among others.

More recently, I have moved from representing senior leaders to becoming one. I am a member of the Commissioner's Management Team and have been throughout much of the time I have worked with the OPCC. As such, I am expected to lead on behalf of the PCC and OPCC on a range of issues, including budgetary matters, and at many strategic boards.

My approach to strategic leadership is embedded in a strong ethos of working with others, which is itself built on a commitment to stakeholder relationship management. Of equal importance, however,

is a commitment to strong governance and accountability. This means, if necessary, making difficult decisions in the interest of good, efficient and effective public services.

- 2. Proven track record of corporate management and participation in the formulation of corporate objectives, policies and strategies within a complex multi-disciplined organisation.**
- 3. Demonstrable and effective strategic planning expertise.**

Following the PCC election in 2021, I have had the responsibility of developing the new Police and Crime Prevention Plan for Gloucestershire. The plan was the culmination of months of work, which had at its foundation the PCC's political commitments made to the electorate during his campaign. The plan was very much an evolution of ideas as the Commissioner settled into his new role, as new priorities were developed by national government (such as with the Beating Crime Plan) and the views of the public, harnessed via public consultation and stakeholder engagement.

In writing the plan, I was able to draw on previous experience of strategy formulation including multiple multi-agency Community Safety Partnership strategies which themselves were based on evidence of need, analysis of data from a range of partnership organisations and public consultation. During my time at Tameside MBC, I also wrote an alcohol harm reduction strategy that was recognised as best practice by the Department of Health National Support Team and a reducing reoffending strategy which was adopted as best practice in the North West region. Both of these strategies were structured around the already established local multi-agency Community Strategy. By demonstrating how alcohol harm reduction and reducing reoffending contributed to the priorities set out in the Community Strategy, I was able to quickly gain support from the relevant statutory and non-statutory agencies for these two key documents and associated activity.

- 4. Experience of effective working within the democratic process and evidence of a clear understanding of the legal, financial and political workings of local government and the current social policy issues to be faced in a multicultural, rural and urban environment.**

Having spent many years working within local government, and more recently in the OPCC, I have extensive experience of working within in a political environment. This local authority experience, in particular, has supported the lead role I have with the Gloucestershire Police and Crime Panel. For several years, I have been the OPCC link officer for Gloucestershire County Council Democratic Services, writing and presenting numerous reports for the panel and ensuring the OPCC meets any statutory requirements, such as the presentation of annual budget proposals and the recruitment of the current Chief Constable (which I also led on behalf of the OPCC).

My career has involved working for densely populated communities in urban areas, in some of the most deprived areas nationally with the highest crime rates, for communities in some of the most affluent parts of the country and for areas where rural isolation brings many, often unseen, vulnerabilities. I consider myself to be exceptionally lucky to be able to say that. I believe that above all else, as a public servant, it is vital that we understand what is important to the communities we serve and work with them to improve quality of life, no matter where a person lives or their personal circumstances.

It is my role to support those that are elected to represent the local community. As such I have been privileged to lead the PCC election activity for the OPCC for the past two elections. This has involved acting as a single point of contact for all candidates on behalf of the OPCC and Constabulary, the provision of information in a fair and transparent manner, providing information for residents about the PCC election, liaising with the Police Area Returning Officer on behalf of the OPCC and Constabulary and developing an induction for the newly elected PCC.

- 5. Successful track record of building effective and productive working relationships with elected members, a variety of communities, government bodies, partner organisations, private sector providers, public agencies, statutory authorities and other stakeholders.**

During my career I have been fortunate to work with many people from a range of backgrounds and organisations. I am experienced in, and committed to, working with others, including elected members, to achieve collective goals and better outcomes for local people.

Examples of working with others includes the development of what has become the Coalition for the Wellbeing of Children and Young People (formerly Child Friendly Gloucestershire). Although it has

taken some time to evolve, I have been involved from the start. The work involved researching best practice, speaking to local experts, developing a proposal and taking this to strategic county stakeholders, including local councils and third sector organisations, groups of young people and the Bishop of Gloucester, for their buy-in and commitment.

Internally, where my focus had to be more on the Constabulary, I was responsible for the OPCC response to the Policing and Crime Act 2017, specifically with regards to the changes to complaints handling and the role of the PCC in this. During this period, I worked closely with the Constabulary's Professional Standards Department (PSD), liaised with, what was, the Independent Police Complaints Commission and the Home Office as well as regional partners. I researched practices and processes for managing complaints within the Constabulary, collected relevant data and identified good, and less good, practices across numerous departments within the Constabulary. Whilst carrying out this work, I consulted regularly the PCC and Chief Officer Group.

The final decision of the then PCC was to adopt the mandatory complaints model for the OPCC, which led to the development of the Independent Review Officer role. Underpinning the success of the new way of working, which has recently been commended by the Independent Office for Police Conduct, are the relationships I have developed throughout the process outlined above. The work I led has resulted in solid professional working relationships between the OPCC, PSD, Legal Team (civil litigation) and the Constabulary Feedback and Customer Care Team. This has undoubtedly improved our service to the public, where individuals, not processes, drive activity and where organisational learning is the overarching aim.

6. Proven track record in the promotion and maintenance of the corporate reputation of a public organisation (or equivalent multi-disciplined organisation).

During the PCC elections, it has been, as I have stated, my responsibility to lead on the OPCC requirements. Included in this were briefings, both written and in person, to both OPCC and Constabulary personnel about political impartiality, the need to adhere to pre-election (purdah) guidance and to ensure all candidates were treated equally and fairly, irrespective of whether they were the incumbent or not. This included, where necessary, challenging behaviours that contradicted the clearly defined, and articulated, expectations of staff and requests of candidates that could have led to criticism of the OPCC.

Supporting me in this function is a strong commitment to the College of Policing Code of Ethics that all OPCC and Constabulary staff and officers adhere to. On more than one occasion I have referred to the Code of Ethics to help me shape a course of action regarding behaviour that I felt went against what would be expected of a person in a public office.

8. Analytical thinking and problem solving skills. Able to analyse and present complex issues to individuals and groups; internally and externally.

9. Successful track record of establishing effective performance measures evaluating service quality and delivering significant improvements in performance.

One of my key responsibilities at Tameside MBC was to negotiate and agree targets, collect data and maintain databases. To do this I was tasked with collecting and reporting data from a range of sources. Updates would be reported to several bodies, including elected members, executive level officers, partners and members of the public via, for example, third sector assisted groups. I would also be expected to report performance in detail as part of any internal or external inspection regime.

During my time in the OPCC, I have used the skills I have acquired to develop mechanisms for monitoring activity within the office such as with complaints. I also regularly monitor Home Office statistics via iQuanta (Home Office performance tool) as a means of contextualising, through peer analysis, Constabulary data provided via SAS Dashboards. I believe that the ability to report performance has meant that I have developed the capacity to question the performance reporting of other agencies, including the Constabulary. These skills mean I am able to support the PCC in both community feedback functions as well as in holding the Chief Constable to account. These skills have also been utilised in the support of the development of the Chief Constable's performance scorecard of which I was a key consultation stakeholder.

7. A record of success in people and resource management.
10. Demonstrable experience of effective change management on a large and complex scale.
11. Clear understanding and track record of promoting diversity in both employment and service delivery.

I feel incredibly honoured to be part of the OPCC – to have been recruited and promoted to a senior strategic leadership role. The team is diverse in many ways, not least in experience and expertise although, as always, there is more to be done with regards to ethnicity and gender balance across all levels within the organisation.

Since becoming Deputy Chief Executive I have supported the Chief Executive in developing the OPCC into the team it is today. In 2019, and very early on in our new roles, we carried out a whole-scale review of the team, which was led by the findings of staff consultation. This led to the development of new roles within the team. Perhaps the most simple but effective intervention during the OPCC review was to physically move where staff sit. This has undoubtedly led to improved effectiveness in joint working and arguably increased value for money. This is evidenced by recent successes in national bidding processes led by myself alongside the Head of Commissioning which has attracted over £3m into the county in the last year alone.

I have worked with the diverse needs of all staff to implement a flexible working policy, this has led to highly effective working practices and high levels of morale. Additionally I support staff to undertake regular continuous professional development, training and volunteering for other organisations which increases the skill set of the individual and the wider office. I believe this way of working to support staff means that the OPCC enjoys a high retention and low sick rate amongst staff.

Having led a team at the time of the 2010 Comprehensive Spending Review, I also have first-hand experience of the management of change in challenging circumstances. During this time, I was tasked with developing a service redesign proposal to meet efficiency saving requirements. This involved consultation with staff and unions, a whole scale review of staff functions, decommissioning of posts, placing staff on the at-risk register and managing voluntary redundancy requests.

Improving diversity is, and must be, an ongoing priority. As stated, there is more to be achieved in the OPCC with regards to staff but also with our volunteers. In 2016, I jointly took over the management of the Independent Custody Visitors (ICV) scheme for the OPCC. At that time the scheme was overwhelmingly supported by white volunteers of retirement age. Through an approach, jointly initiated by myself in 2016 and involving proactive engagement with the University of Gloucestershire and more ethnically diverse communities, our ICV scheme has now developed with representation from a range of ages, ethnicities and disabilities. This improves our scrutiny functions and overall legitimacy.

With regards to resource management, in Tameside MBC, I was responsible for the administration of a partnership activity fund of around £100,000 p/a. This was open for bids to address local, identified need and/or performance concerns through an evaluation process I developed. During my time at Tameside, and at Gloucestershire OPCC, my role as deputy has included responsibilities for supporting wider resource related issues, such as team budgetary planning and in support of the PCC with regards to precept and medium term financial planning proposals to the Police and Crime Panel.

I hope that I have clearly demonstrated how my experience meets the requirements outlined in the role profile. However, my experience goes beyond the examples outlined above and I would relish the opportunity to discuss them further with you at an interview.

Kind regards



Ruth Greenwood