



Leicester
City Council

**MEETING OF THE LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE
AND CRIME PANEL**

DATE: THURSDAY, 24 NOVEMBER 2022

TIME: 10:00 am

**PLACE: Meeting Room G.01, Ground Floor, City Hall, 115 Charles
Street, Leicester, LE1 1FZ**

Members of the Panel

Councillor Taylor (Chair)

Councillor Whelband (Vice-Chair)

Councillors Clair, Clarke, Cutkelvin, Graham, Harper-Davies, Loydall, March,
Mullaney, Oxley, Phillimore and Woodman

Independent Members

Ms Parisha Chavda

Ms Salma Manzoor

Members of the Panel are invited to attend the above meeting to consider the
items of business listed overleaf.

For Monitoring Officer

Officer contacts:

Anita James, Senior Democratic Support Officer,

Tel: 0116 4546358, e-mail: committees@leicester.gov.uk

Leicester City Council, 3rd Floor Granby Wing, City Hall, 115 Charles Street

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PUBLIC SESSION

AGENDA

NOTE: This meeting will be webcast live at this link:

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1. WELCOME AND INTRODUCTIONS

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST

Members will be asked to declare any interests they have in the business on the agenda.

4. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF LEICESTERSHIRE CONSTABULARY [Appendices pg 1](#)

Following notification from the Police and Crime Commissioner of his intention to appoint the preferred candidate Mr Robert Nixon to the role of Chief Constable of Leicestershire Constabulary, for the Panel to hold a Confirmation Hearing in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

5. PRIVATE SESSION

Panel members to discuss the proposed appointment to the role of Chief Constable of Leicestershire Constabulary and to agree their decision and recommendations to the Police and Crime Commissioner.

To resolve that the press and public be excluded from the meeting during this item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information as contained within Paragraph 3 of Part 1 Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the authority holding the information) and, further, that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

While there may be a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendations

regarding the proposed appointment, it is felt that, on balance, this is outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

6. ANY OTHER URGENT BUSINESS

7. DATE OF NEXT ORDINARY MEETING

- Wednesday 14th December 2022 at 1pm at Sparkenhoe Committee Room, County Hall, Glenfield, Leicestershire

Appendix A

LEICESTER, LEICESTERSHIRE AND RUTLAND

POLICE AND CRIME PANEL – 24th November 2022

REPORT OF THE CITY BARRISTER – LEICESTER CITY COUNCIL

Confirmation Hearing Process for the role of Chief Constable of the Leicestershire Constabulary

Purpose of Report

- 1.1. This document explains the process to be followed by the Leicester, Leicestershire & Rutland Police and Crime Panel (hereafter referred to as ‘the Panel’) in respect of the proposed appointment of the preferred candidate to the role of Chief Constable of the Leicestershire Constabulary.
- 1.2. By way of assistance, the Local Government Association have provided guidance for the process for holding confirmation hearings which can be accessed here, [police-and-crime-panels-on-confirmation-hearings.pdf](#) ([cfigs.org.uk](#))

Powers of the Leicester, Leicestershire & Rutland Police and Crime Panel

- 1.3. The Panel have the functions conferred by section 38 and Schedule 8 of the Police Reform and Social Responsibility Act 2011 [Police Reform and Social Responsibility Act 2011 \(legislation.gov.uk\)](#) (Scrutiny of Senior Appointments). This enables them to:
- (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
 - (ii) Make a report to the Commissioner on the proposed senior appointment;
 - (iii) Include a recommendation to the Commissioner as to whether or not the candidate should be appointed*;
 - (iv) Publish the report to the Commissioner made under (ii).

*In the case of the appointment of the Chief Constable, the Panel have the power to (i) recommend appointment; (ii) recommend that the proposed candidate not be appointed or (iii)

veto the appointment. A power of veto is exercisable if the “required majority” of votes are achieved. This is at least two-thirds of the persons who are members of the panel at the time when the decision is made vote in favour of making that decision (to veto).

Confirmation Hearing for the role of Chief Constable

1.4 On 10th November 2022 the Panel received formal notification from the Police and Crime Commissioner (hereafter referred to as ‘the Commissioner’) of the proposed appointment to the role of Chief Constable. This appointment is a permanent appointment, and therefore it is subject to the public scrutiny that is required as part of a proposed senior appointment within the meaning of Schedule 1 and 8 of the Police Reform and Social Responsibility Act 2011. In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner has provided the following documentation, which has been attached as an Appendix attached to this report:

- Name of the preferred candidate;
- The criteria used to assess their suitability (based on the candidate pack and the candidate’s redacted CV
- A verbal statement will be provided from the Police and Crime Commissioner at the meeting stating why the preferred candidate meets criteria of role;
- Terms and conditions of appointment (contained within the candidate pack.).

At the Hearing

1.5 The first part of the meeting will be conducted in public and structured as follows:

- a. The candidate will be welcomed to the meeting.
- b. The Commissioner will have the opportunity to make any comments on the candidate and the proposed appointment.
- c. The candidate will have an opportunity to present to the Panel their understanding of the role.
- d. The Panel will have the opportunity to ask questions of the candidate.
- e. The candidate will be given opportunity to clarify any answers given during the hearing and ask questions of the Panel about the next stage of the process.

- 1.6 The Panel will ask questions of the candidate which relate to their professional competence and personal independence, the answers to which will enable the Members to evaluate their suitability for the role.
- 1.7 On the Close of the Hearing the Panel will hold a closed session in order to decide on its recommendations to the Commissioner regarding the appointment of the preferred candidate to the role.

At the end of the Confirmation Hearing session the Panel will discuss the following:

- Whether the candidate has the professional competence to exercise the role.
- Whether the Panel feels that the candidate has the personal independence to exercise the role.

Where a candidate does not meet the minimum standards in the areas set out above the Panel may choose to not recommend the candidate to the role of Chief Constable or, exceptionally, to veto the proposed appointment. Where a candidate meets the standards but there is still cause for concern about their suitability, it may be appropriate to outline those concerns in the Panel's response to the Commissioner. Where the candidate is deemed by the Panel to meet the minimum standards the Panel will recommend approval of the proposed appointment.

- 1.8 The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day. The Panel's democratic support officer will, in consultation with the Chair of the Panel, send a report on the proposed appointment to the Commissioner confirming the Panel's recommendation as to whether or not the candidate should be appointed. Where the Panel is recommending refusal, a summary of the principal reasons will be included. The Panel will normally publish its decision and report five working days after the Confirmation Hearing has taken place. However, the Commissioner may request to the Chair that the Panel bring forward or delay publication of the decision.
- 1.9 In response to the Panel's report, the Commissioner must notify the Panel whether they will accept or reject the Panel's recommendation:

- Where Panel has recommended approval, they will write to the Commissioner accordingly who will respond in accordance with the statutory process.
- Where the Panel has recommended refusal and the PCC decides not to appoint, the Panel's report will normally be published alongside a statement by the PCC setting out a timetable and process to make a new appointment. Where the PCC continues with the appointment, they will normally make a response at the same time as the publication of the Panel's report, focusing on why they felt that the candidate did in fact meet the minimum standards for the post
- Where the Panel vetoes the proposed appointment, the PCC shall then propose a 'reserve candidate' for appointment as Chief Constable. When a reserve candidate has been proposed, the Panel is required to hold a confirmatory hearing within the period of three weeks from the day on which the Panel received notification from the PCC. Having considered the appointment the Panel will be asked to make a report to the PCC, which will include a recommendation as to whether or not the reserve candidate should be appointed. There is no further power of veto. [The Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2012/28/section/100)

Officer to Contact:

Kamal Adatia

City Barrister & Head of Standards

Monitoring Officer

Leicester City Council

E-mail: Kamal.Adatia@leicester.gov.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	POLICE AND CRIME COMMISSIONER
Subject	FORMAL NOTIFICATION OF PROPOSED APPOINTMENT OF CHIEF CONSTABLE IN COMPLIANCE WITH SECTION 38(1) POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011
Date	10TH NOVEMBER 2022
Author	LIZZIE STARR, INTERIM CEO, OFFICE OF POLICE AND CRIME COMMISSIONER

Purpose of Report

1. The Police and Crime Commissioner is required by Section 38 Police Reform & Social Responsibility Act 2011 (PRSRA 2011) to appoint a Chief Constable for the Leicestershire Police force area.
2. Schedule 8 2 (1) (a) PRSRA 2011 provides that I may not appoint a person to be Chief Constable unless the end of the confirmation process has been reached. This is further specified by Schedule 8 2 (3) and (4) which sets out: that a period of three weeks should have elapsed since the Leicestershire Police and Crime Panel ('Panel') was notified of a proposed appointment of a Chief Constable without a report on the proposed appointment being provided to me; or, that following receipt from Panel of a report with recommendations on the appointment, I have notified it of my decision on whether or not to accept its recommendations.
3. Schedule 8 3 (1) and (2) provide that I must notify the Panel of my proposed appointment of a chief constable, and that I must additionally notify the Panel of the following information:
 - the name of the person I am proposing to appoint;
 - the criteria that were used to assess the suitability of the candidate;
 - why the candidate satisfies those criteria; and,
 - the terms and conditions upon which the candidate is to be appointed.

Recommendation

4. For the reasons set out in this report, and in accordance with Schedule 8 4 PRSRA 2011, I invite the Panel to:
 - a) Review the proposed appointment of Rob Nixon as the Chief Constable of Leicestershire Police;
 - b) Hold a confirmation hearing to inform a report on the proposed appointment; and,
 - c) Review the appointment and make a recommendation to me as to whether Rob Nixon should be appointed as Leicestershire Police's next Chief Constable, in accordance with Schedule 8 4 PRSRA 2011.

Background

5. Chief Constable (CC) Simon Cole advised me of his intention to retire from Leicestershire Police on 18th March 2022. I immediately asked my then Chief Executive to outline a process for recruiting a new Chief Constable.
6. CC Cole recommended that the then current Deputy Chief Constable, Rob Nixon, could act as a temporary Chief Constable from 19th March 2022 until an appointed candidate was able to start in post and was the right candidate to do so.
7. In order to maintain stable effective leadership, the Temporary Chief Constable made a number of changes in the Chief Officer Team. ACC Julia Debenham was asked to commence the role of Acting Deputy Chief Constable and C/Supt Streets was asked to commence the role of Acting Assistant Chief Constable joining ACC David Sandall and the already Acting Assistant Chief Constable Kerry Smith.
8. On T/DCC Debenhams departure to Lincolnshire Police, ACC David Sandall was asked to commence the role of Acting Deputy Chief Constable.
9. The appointment of a Chief Constable is set out in statute, s38 PRSRA 2011, and it requires that both Chief Constables and Deputy Chief Constable candidates in the UK must have first passed the Police National Assessment Centre/Strategic Command Course (PNAC/SCC) in order to be eligible to be appointed to either of those ranks.
10. Unfortunately, Covid caused suspension of PNAC and SCC processes, and additionally, pass rates have been in decline for some years – the rate for the most recent cohort was just over 30%. Consequently, most UK police forces now have at least one temporary Assistant Chief Constable, and Leicestershire as outlined above has a chief officer team made up completely of temporary promotions. Furthermore, research collected suggested most recent chief constable recruitment processes have attracted no more than three eligible candidates, with some attracting just one or two.
11. The College of Policing are conscious of the impact of the eligible chief officer shortage, and a review of the current process for training and developing chief officers is currently underway.
12. On learning of the devastating news of former CC Simon Cole's death I made the decision to pause the process of recruiting a new Chief Constable out of respect for both the immediate and wider policing family whilst the county and Force grieved the loss of CC Cole. I instructed the team to pause all recruitment until the beginning of July at the earliest. I was confident the interim arrangements for the leadership of the force were more than equipped to manage the force to the high standards required.

Recruitment Process

13. I am required (Home Office Circular 013/2018) to include an Independent Member on my appointment panel to oversee the recruitment process for a Chief Constable. I am obliged to ensure that the appointment for a Chief Constable is open and transparent, and that my selection for a preferred candidate is based on merit. Guidance indicates that the Independent Member should be familiar with the local area, suitably experienced and competent in selection and assessment exercises, willing to attend any briefings/ training as needed, and able to produce a written report addressing the key appointment principles of merit, openness, and fairness. The Independent Member may be drawn from groups such as magistrates, chief executives of local authorities, representatives of community organisations and local business leaders.

14. My Office invited CFO Callum Faint to act as the potential Independent Member, on which he was happy to assist. I believe Mr Faint was the ideal candidate to act as the independent member due to having unrivalled knowledge of the local area, a great understanding of public sector recruitment and assessment processes and also the understanding of working and leading another blue light service.
15. I would like to express my sincere thanks to CFO Callum Faint for the excellent assistance he provided throughout the process, ensuring the Chief Constable recruitment process was conducted properly and based on integrity and merit.
16. I worked with my office to identify and invite members onto my final selection panel. I worked to identify panel members that offered a diverse set of backgrounds, experience and views as well as covering a good geographical reach. The final interviewing panel was therefore made up of the following:
 - a.) Baroness Nicky Morgan
 - b.) Cllr Hemant Rae Bhatia, Leicester City Council
 - c.) Mr David Woods, former High Sheriff of Rutland
 - d.) Mr Callum Faint, Chief Fire Officer – Independent Member
17. Further to this, I worked with my Office to identify key internal and external stakeholders, with a view to inviting them to participate in stakeholder panel interviews of the potential candidates. The decision on who to appoint as Chief Constable rests with me as elected Police and Crime Commissioner. However, while stakeholders should not score candidates, their views, and impressions, were very useful to understanding the relative strengths and areas for development with each candidate, as well as fit with the organisation and in the wider partnership landscape.
18. The invitation to be involved in the stakeholder panel interviews was very popular, and we further invited stakeholders to develop their own questions to ask of the candidates. As with the final interview panel it was very important to me that both panels had diverse coverage across different organisations, ranks, roles and beliefs to best represent the population of LLR. The questions were wide ranging, challenging and created a strong indepth test for the applicant.
19. The interview pack for the internal stakeholder panel can be found in Appendix 1. The internal stakeholder panel had the following representation:
 - a. Head of an Internal Force Department
 - b. HR Business Partner
 - c. Representative from the Force Volunteers
 - d. Representative from the Force Specials
 - e. Head of the Professional Standards Department
 - f. Neighbourhood Policing Commander
 - g. Unison Representative
 - h. Chair of the Police Federation
 - i. Police Constable
 - j. An OPCC representative
 - k. Representative from the Force Cadets
 - l. Chair of the Black Police Association
 - m. Chair of the Christian Police Association
20. The interview pack for the external stakeholder panel can be found in Appendix 2. The external stakeholder panel had the following representation:
 - a. Chief Executive from the City Council

- b. Chief Executive of the Leicester, Leicestershire and Rutland Integrated Care Board
 - c. Director of Children and Family Services, Leicestershire County Council
 - d. Director of the Violence Reduction Network
 - e. A representative of young people/people zones
 - f. Chair of the Joint Audit Risk Assurance Panel
 - g. County Council Leader
 - h. Director of Public Health at Leicestershire County Council and Rutland County Council
 - i. Head of the Probation Service for Leicester, Leicestershire & Rutland
 - j. Director of Hinckley town BID and local business owner
21. Following the development of the recruitment pack, with role profile and application form (see Appendices 3a, 3b and 3c), on the 28th July 2022 my office commenced the recruitment process for Chief Constable for Leicestershire Police. It was held open until 23.59pm on 15th September 2022, fulfilling the requirement for it to be advertised for no less than three weeks. As the application window fell across the summer, I made the decision to allow applicants 7 weeks to complete and submit their application forms.
22. The Chief Constable vacancy was widely advertised and met the standards set by the guiding principles mandated by the College of Policing and legislation. The approach to the recruitment process followed stipulated guidance and requirements at all stages.
23. Advertisements were placed on the website for my Office, our social media platforms including LinkedIn, Twitter, Facebook and Instagram, as well as on the College of Policing chief officer vacancy portal. The advert webpage has since been retired and archived as it is no longer live, but the advert text that was used to promote the Chief Constable role is included in Appendix 4.
24. The statistics shown below show the estimated reach of the advertisement across the OPCC platforms:

	Reach	Engagement	Link Clicks	RT's/Shares	Likes
Twitter	624	47	25	7	3
OPCC Website	1,252				
Facebook	123	0	1	1	0
Instagram	30	1	5		
	2,029	48	31	8	3

25. One applicant applied for the role.
26. Prior to shortlisting all appointment panel members first received a briefing (see Appendix 5) from the Monitoring Officer (T/CEO Lizzie Starr), which set out fair and objective assessment principles, as well as techniques for ensuring consistency in assessment methods. A structured evidence-based method of assessment was used by all appointment panel members: Observe, Record, Classify and Evaluate.
27. Following the vacancy closing date, each panel member was sent a shortlisting pack which included the application form, guidance for shortlisting which reinforced fair and objective based assessment principles along with the role profile

28. A shortlisting panel session was held virtually on 23rd September 2022. Prior to this session each panel member submitted individual shortlisting scores, these were collected by the Monitoring Officer. The panel discussed each answer in detail along with the relative strengths and areas for improvement. The panel then came to a collective panel score. The decision of the appointment panel, based on scores achieved at that stage was that the candidate should be shortlisted for final interview. The candidate was of very high calibre and potentially suitable to be appointed as Chief Constable, subject to performance at further assessment stages.
29. The shortlisted candidate was further invited for stakeholder interviews on 26th October 2022, and to a final interview panel on 27th October 2022. The stakeholder panel members, chair of the stakeholder panels and final interview panel members received further pre-interview briefings from the Monitoring Officer, to reinforce the need for fair and objective assessments. The stakeholder panels were in person, at Force Headquarters, and they were overseen by the Monitoring Officer who also observed the final interview panel. Finally, members of the final interview panel received feedback on the candidate's performance at the stakeholder panels in their final briefing and interview packs.
30. The advertised recruitment process detailed a media exercise forming part of the assessment process, however due to the significant media coverage the candidate had been involved in relating to the East Leicester disorder, I made the decision that this element of the process could be removed as I, as PCC was satisfied with the candidate's ability to perform well in challenging, complex media interviews. Advice was obtained from the College of Policing who agreed with the decision and rationale for the removal of this element of the process in the attendance circumstances.
31. Each panel member of the stakeholder interviews was asked to write their own questions based on one behavioural cluster from the College of Policing CVF, which were circulated to each member prior to the interviews. The stakeholder panels were asked to assess the candidate based on a specific set of questions linked to the CVF provided in the briefing. This provided assurance to the final interviewing panel regarding the completeness for the assessment against the CVF.
32. The final interview panel were also asked to propose a number of questions they would like included in the final question set, these questions were collated, aligned to the College of Policing CVF and were reviewed by the College of Policing.
33. All interview questions were finalised and kept securely by my office until the day of the interviews. This was to ensure further integrity and confidentiality around the process. Supplementary questions were asked by the panel members, to ensure the interview panel was able to get as concise an understanding as possible of the candidate's abilities within each competency assessment area.
34. The candidate was asked, prior to interview, to prepare a 10-15 minute presentation on the following topic:

"My Police and Crime Plan highlights the challenges of policing the diversity of locations here in LLR. Whilst there are shared themes, the needs of communities living in urban areas such as St Matthews in the City are very different to those living in rural villages of Rutland such as Wing or Belton.

As Chief Constable how will you ensure that policing is delivered in such a way that it responds to the threats and risks facing different communities in different settings, whilst also addressing the need for policing to be visible and 'present' within communities?"

Follow up questions to the presentation were then asked of each candidate for up to 20 minutes by different final interview panel members. A 60-minute formal interview then followed.

35. The interview panel concluded the assessment of each candidate using a consistent scoring range and in line against the Competencies and Values Framework, as shown in the Assessment and Final Interview Pack at Appendix 7. Following conclusion of both interviews, the interview panel members then disclosed and discussed their scores, coordinated by myself as Chair. All scoring sheets and associated notes were collected in and will be kept securely stored within the OPCC, in line with our disposal and retention policy.

Outcome and Recommendation

36. Rob Nixon scored highly at final interview, with a total mark of 78% awarded for his responses to each of the nine questions, and for his presentation. I was grateful to receive advice and guidance from the final interview panel members and would like to record my thanks to them for participating in a demanding and rigorous process. They provided wise counsel throughout and agreed with my overall assessment that Rob was the outstanding candidate, being passionate and dedicated to the Force he had served at every rank for nearly 30 years.
37. Throughout the interview he demonstrated his outstanding commitment to working in partnership to deliver the best outcomes for the residents of LLR and provided evidence to the panel of his strategic influence and leadership across the force area. Rob provided substantial evidence of his ability to fulfil both the competency values required of a chief police officer.
38. Rob Nixon has therefore been identified as my preferred candidate to become Leicestershire Police's next Chief Constable.
39. I am confident that, in arriving at this proposed appointment, I have used all endeavours to undertake an open, rigorous, and transparent recruitment process. I am also confident that I have involved internal and external stakeholders at appropriate stages, as well as ensuring independent oversight throughout by involving an Independent Member to ensure the chief officer appointment principles of merit, openness and fairness were adhered to. I invite Police and Crime Panel members to scrutinise the report of the Independent Member, as attached at Appendix 8.
40. I wish to extend my sincere thanks to all those who assisted in the stakeholder panel interviews, the shortlisting and final panel interview and the Independent Member. I particularly wish to extend my gratitude to the task and finish group within my Office for their considerable assistance and hard work in ensuring a diligent and high-quality process was delivered throughout this recruitment exercise.
41. Subject to receiving a positive recommendation from the Police and Crime Panel, I propose that Rob Nixon be offered a five-year fixed term contract as Leicestershire's Police's Chief Constable, in accordance with the following terms and conditions as advertised:
- Confirmation of security clearance at Management Vetting (MV) and Developed Vetting (DV)
 - Salary - The Chief Constable for Leicestershire's spot salary is £156,693 per annum. This salary will increase in line with national police pay settlements.

- Length of Appointment – This initial fixed term appointment will be for 5 years from date of commencement in post.
- Notice Period - Termination of this fixed term appointment will require a three-month notice period to be provided to the Police and Crime Commissioner, via the Chief Executive and Monitoring Officer.
- Working hours will be not less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive. There is a requirement to be contactable 24 hours per day when not on leave. This role will require evening and weekend working including attending meetings and events during these times.
- The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained and insured. Further details are available upon request to the Office of the Police & Crime Commissioner.
- Expenses - The OPCC will provide reimbursement to the post holder of reasonable business expenses in line with Police regulations. The OPCC will meet the cost of: National Police Chiefs Council (NPCC) professional subscription;
 - Chief Police Officers Staff Association (CPOSA) legal expenses; and
 - Insurance, save that no part of any premium which underwrites the cost of claimant litigation against the Police and Crime Commissioner, or Police Force will be met by the OPCC.
- Continued Professional Development - Support for Continued Professional Development to include a formalised set of objectives
- Career Conversation Review - Participation in an annual career conversation review with the Police and Crime Commissioner, in which a revised set of personal objectives will be agreed.
- Location of residence and responding to operational needs - The Chief Constable's normal place of residence is expected to be in or close to the force area, in order that they are readily accessible to meet the operational needs and exigencies of the force.
- Relocation - If they move home into the Leicestershire Police force area, and it is in the interest of efficiency and effectiveness of the Force, the OPCC will pay all reasonable costs arising from the sale and purchase of property and removal expenses in line with national regulations.
- Annual Leave - The Chief Constable is entitled to leave in accordance with Police Regulations.
- Other Conditions - This post will be offered in accordance with the Police Regulations and other applicable legislation.

Attachments:

Appendix 1: Internal Stakeholder Interview Pack
 Appendix 2: External Stakeholder Interview Pack
 Appendix 3a: Chief Constable Recruitment Pack
 Appendix 3b: Chief Constable Application Form
 Appendix 3c: Chief Constable Equal Opportunities Monitoring Form
 Appendix 4: Chief Constable Advert
 Appendix 5: CC Interview Panel Briefing
 Appendix 6: CC Interview Shortlisting Pack
 Appendix 7: CC Interview Final Interview Pack
 Appendix 8: Independent Panel Member Report

Implications

Financial : None
 Legal : None
 Equality Impact Assessment : None
 Risks and Impact : None

Link to Police and Crime Plan : The Commissioner has a statutory responsibility to hold the Chief Constable to account.
Communications :

Person to Contact

Elizabeth Starr, Interim CEO

Tel: 0116 2298980

Email: Elizabeth.starr8921@leicestershire.pnn.police.uk



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

Leicestershire Police Chief Constable Recruitment 2022

Internal Stakeholder Exercise Pack

26th October 2022

The task

You will be meeting with prospective candidates for the role of Chief Constable for Leicestershire Police. They have been asked to come and talk to you and answer your questions, providing an opportunity for them to interact with police officer and police staff and stakeholders they will most likely be working with if appointed and exploring the key issues and challenges the next Chief Constable is likely to face.

The exercise will last for a total of 60 minutes. You will be asked 1 question from each member of the panel and depending on your answers up to 1 supplementary question. The Chair of the panel will be responsible for managing the interview/panel questions.

The Candidate will not be assessed against the Competency and Values Framework during this exercise.

Panel members will be asked to identify the candidate's strengths as a Chief Constable and other areas for further exploration by the formal interview panel. Further, the candidate will not be scored and there will be no pass or fail element in this part of the process.

The Chair of the panel will be requested to provide written feedback to the formal interview panel based upon the performance of the candidate.

Timetable

1230	Panel Arrival
1230 - 1330	Working Lunch & Panel Briefing from the Chair
1330 - 1430	Candidate 1
1430 - 1530	Panel Debrief
1530	Panel Departure

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members can ask any questions they may have and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed. An administrator will be present to record the process verbatim for transparency and audit purposes. Elizabeth Starr, CEO of the OPCC will be present as the Monitoring Officer will be observing to fulfil her duty as Monitoring Officer to ensure a fair and ethical process.

During the exercise

The Chair will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed fairly the chair will provide this information to the candidate as well as the panel members. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style, but the same information should be conveyed to each

candidate.

During the exercise panel members should make as many notes as they feel is appropriate to assist in evaluating candidate's performance at the end of the exercise. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. At the end of the exercise the Chair will collect all your notes to ensure they are securely dealt with in line with GDPR.

Example Chair Script

“Good afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the Internal Stakeholder panel exercise. First, I would like to introduce the panel to you. I am *NAME* from *ORGANISATION* and I will be the Chair for this exercise.

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise and then say:

“Thank you for meeting with us today, this exercise will last for a total of 60 minutes. You will be asked 1 question from each member of the panel and depending on your answers up to 1 supplementary question. The Chair of the panel will be responsible for managing the interview/panel questions.

The chair should answer any questions. Then ask the agreed panel member to ask their first question and manage the panel’s questioning of the candidate. At 60 minutes, draw the questioning to a close and then say (there is a leeway):

“Thank you for your responses. That is the end of our questions. Just before we finish, can I ask if there’s anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions, then they should ask them at this point and then say:

“Is there anything you would like to ask us or clarify from our meeting today?”

Pause for the candidate to clarify anything and for the panel to respond to this and then say:



“That completes the internal panel exercise, thank you for your time, you may now leave.”





Panel Questions

The following questions have been developed based on consultation with the panel members and will be used for the first 40 minutes of the exercise.

Ref	Question	Panel Member
1	<p>Policing is complex with many urgent priorities that must be done. With limited resources and funding meaning we cannot do everything, can you explain how you, as a Chief Constable, would prioritise what was most important and decide what would have to wait?</p> <p><u>Follow up question</u></p> <p>Can you give an example of when you have prioritised badly and 'in hindsight' wished you had done something different? What did you learn from this and how have you applied and shared that learning?</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
2	<p>The Police and Crime Plan stipulates that the Chief Constable for Leicestershire Police will put the morale, motivation, health and wellbeing, equipment, support and leadership to officers and staff as their number one absolute priority.</p> <p>In this complex and demanding environment, please can you explain to the panel what you regard to be the key considerations in achieving this priority and how as our Chief Constable you would lead to deliver and embed these across the organisation</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
3	<p>One of the public's most frequently heard criticisms of the Police Service is that there are not enough "Bobbies on the beat". Even with recent increases in recruitment, it appears unlikely that there will be enough police officers to meet public expectations of visibility, response, and crime prevention and it remains a very widely held view that the Police are either invisible or indifferent to the personal effects of crime.</p> <p>What measures or initiatives would you use to improve the</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>

	<p>availability of front-line officers through the deployment of alternative resources to relieve officers of tasks and duties that could be performed by others?</p> <p>How will you inspire members of the public to support the Police in their Policing mission?</p>	
4	<p>Focussing on your own personal values and leadership how will you shape and enable a high performing work force both operationally and ethically, where there is reduced funding, increased complexity and contrasting public expectation and support.</p> <p><u>Follow up question</u></p> <p>Given the palpable national scrutiny regarding Standards of behaviour for Officers and Staff, what will you do to regain trust and confidence within our communities.</p>	<p>██████████</p> <p>██████████</p> <p>██████████</p>
5	<p>We are emotionally aware: We police by consent and it is important for us to be representative of the communities that we serve and support. The Chief officer team within Leicestershire Police have worked hard to increase the diversity of our workforce and in particular within leadership ranks. As the new chief constable of Leicestershire Police what will you do to increase the number of diverse employees in the leadership pipeline.</p> <p><u>Follow up question</u></p> <p>What have you personally done to support inclusion.</p>	<p>██████████</p> <p>██████████</p>
6	<p>How important is a good industrial relations framework and what steps would you take to ensure a meaningful, proactive and effective relationship with representative bodies focused on partnership working and inclusion?</p>	<p>██████████</p> <p>██████████</p>
7	<p>Thinking about fostering a culture of personal responsibility and encouraging and supporting others – we are in a cost-of-living crisis which shows no sign of easing. The Chief Constables across the country can play a huge part in some</p>	<p>██████████</p> <p>██████████</p>

	<p>challenging conversations with the Government and Home Office but as a collective are often found wanting where it matters – speaking out publicly in support of their staff. What responsibility do you intend to take for representing your staff so that they know you are fighting for their interests?</p> <p><u>Follow up question</u></p> <p>Would your answer also apply to the way you would approach meetings with the NPCC and speak up in the same way to advocate on behalf of your staff?</p>	
8	<p>The Special Constabulary can make a fantastic contribution to policing, but historically their role has not been valued as much as it could have been. As the Chief Constable how will you improve that contribution so that there are more Specials with greater skills and culturally accepted by the Force?</p>	
9	<p>Many successful organisations, Google, Virgin etc will state that their biggest asset is their staff and that to ensure maximum productivity the welfare of their staff is paramount.</p> <p>With that in mind and the fact that front line moral is low due to increased workload much of which is seen as within the remit of other organisations how would you look to redress the balance and therefore increase morale within the organisation?</p> <p><u>Follow up question</u></p> <p>Most front-line officers would believe that their opinions and expertise matter little to senior management despite the constant changes to how they work. How would you lead a culture to better communicate with front line offices to ensure that their expertise is utilised to ensure changes to working practises going forwards best benefit the organisation and those that we look to help?</p>	

10	Public confidence in the Police is falling, what are the top three things you will do as the Chief Constable to reverse that trend?	
11.	There is an ever-increasing enthusiasm for young people like me to make a contribution to community safety, how will you ensure young people have a voice and can make a valuable contribution to policing in Leicester, Leicestershire and Rutland?	
12.	<p>How would you ensure members of the BAME, especially the Black community get fair promotion opportunities as other White colleagues? In other words, how will the senior officer team be made more diverse i.e. Black Supt, Chief Supt and ACC?</p> <p><u>Follow up question</u></p> <p>How will you build your internal structures to reflect the challenges of diversity and inclusion , especially building the confidence gap between Black people and the police?</p>	
13.	Nationally we have had the Casey review report into Metropolitan Police Service, we have had the disorder at East Leicester, confidence levels from the rural and black communities have been low. As the Chief Constable what would your strategy be to increase confidence levels in Leicestershire Police from all the communities across Leicester, Leicestershire and Rutland and especially for those with whom traditionally policing has not had strong relationships?	

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning. Some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?
- What will you do....?
- Why will you do....?
- How will you....?
- How will x help you achieve y?
- What factors will you consider?
- What other alternatives could you consider?
- What difficulties do you think you will encounter?
- How will you overcome these difficulties?
- What outcome will you seek?
- How will you know you have been successful?
- Have you had any experience of doing this in your work to date?

‘Closed questions’ may be appropriate to seek clarification from a candidate on a specific point.

After the exercise

This exercise is designed to provide the candidate with an opportunity to share with you their understanding of key issues and their motivation for the role. Your feedback will help inform the interview panel of additional areas to explore with candidates and inform their decision making.

Following the conclusion of the exercise for each candidate the panel will provide feedback to the chair. As a panel you should consider the candidate's performance in relation to how well you think they completed the exercise and responded to your questions. You may wish to consider:

- How effectively the candidate addressed the questions you posed?
- Whether their responses reassured you that they understood the issues you raised and would be effective in addressing these?
- How their responses would be received in your organisation/s?
- What the candidate did which enhanced their performance and suitability for the role?
- What the candidate did that detracted from their performance and suitability for the role?
- How their performance matched with what you would expect from the future Chief Constable

The panel are invited to consider the following:

- Has the candidate displayed the ability to motivate and inspire the workforce?
- Has the candidate provided reassurances about their ability to create a diverse and high performing organisation?
- Has the candidate provided you with the confidence that they will work with union and staff associations to build a vibrant and productive organisation?
- Has the candidate exhibited an understanding of the complexity facing policing and a vision to combat those challenges in the future?



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Leicestershire Police Chief Constable Recruitment 2022

External Stakeholder Exercise Pack

26th October 2022

The task

You will be meeting with prospective candidates for the role of Chief Constable for Leicestershire Police. They have been asked to come and talk to you and answer your questions, providing an opportunity for them to interact with police officer and police staff and stakeholders they will most likely be working with if appointed and exploring the key issues and challenges the next Chief Constable is likely to face.

The exercise will last for a total of 60 minutes. You will be asked 1 question from each member of the panel and depending on your answers up to 1 supplementary question. The Chair of the panel will be responsible for managing the interview/panel questions.

The Candidate will not be assessed against the Competency and Values Framework during this exercise.

Panel members will be asked to identify the candidate's strengths as a Chief Constable and other areas for further exploration by the formal interview panel. Further, the candidate will not be scored and there will be no pass or fail element in this part of the process.

The Chair of the panel will be requested to provide written feedback to the formal interview panel based upon the performance of the candidate.

Timetable

0930	Panel Arrival
0930 - 1000	Panel Briefing from the Chair
1000 - 1100	Candidate 1
1100 - 1130	Panel Debrief
1130 – 1230	Lunch
1230	Panel Departure

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring all panel members can ask any questions they may have and have these addressed within the time constraints of the exercise. The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed. An administrator will be present to record the process verbatim for transparency and audit purposes. Elizabeth Starr, CEO of the OPCC will be present as the Monitoring Officer will be observing to fulfil her duty as Monitoring Officer to ensure a fair and ethical process.

During the exercise

The Chair will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat and introduce themselves and the members of the panel.

To ensure all candidates are assessed fairly the chair will provide this information to the candidate as well as the panel members. An example script incorporating this information is outlined later in this exercise pack. The chair may amend this to fit with their personal style, but the same information should be conveyed to each

candidate.

During the exercise panel members should make as many notes as they feel is appropriate to assist in evaluating candidate's performance at the end of the exercise. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to candidates under the General Data Protection Regulations 2018. At the end of the exercise the Chair will collect all your notes to ensure they are securely dealt with in line with GDPR.

Example Chair Script

“Good afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the External Stakeholder panel exercise. First, I would like to introduce the panel to you. I am *NAME* from *ORGANISATION* and I will be the Chair for this exercise.

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise and then say:

“Thank you for meeting with us today, this exercise will last for a total of 60 minutes. You will be asked 1 question from each member of the panel and depending on your answers up to 1 supplementary question. The Chair of the panel will be responsible for managing the interview/panel questions.

The chair should answer any questions. Then ask the agreed panel member to ask their first question and manage the panel’s questioning of the candidate. At 60 minutes, draw the questioning to a close and then say (there is a leeway):

“Thank you for your responses. That is the end of our questions. Just before we finish, can I ask if there’s anything that my colleagues want to clarify?”

Chair to pause for the panel members to ask any final questions. If the chair has any final questions, then they should ask them at this point and then say:












“Is there anything you would like to ask us or clarify from our meeting today?”





Pause for the candidate to clarify anything and for the panel to respond to this and then say:

“That completes the external panel exercise, thank you for your time, you may now leave.”

Panel Questions

The following questions have been developed based on consultation with the panel members and will be used for the first 40 minutes of the exercise.

Ref	Question	Panel Member
1	<p>The policing challenges across the LLR footprint are very varied in their complexity and impact. How will you manage the effective deployment of resources to tackle the significant challenges that the city in particular is facing regarding serious violent crime and extremism, balancing this with the often very different issues within the wider county?</p> <p><u>Follow up question</u></p> <p>Local and regional politics plays a big part in perception and engagement. What is your approach to managing these often difficult relationships?</p>	  
2	<p>Could you describe an example of wider partnership working that you have led or been involved in; what it achieved and what lessons you learned from the experience?</p>	 
3	<p>What do you think are the strengths and weaknesses of the partnership landscape in LLR? What part can Leics Police play in addressing some of the gaps?</p>	 
4	<p>You have described the strengths and weaknesses of the partnership landscape please can you provide an example of a partnership/collaborative responses to a complex community issue. What did you learn and what would you do differently.</p>	   

5	<p>Early next year, the new Serious Violence legal duty will come into force and Leicestershire Police will become a duty holder. The duty requires specified authorities to adopt a public health approach and within this prioritise prevention across the local system. What opportunities and challenges does this present to the Force and how will you harness and overcome these to maximise impact?</p>	
6	<p>My role is that of supporting over 400 town centre businesses, including 250 retailers and service providers. Regarded by Police as a 'low-level' crime, through my liaison with CCTV I know that over the months Shoplifting is growing to finance both drug taking and poverty.</p> <p>Retail profitability is also falling due to inflation and thus shoplifting is having a more serious affect on a businesses' survival, particularly for a small independent retailer who also suffers distraction thefts as they cannot afford to employ staff.</p> <p>How would you tackle this growing issue in the environment of competing demands?</p>	
7	<p>In an environment of ever-increasing politicisation how would you go about establishing and maintaining the trust and confidence of locally elected leaders and MPs?</p> <p><u>Follow up question</u></p> <p>What have you done or learnt from in your present job in this respect?</p>	
8	<p>Police performance is having increased scrutiny from the Home Secretary. Please can you tell me how you are going to deliver high quality performance whilst delivering the service that meets the needs and expectations of the community?</p> <p><u>Follow up question</u></p> <p>How do you ensure your office and staff retain a victim focus. How would you create a culture in the force that is victim-centric?</p>	

9	<p>'From Harm to Hope' (the national drugs strategy) challenges us all to work together effectively to reduce the harm caused by drugs. What do you personally bring to the table that will add value to our working together on this area?</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
10	<p>How are you going to ensure the safety of the officers not just the public?</p>	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
11	<p>What do you think is the most significant local risk facing Leicestershire Police today and how do you intend to address it?</p> <p><u>Follow up question</u></p> <p>How will you ensure your partners are equally aware, engaged and effective in helping manage or mitigate the risk?</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning. Some examples of useful general probing questions have been provided below as a reminder.

- What problems can you foresee....?
- What will your role be....?
- What will you do....?
- Why will you do....?
- How will you....?
- How will x help you achieve y?
- What factors will you consider?
- What other alternatives could you consider?
- What difficulties do you think you will encounter?
- How will you overcome these difficulties?
- What outcome will you seek?
- How will you know you have been successful?
- Have you had any experience of doing this in your work to date?

'Closed questions' may be appropriate to seek clarification from a candidate on a specific point.

After the exercise

This exercise is designed to provide the candidate with an opportunity to share with you their understanding of key issues and their motivation for the role. Your feedback will help inform the interview panel of additional areas to explore with candidates and inform their decision making.

Following the conclusion of the exercise for each candidate the panel will provide feedback to the chair. As a panel you should consider the candidate's performance in relation to how well you think they completed the exercise and responded to your questions. You may wish to consider:

- How effectively the candidate addressed the questions you posed?
- Whether their responses reassured you that they understood the issues you raised and would be effective in addressing these?
- How their responses would be received in your organisation/s?
- What the candidate did which enhanced their performance and suitability for the role?
- What the candidate did that detracted from their performance and suitability for the role?
- How their performance matched with what you would expect from the future Chief Constable

The panel are invited to consider the following:

- Has the candidate shown that they have the strength and vision to be the Chief Constable for Leicestershire Police?
- Has the candidate shown that they have the commitment to partnership working with stakeholders in the community?
- Has the candidate shown commitment to tailoring to service to meet the needs and expectations of all of our diverse communities?
- Has the candidate displayed the ability to run an efficient and effective Police force?
- Are there any topics that you would like the interview panel to explore with the candidate?



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CHIEF CONSTABLE

RECRUITMENT INFORMATION



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MESSAGE FROM THE POLICE & CRIME COMMISSIONER RUPERT MATTHEWS

Thank you for your interest in the role of Chief Constable of Leicestershire Police.

I hope that you find the information in this application pack useful and that, having read it, you feel that you have the right skills and values to become the next Chief Constable for Leicester, Leicestershire and Rutland.

Leicestershire Police is recognised as a high performing force, responsible for policing some of the most diverse communities in the country. During my election campaign I made my ambitions for policing and community safety clear. My Police and Crime Plan is the embodiment of my pre-election manifesto and I am looking for a highly motivated Chief Constable who shares my ambitions and who will relish delivering my Plan.

The successful candidate will be an inspirational leader; innovative and charismatic. I am seeking a brave, dynamic individual who will embrace the work to improve public trust and confidence in policing.

Recognising and respecting the operational parameters that define the role of the Chief Constable, I believe that the two Corporation Sole should work independently, but supportively, to deliver on the national and local policing priorities. Accepting that the police cannot work in isolation, I will of course expect the successful candidate to build a rapport with the widest of partnership portfolios.

You will find a wealth of information on my own [website](#) and that of [Leicestershire Police](#) to assist you, however if there is something specific you require please contact Elizabeth Starr, my Interim Chief Executive, who may be able to provide you with the information you require.

Applicants who are successful at the paper sift will be given the opportunity to attend a familiarisation day at the Force and my office will be in touch with you following the shortlisting to see if there are any particular parts of the Force you would like to visit.

If you have any further questions relating to the process please do not hesitate to contact Elizabeth Starr, who will be coordinating this recruitment on my behalf. She can be contacted on 0116 222 6196 or OPCCRecruitment@leics.pcc.police.uk.

I look forward to hearing from you.

Rupert Matthews



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RECRUITMENT TIMETABLE

Closing date for applications	15 September 2022 - 23:59 hrs
Shortlisting	22 September 2022
Candidates notified if shortlisted	23 September 2022
Familiarisation day <i>(separate meetings/visits by arrangement)</i>	6 October 2022

Interviews:

Day 1 <i>(two x stakeholder panels)</i>	26 October 2022
Day 2 <i>(formal interview and media exercise)</i>	27 October 2022
Police and Crime Panel Confirmation Hearing	Mid November 2022 (tbc)



LEICESTERSHIRE POLICE

AT A GLANCE

Leicestershire Police cover an area of 979 square miles.



A diverse ethnic population makes up 21.6% of the current population and represents an increase of 39.4% over the last decade. There are 130 languages and dialects spoken in the city of Leicester alone.



Between 2011/12 and 2018/19, the force made estimated savings of £68.26m.

The Force will, on average:

- Make 37 arrests
- Undertake 16 stop searches
- Receive 1.1 million reads from ANPR systems
- Average daily social media contacts are: 125 messages into social media accounts, 150,000 people reached by posts and 43,000 people signed up to Neighbourhood Link email messaging service
- Current numbers of managed sexual offenders (01/02/2022):
 - In the community: 1,186
 - In prison: 289
- Current number of offenders managed by IOM who require additional resources to manage: 230

Currently, the workload is delivered by a team of 4,126 police officers, police staff and police service volunteers.

39

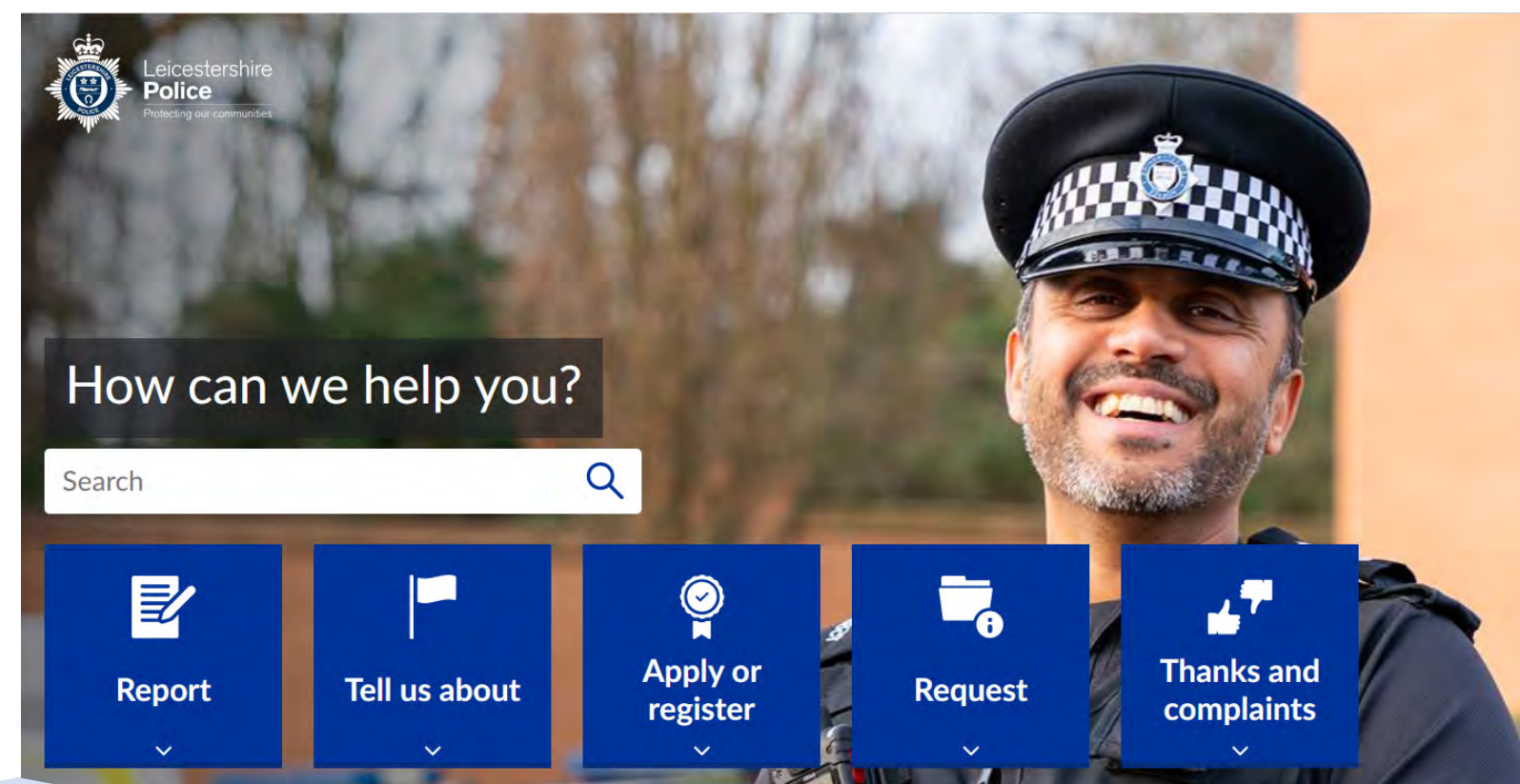
Leicester, Leicestershire and Rutland's population is estimated to be over a million and it is hugely diverse in terms of the communities living and working in the city and two counties. It boasts a mix of urban areas and sleepy rural villages. As Chief Constable you will be expected to ensure that the policing of these diverse communities and locations is fit for purpose, rural and urban, and responds to the needs and concerns of local residents.

All in a day's work

Whilst no two days are ever the same Leicestershire Police receives, on average, 435 emergency calls a day along with around 877 non-emergency calls. An additional 33 incidents will be created per day by officers out on the beat, 77 crimes or incidents will be reported by email, 37 through other online routes and 47 referrals will be made to our Child Protection teams.

This will create, on average, 439 crimes or incident reports; 267 are crime reports and the remainder can include third-party reports, warrants, court orders, vulnerability reports:

- 65 domestic incidents
- 11 burglaries (8 residential, 3 business)
- 14 missing people (14 if viewed as compact records but 18 a day as initial incidents)
- 38 incidents of anti-social behaviour



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FORCE PERFORMANCE

Contact Performance

Recent publications of data showed Leicestershire Police is in a very good position due to the consistent ability to answer over 90% of 999 calls within 10 seconds. For over the past 3 years this performance has exceeded the threshold performing at over 90% of 999 calls answered within 10 seconds. The latest data shows Leicestershire police the second highest performing force in the country for the percentage of calls answered within 10 seconds, this comes at a time in which the Force has experienced a 25% increase in the volume of 999 calls.

The tables below show the response performance for the year 2021/22 for emergency response (attendance within 15 minutes).

Incident demand has significantly increased compared to the previous two years and is significantly higher than that of pre-covid years (+18.1%). The median response time for emergency response incidents has remained consistent around the 14 minute mark.

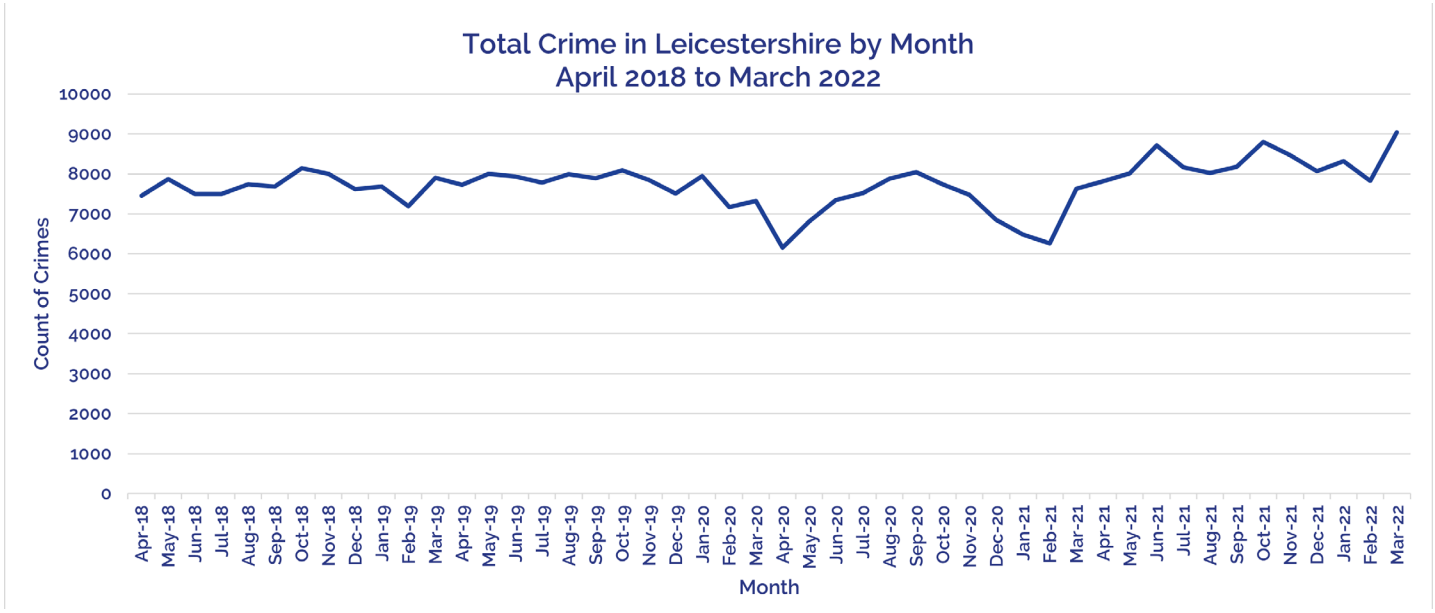
EMERGENCY RESPONSE			
Year	Total	Change	% Change
2019/2020	31,266		
2020/2021	31,706	+440	+1.4%
2021/2022	37,448	+5,742	+18.1%

40 The tables below show the response performance for the same time period for priority response (attendance within two hours).

Whilst the demand for these incidents increased throughout covid and lockdowns the volumes of these incidents has returned to a similar level to that of pre-covid. The response time for these incidents is significantly under the target of two hours fluctuating between 1hr to 1hr 18 across the three years shown.

PRIORITY RESPONSE			
Year	Total	Change	% Change
2019/2020	41,633		
2020/2021	52,311	+3,079	+7.4%
2021/2022	44,712	-7,599	-14.5%

Crime Trends and Performance



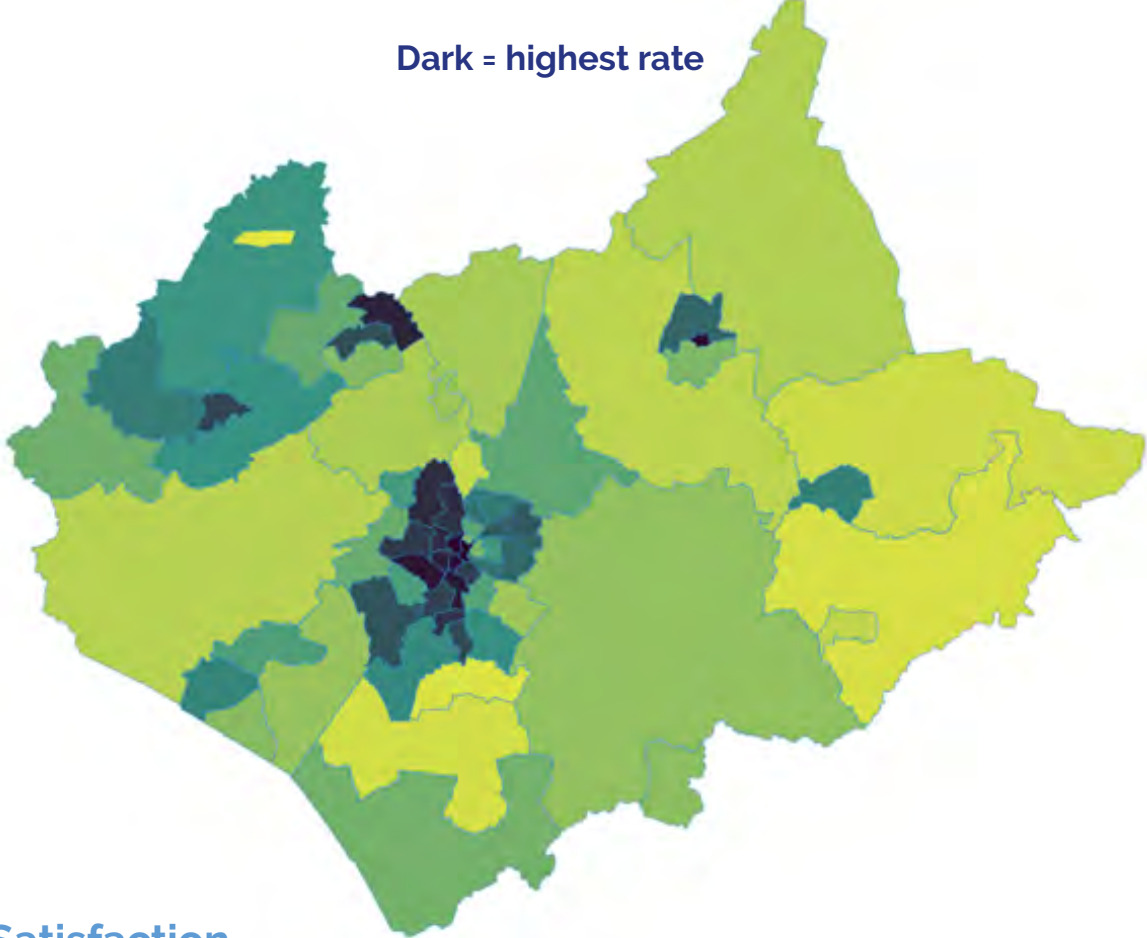
The table below shows the total volumes broken down by crime category for the past two financial years. The positive outcome rate for the Force is around 14% for all crimes, with the highest outcomes rates recorded in the possession of weapons and drug offences categories.

The positive outcome rate for Leicestershire is currently the second highest when compared to our most similar forces group. (Nottinghamshire, Essex, Hertfordshire, Hampshire, Bedfordshire, Kent and Sussex).

A proportion of the recorded increase in crime can be associated with the force's ambition to improve accessibility to the public, and increase the reporting of crime. Furthermore, the endeavour to be as ethical as possible with what crime recording standards does contribute to the unprecedented high levels of recorded crime.

OFFENCE CATEGORY	1st April 2020 to 31st March 2022	1st April 2021 to 31st March 2022	Difference	% Change
Violence Against the Person	33,763	39,150	5,387	15.96%
Theft Offences	21,554	24,495	2,941	13.64%
Public Order	11,067	13,694	2,627	23.74%
Criminal Damage & Arson	9,506	10,721	1,215	12.78%
Sexual Offences	3,052	3,908	856	28.05%
Drug Offences	3,435	3,450	15	0.44%
Miscellaneous Crimes Against Society	2,312	2,383	71	3.07%
Possession of Weapons Offences	735	927	192	26.12%
Robbery	757	722	-35	-4.62%
TOTAL	86,181	99,450	13,269	15.40%

The below image displays the rate of crime per 1000 population by the Police beat areas, from this it shows the pockets of crime hotspots across Leicester, Leicestershire and Rutland.



Overall Satisfaction

Data has been obtained from 10 other forces and Leicestershire is currently reflecting the highest reported satisfaction from victims of Burglary. We are 3rd (out of 10) for ASB and 7th for Hate crime (13 forces) 5th for DA (10 forces) and 2nd for Violent crime (10 forces). Data is for a rolling year.

- Confidence level across our victim surveys is currently 71.8%, this is a slow decrease from May 2021. In comparison the Neighbourhood Link Survey of the general population which is running throughout May 2022 is currently showing lower levels of confidence at 58.6%. The general Confidence survey closed on the 31st May.
- Overall satisfaction has decreased to 79.8% from 80.6% (last month). With the exception of ASB all crime and incident types have seen the decrease. Contributing factors to this are the rolling data calculation and previous higher satisfaction in April 2021 being replaced with decreased satisfaction in April 2022. In addition, less surveys were conducted during April due to sickness and annual leave in telephone research bureau team.
- Domestic Abuse Victim Satisfaction continues to rise from 81.3% to 85.5% from last year.
- The overall investigation time is 39 days for a hate crime which is quicker than any other crime at 42 days in length. This indicates that Hate Crime is being prioritised.
- Overall Hate Crime numbers have increased, by 13% over last 12 months. This is likely to have been influenced by lockdowns.

HMICFRS - PEEL 2021/22

OVERALL SUMMARY

The inspection assessed how good Leicestershire Police is in ten areas of policing. Graded judgements were made in nine of these ten, as follows:

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Recording data about crime	Preventing crime and anti-social behaviour	Protecting vulnerable people	
Outstanding	Outstanding	Outstanding	
Engaging with and treating the public with fairness and respect	Managing offenders and suspects	Building, supporting and protecting the workforce	Strategic planning, organisation management and value for money
Good	Good	Good	Good
Investigating crime	Responding to the public		
Adequate	Adequate		

Download the full report [HERE](#)

“ The force says ...

Leicestershire Police serves a growing and diverse population across Leicester, Leicestershire and Rutland. Its force area of 979 square miles includes urban and rural communities, three universities and an international airport. The force serves a population of over 1.1 million.

Demographics vary significantly in the city and the two counties. Some communities are affluent, others have high levels of deprivation. Over half of the population of Leicester is from non-White British backgrounds with 130 languages and dialects spoken.

Leicestershire Police operates a budget of £223.2m (2022/2023). Its medium-term financial plan is forecast to balance. The force is on track with its recruitment target of an establishment of 2,242 police officers (a proportion of 96.8% are in frontline roles).

The force protects its communities through “Our Duty”, a commitment to working as one team to prevent crime, protect vulnerable people, deal with those who cause most harm, bring people to justice and innovate and continuously improve.

Leicestershire Police dealt with 246,130 incidents and recorded 86,160 crimes in 2020/2021. A new Target Operating Model (TOM) was implemented in March 2020 to enhance the delivery of policing services in Leicester, Leicestershire and Rutland. The force works extensively and collaboratively with local authorities and other partners to reduce demand through problem solving, crime prevention and community engagement.

Investment in investigative capabilities and sustained commitment to safeguarding and specialist units maximises opportunities to address high harm and support vulnerable people. The force contributes significantly to regional policing collaborations.

Leicestershire Police set up the Team Leicestershire Academy in 2020 to strengthen workforce development. It works with local universities and communities to innovate and continuously improve and participates in national and regional pilot projects regularly to develop and test new ideas.

Read the Force Management Statement [HERE](#)



POLICE AND CRIME PLAN

The job of the police is to protect the public. The job of the Police & Crime Commissioner is to give the police the tools they need to do the job. I am elected to be the voice of the public and in developing my Police and Crime Plan, I undertook the largest consultation exercise of its kind, with residents, with businesses and with stakeholders and partners.

In the resulting Police and Crime Plan 2021-24 you can find the key priorities I have set for Leicester, Leicestershire and Rutland.

“My vision is clear, I want to ensure an effective, robust and professional police service within Leicester, Leicestershire and Rutland.”

Download the full Plan [HERE](#)



VIOLENCE REDUCTION NETWORK

The Violence Reduction Network (VRN) was established in 2019, following a successful bid for funding from the Home Office.

The VRN has brought together a host of partners from across Leicester, Leicestershire and Rutland, including the Police, Local Authorities, Probation, the Prison Service, Community Safety Partnerships and Community Groups.

The Network is based on the principle that violence is preventable and through applying a public health approach it can better understand and tackle the causes of violence.

Since inception it has been responsible for numerous highly innovative and successful campaigns.

You can find out more [HERE](#)



DETAILED ROLE PROFILE

POST: Chief Constable

ACCOUNTABLE TO: Police and Crime Commissioner

LOCATION: Force HQ, St Johns, Enderby

Responsible for: the direction and control of Leicestershire Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the office of the Chief Constable.

Role Purpose

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

The Chief Constable is accountable for the totality of policing within their Force area, including the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.

As a Corporation Sole the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine Force governance arrangements.

Key Accountabilities

- Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop and maintain governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.

- Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Advise national bodies on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.



TERMS AND CONDITIONS

Eligibility:

The appointment will be subject to the provisions of the Police Act 1996, Police Regulations and other relevant legislation. The appointment will also be subject to a confirmation hearing by the Police and Crime Panel.

Pre-Employment Checks:

Applicants to this position will be required to undertake a medical examination before taking up appointment.

The successful applicant will be appointed subject to holding or obtaining security clearance at Developed Vetting (DV) level.

Term of Appointment:

Appointment is on a fixed term basis, initially for five years.

Period of Notice:

Termination of appointment is subject to three calendar months' notice in writing from either party.

45 Qualifications:

The following courses or assessment centres must be satisfactorily completed:

- The Senior Police National Assessment Centre (Senior PNAC)
- The Strategic Command Course (SCC)

Base Salary:

The annual salary is currently **£156,693** per annum and will remain in line with National Pay Scales.

Working Hours:

Working hours will be not less than 40 hours per week and such as are needed to fulfil the requirements of the post, subject to the requirements of the Working Time Directive.

There is a requirement to be contactable 24 hours per day when not on leave.

This role will require evening and weekend working including attending meetings and events during these times.

In addition, the post holder will have responsibility for representing Leicestershire Police and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time.

Car Allowance:

The Chief Constable is provided with an unmarked operationally equipped vehicle that is fully maintained and insured. Further details are available upon request to the Office of the Police & Crime Commissioner.

Holiday:

The successful applicant will be entitled to leave in accordance with Police Regulations.

Normal Place of Residence:

The majority of work will be carried out from Leicestershire Police Headquarters, St Johns, Leicester, LE19 2BX. However, the nature of the work will also require travel throughout the East Midlands and across the UK.

The post holder is expected to have their normal place of residence within the force area and be readily accessible to meet the operational needs and exigencies of the force. Post holders on appointment who otherwise live outside the force area are expected to re-locate at the earliest opportunity.

Relocation Expenses:

Reasonable relocation expenses will be considered if the successful applicant is required to relocate as agreed with the PCC. Further details will be available from the OPCC.

Home Security:

This will be assessed on a case-by-case basis and details are available upon request to the Office of the Police & Crime Commissioner.

Subscriptions:

CPOSA insurance (non-personal) element will be paid by Leicestershire Police.

Pension:

The post holder will be eligible for membership of the Police Pension Scheme.

Telephones, IT and Other Equipment:

Mobile telephone and other equipment, which is necessary to ensure convenient working arrangements, will be made available.





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Office of the Police & Crime Commissioner for Leicester, Leicestershire & Rutland
Police HQ, St Johns, Enderby, Leicester, LE19 2BX

Tel: 0116 229 8980 Email: police.commissioner@leics.pcc.pnn.gov.uk
Website: www.leics.pcc.police.uk



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LEICESTER, LEICESTERSHIRE & RUTLAND POLICE AND CRIME COMMISSIONER

APPLICATION FORM FOR CHIEF CONSTABLE OF LEICESTERSHIRE POLICE

JULY 2022

NAME OF APPLICANT:



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Candidates are advised to download the application form to complete. Please ensure evidence contained within the application form is specific and focused on your personal involvement, experience and actions.

The appropriateness of your application will be determined by the extent that your evidence relates to the job description and role requirements.

References should also be made to the College of Policing's Competency and Values Framework for Policing.

All sections of the form need to be completed in a concise manner and not exceed the specified word count for each section.

Candidates are required to provide a statement of suitability by answering the following question set by the Police and Crime Commissioner:

"How would you lead and develop Leicestershire Police over the next five to ten years?"

This answer should not exceed 750 words. Please ensure that your response includes actions that you would personally take to bring about the progress and development.

An Equal Opportunities Form will also need to be completed. The information you provide in this form is for monitoring purposes only and will be treated in confidence. The information contained with the form will not be considered as part of the recruitment process and will be detached from your application form on receipt.

Please email your completed Application Form and Equal Opportunities Form to the Office of the Police & Crime Commissioner for Leicestershire at:

OPCCrecruitment@leics.pcc.police.uk by 23:59 hrs on Thursday 15th September 2022.

If you would like an initial discussion about the role please contact Elizabeth Starr, Interim Chief Executive Officer on 0116 222 6196 or email: **Elizabeth.Starr@leics.pcc.police.uk**.



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PART ONE

PERSONAL INFORMATION



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LAST NAME:

FORENAMES:

CURRENT ROLE:

CURRENT FORCE (inc Dept, Division, Unit):

WORK ADDRESS:

CORRESPONDENCE ADDRESS:

TELEPHONE:

EMAIL:

Are there any reasonable adjustments that would need to be made to any stage of the selection process to enable you to participate? Please be specific about the adjustments required.



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PART TWO

CURRENT POST



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Please provide details of your current and previous **two** posts

CURRENT ROLE:

FORCE:

START DATE:

Brief description of role and responsibilities, including key achievements (maximum 500 words):



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PART TWO

RECENT POSTS - 1



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ROLE:

FORCE:

START DATE:

FINISH DATE:

Brief description of role and responsibilities, including key achievements (maximum 500 words):



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PART TWO

RECENT POSTS - 2



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ROLE:

FORCE:

START DATE:

FINISH DATE:

Brief description of role and responsibilities, including key achievements (maximum 500 words):



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PART TWO

QUALIFICATIONS AND TRAINING



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Please list any educational qualifications you consider are relevant to the role for which you are applying

Colleges, universities attended or correspondence courses taken:	From:	To:	Qualifications and/or Grade attained:

Please list any training courses attended that you consider relevant to the role for which you are applying including the dates that you successfully completed the Police National Assessment Centre and the Strategic Command Course

Colleges, universities attended or correspondence courses taken:	From:	To:	Qualifications and/or Grade attained:



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PART THREE

EVIDENCE



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Please ensure that the evidence you provide relates to the values and competency areas below:

1. The Police and Crime Commissioner believes that how a person conducts themselves is as important as what they achieve.

Give an example of when you have achieved organisational and cultural change in the workplace behaviours, explaining what behaviour you felt needed to change and why? Describe how and what transformational changes you implemented and how you measured success.

This question is linked to the competency 'Emotionally Aware'

Please evidence in no more than 500 words

Approximate date of example provided:



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PART THREE

EVIDENCE



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- 2. The population of Leicester, Leicestershire and Rutland is highly diverse and widely spread. The Police and Crime Commissioner is seeking a Chief Constable that can work with partners and stakeholders to build and retain trust at a time where demands come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries.**

Give an example of when you established a positive relationship built upon trust and mutual respect with a demographic/community explaining the steps you took to establish a positive relationship and how you measured success. What did you do, how did you take people with you and how did you stimulate cultural change?

This question is linked to the competency 'We Are Collaborative'

Please evidence in no more than 500 words

Approximate date of example provided:



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PART THREE

EVIDENCE



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3. The Police and Crime Commissioner is seeking a Chief Constable who can make confident and effective decisions to complex issues and problems through effective evidence-based analysis to deliver tangible outcomes.

Give an example(s) of where you have identified an area of poor performance in your force and describe how you achieved improvements. What strategies did you use, how did you measure success, what systems and structures did you utilise? Please outline how effective your changes were and please include any facts and figures to evidence this.

This question is linked to the competency 'We Analyse Critically'

Please evidence in no more than 500 words

Approximate date of example provided:



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PART FOUR STATEMENT OF SUITABILITY



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How would you lead and develop Leicestershire Police over the next five to ten years?

Your answer should not exceed 750 words



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PART FIVE

ADDITIONAL INFORMATION



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Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct and of any previous disciplinary offences that have not been expunged.

Please give details of any contractual/relationships/partnerships to Members/Officers of Leicestershire Police and the Office of the Police & Crime Commissioner for Leicester, Leicestershire and Rutland.
(answer none if no 'relationship' exists)

Please give the names and contact details and status of two referees who can substantiate your integrity and experience, as set out in this application form. One must be your current Chief Constable (or equivalent). Referees will be contacted prior to interview.



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Please describe how you heard about this vacancy.

DECLARATION

I declare that to the best of my knowledge and belief, all the information that I have provided within this form is correct. I agree to be subject to the appropriate level of vetting should I be successful in being appointed.

Name:

Signature:

Date:



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EQUAL OPPORTUNITIES EMPLOYMENT



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The Office of the Police and Crime Commissioner for Leicestershire aims to be recognised both locally and nationally as an organisation people choose to work for because of its reputation for treating people fairly, respectfully and without discrimination.

The Leicestershire Police and Crime Commissioner wants to create a culture where people of all backgrounds and experience feel appreciated and valued. It is committed to achieving equality of opportunity in service delivery and employment.

All people who access services, members of the public, job applicants and employees will be treated fairly and without discrimination.

The Leicestershire Police and Crime Commissioner will fulfil its legal obligations under the Equality Act 2010, and the associated Public Sector Equality Duty, by giving 'due regard' to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between people who share a protected characteristic and those who do not; and
- foster good relations between different people when carrying out their activities

Discrimination or harassment on the grounds of age, disability, gender identity, marriage and civil partnership, maternity and pregnancy, race, religion or belief, sex and sexual orientation, (or any other unjustifiable criterion), will not be tolerated. We will take a zero tolerance approach and use the disciplinary procedure wherever instances of discrimination and harassment occur.

Our approach to harassment and bullying provides a framework for ensuring individuals have channels for support and are able to report instances of harassment or bullying.

The Leicestershire Police and Crime Commissioner aims to increase the extent that our workforce is representative of the communities of Leicester, Leicestershire and Rutland. All staff will have the opportunity to progress and develop so that this representation is reflected at all levels and across all areas of our organisation.

The Leicestershire Police and Crime Commissioner's approach to equality, diversity and inclusion covers all aspects of employment including vacancy advertising, the recruitment and selection process, career development, training, conditions of service and termination of employment. As a result records will be maintained of an employee's and applicant's age, race, sexual orientation, religion or belief, pregnancy/maternity status, marriage/civil partnership status, gender, gender identity and disability.

The Leicestershire Police and Crime Commissioner will ensure that no-one is unfairly discriminated against when applying for a job or during the course of their employment. All recruiting managers will be appropriately trained, comply with policies and procedures and fully understand equality and diversity to ensure that all applicants are treated fairly, equitably and with dignity and respect.

EQUAL OPPORTUNITIES MONITORING FORM

Personal Details

Name:

Title:

Application for the post of:

Policy Statement

The Leicestershire Police and Crime Commissioner is committed to providing equality of opportunity in terms of employment. The Policy applies to all officers and members of staff and applicants regardless of race, gender, gender identity, marital status, colour, nationality, religion or belief, ethnic or national origin, sexual orientation, age or disability. This commitment applies to all issues affecting recruitment, training, transfer and promotion including terms and conditions of service.

To assist us in assessing the effectiveness of this policy and only for this reason, please complete the following details. This information will NOT be used in deciding your suitability for the post.

Gender
Male
Female
Prefer to self-describe
Prefer not to say

Age
Under 26
26-40
41-55
Over 55
Prefer not to say

Religious belief/faith
Buddhist
Christian
<small>(inc Church of England, Catholic, Protestant and all other Christian denominations)</small>
Hindu
Jewish
Muslim
Sikh
None
Any other religion or belief
Prefer not to say

Sexual Orientation
Gay/Lesbian
Bisexual
Heterosexual
Prefer to self-describe
Prefer not to say

Disability
Yes
No
Prefer not to say

Have you undergone gender reassignment
Yes
No
Prefer not to say

Marital Status
Civil Partnership
Cohabiting/Partnered
Divorced
Married
Re-married
Separated
Single
Widowed
Prefer not to say

Ethnic Origin	
White:	English/Welsh/Scottish/Northern Ireland/British
	Irish
	Gypsy or Irish Traveller
	Any other White background
Mixed:	White and Black Caribbean
	White and Black African
	White and Asian
	Any other mixed background/multiple ethnic background
Asian:	Indian
	Pakistani
	Bangladeshi
	Chinese
	Any other Asian background
Black:	African
	Caribbean
	Any other Black/African/Caribbean background
Other:	Arab
Other:	Any other ethnic group

OUTSTANDING Chief Constable

Sought for Leicestershire Police



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Leicestershire Police is recognised as a high-performing force so it is essential that the next Chief Constable is able to build upon that.

Most importantly, this innovative leader will inspire our communities and the workforce to build trust and confidence in the police.

This is a tremendous opportunity for the right candidate

YOUR MOVE

Further information and the application pack can be found at: <https://www.leics.pcc.police.uk>

CLOSING DATE: **15 September 2022 23.59**
SHORTLISTING: **w/c 19 September 2022**
INTERVIEWS: **26 & 27 October 2022**

Chief Constable Recruitment

LIZZIE STARR

Agenda:

1. Introduction
2. Conflict of Interests
3. Overview of Process
4. Details for shortlisting
5. Interview Day information
6. Questions/Queries

2. Conflict of interests

It is the PCC's and panel members' responsibility to confirm, prior to shortlisting that no conflict of interest exists between panel members and the applicant pool.

8

Panel members should declare if a conflict does exist and the PCC will need to determine whether it is appropriate for them to remain as a member of the appointment panel

3. Overview of process

- Closing Date – 15th September
- Shortlisting packs circulated to panel members – 16th September
- Individual shortlisting matrices to be returned to Lizzie – 22nd September
- **Panel Shortlisting and notification emails to candidates – 23rd September**
- Familiarisation Day – 6th October
- Assessment Day 1 (two stakeholder panels) – 26th October
- **Assessment Day 2 (formal interview and media exercise) – 27th October**

4. Details for Shortlisting

- The application form consists of 3 competency based questions linking to the College of Policing competency framework
- The College of Policing competency value framework outlines the behaviours associated with effective and ethical performance in the police service
- The behaviours linked to each of the three competencies will be circulated to all members and should support the assessments of the answers provided
- This will provide the shortlisting panel a consistent foundation for all assessments
- Discussion to be had around the final section is a statement of suitability and how this should be scored

Interview Arrangements

- Interviews to be held at FHQ, Leicestershire Police
- Travel expenses to be paid for, forms to be completed on day
- Lunch provided on the day
- Format of interview, formal interview and presentation for each candidate
- Interview questions to be confirmed closer to interview date
- Timings to be confirmed when number of candidates to be interviewed agreed
- Finish no later than 14:30pm

Questions



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Leicester, Leicestershire & Rutland

POLICE AND CRIME COMMISSIONER

SHORTLISTING PACK FOR CHIEF CONSTABLE OF LEICESTERSHIRE POLICE

SEPTEMBER 2022

INDEX

1. Shortlisting guidance

2. Role Profile

3. Shortlisting Matrix

4. Received Application

a. Rob Nixon

2. Shortlisting Guidance



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The closing date for applications has now passed.

To assist you in the task of shortlisting the following has been made available in these packs:

- a) Role Profile
- b) Shortlisting Matrix
- c) Received applications


Shortlisting will be based on the three evidence-based questions and the final statement of suitability. Candidates have been asked to provide evidence on each criterion.

The answers to each of the four questions will be scored on the evidence supplied against the question, how well the answer meets the values as set out in the competency values framework and an overall assessment of the answer, this could consider the format, writing style, spelling and punctuation. The CVs will be scored out of 6 based on the criteria contained in Figure 1, the series of behaviours and assessment criteria that will be used by the assessors as benchmarks are contained in Figure 2.

This stage should be completed independently from other assessors. You should read the candidate's application form and, using the assessment method and rating scale supplied, award a rating against each assessment criterion. Then, in view of this evidence, make a recommendation regarding each candidate's eligibility to progress in the selection process. Each candidate should have a completed row on the table from each member of the interviewing/shortlisting panel.

A shortlisting panel has been arranged for all shortlisting and interview panel members on Friday 23rd September, at this panel each application and your shortlisting matrix will be reviewed and discussed.

At this meeting, a score based on all of the panel's assessments will be agreed and a final decision will be made at the panel as to if the candidate is to be invited to interview or not. This will be a collective decision based upon the views of the panel and will ensure the best candidates are interviewed for the roles.



There is no set number of candidates to be invited to interview, this is to ensure that all appropriate candidates are given the chance to be interviewed.

The decisions made by the shortlisting panel will be fed back to Lizzie Starr who will arrange the interviews with the successful shortlisted candidates.

All copies of the shortlisting matrixes should be returned to Lizzie Starr by the 22nd of September so that the collective scores can be calculated and stored for future use. These will be used to form part of the report provided to the Police and Crime Panel and be used to facilitate feedback being given to unsuccessful candidates.

Candidates with a Disability: Please note, it is the OPCCs commitment to give full and fair consideration to candidates with a disability. Candidates who are covered by the Equality Act 2010 and meet the essential criteria are guaranteed an interview. Therefore, if a candidate scores a minimum of 3's across all four questions they will automatically be invited to interview.

In the event that none of the applications are successful at the shortlisting stage, the PCC will have to consider re-advertising the position.

Figure1. Scoring scale

Scale	Evidence Definitions
6	Excellent: Very strong evidence provided. No obvious development needs observed.
5	Very Good: Evidence was of a high quality. Any negative indicators evidenced do not raise concerns regarding ability to perform in the role and could be addressed through relatively basic advice or developmental activity.
4	Good: The general quality of evidence was of a good standard. Any negative indicators evidenced do not raise concerns regarding ability to perform in the role and could be addressed through a reasonable level of advice or developmental activity.
3	Acceptable: Covers most of the key points. Errors are made, but are at a tolerable level. The general quality of evidence is acceptable, but not of a high standard.
2	Below the desired standard: The candidate demonstrated more negative indicators than positive ones, or individual pieces of evidence gave cause for concern. Development needs are such that the individual would need a lot of support to be effective in the role.
1	Significantly below the desired standard: The candidate demonstrated a significant number of negative indicators with few, if any, positive ones. Development needs are such that it would not be realistic to attempt to address them in the role.

Figure 2 Assessment Criteria and behaviours for the application form

Q1. The Police and Crime Commissioner believes that how a person conducts themselves is as important as what they achieve.

Give an example of when you have achieved organisational and cultural change in the workplace behaviours, explaining what behaviour you felt needed to change and why? Describe how and what transformational changes you implemented and how you measured success.

Linked to the competency 'Emotionally Aware'

Behaviours linked:

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

- ❖ I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- ❖ I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- ❖ I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- ❖ I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- ❖ I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Q2. The population of Leicester, Leicestershire and Rutland is highly diverse and widely spread. The Police and Crime Commissioner is seeking a Chief Constable that can work with partners and stakeholders to build and retain trust at a time where demands come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries.

Give an example of when you established a positive relationship built upon trust and mutual respect with a demographic/community explaining the steps you took to establish a positive relationship and how you measured success. What did you do, how did you take people with you and how did you stimulate change?

Linked to 'We are Collaborative'

Behaviours linked:

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

- ❖ I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- ❖ I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- ❖ I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- ❖ I create an environment where partnership working flourishes and creates tangible benefits for all.

Q3. The Police and Crime Commissioner is seeking a Chief Constable who can make confident and effective decisions to complex issues and problems through effective evidence-based analysis to deliver tangible outcomes.

Give an example(s) of where you have identified an area of poor performance in your force and describe how you achieved improvements. What strategies did you use, how did you measure success, what systems and structures did you utilise? Please outline how effective your changes were and please include any facts and figures to evidence this.

Linked to 'We Analyse Critically'

Behaviours Linked:

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically

- ❖ I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- ❖ I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- ❖ I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- ❖ I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- ❖ I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Q4. How would you lead and develop Leicestershire Police over the next five to ten years?

The list below documents the key behaviours/references discussed from the shortlisting panel meeting held on XX with all shortlisting panel members.

These are the key points the panel agreed should form part of the answers to this question. This will be used as a benchmark by the assessors to fairly assess candidates.

- ❖ A clear link to Leicester, Leicestershire and Rutland including references to the diverse communities and particular challenges this brings
- ❖ Focus on the challenges faced by the Force, and the changing and adaptable nature of these
- ❖ Clear link to the Police and Crime Plan
- ❖ Taking the force on a journey
- ❖ Leadership, both ethical leadership and the stewardship of the Force
- ❖ Partnership working and the importance of it
- ❖ Culture of the Force
- ❖ Trust and Confidence in Police

ROLE PROFILE

DETAILED ROLE PROFILE

POST: Chief Constable

ACCOUNTABLE TO: Police and Crime Commissioner

LOCATION: Force HQ, St Johns, Enderby

Responsible for: the direction and control of Leicestershire Police in order to provide the area with a professional, effective and efficient police service. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the office of the Chief Constable.

Role Purpose

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

The Chief Constable is accountable for the totality of policing within their Force area, including the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

The Chief Constable is responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting and is responsible for providing a professional, effective and efficient policing service.

As a Corporation Sole the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine Force governance arrangements.

Key Accountabilities

- Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.
- Develop and maintain governance arrangements and processes within the Force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
- Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.

- Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.
- Lead, inspire and engage the Chief Officer team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.
- Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.
- Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.
- Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.
- Advise national bodies on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.
- Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.
- Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence-based policing.
- Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.

Assessor Individual Scoring Sheet

Assessor Name:



Candidate Name	Application form – questions scores				Overall Score	Final recommendation and comments – progress to assessment (Yes/No)
	1	2	3	4		

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner

Leicestershire Police Chief Constable Appointment Process 2022

Briefing and Interview Exercise Pack

Thursday 27 October 2022

The task

You will be meeting with the candidate for the Chief Constable of Leicestershire Police. The candidate will take part in a presentation and interview exercise lasting 90 minutes in total. The candidate will have 15 minutes to deliver their presentation. Following this you will have an opportunity to ask follow up questions for up to 15 minutes. After the presentation the candidate will take part in an interview lasting approximately 60 minutes.

Timetable

08:30 - 09:00	Arrival for 9am for Panel Preparation
09:00 – 09:30	Panel Pre-Meet and Briefing
09:30 – 10:00	Candidate 1 Presentation & Questions
10:00 – 11:00	Candidate 1 Interview
11:00 – 11:30	Panel Discussion and Decision-Making
11:30 – 12:30	Panel - Lunch

Administration

The chair will be responsible for ensuring the smooth running of the exercise and ensuring that all panel members can ask any questions they may have and that these are addressed within the time constraints of the exercise.

The chair will be responsible for ensuring that each panel member receives equal time for questions and will ensure the exercise does not under or overrun. The panel should agree in advance who will ask each question and in what order, as well as how follow up questions will be managed. Elizabeth Starr, CEO of the OPCC will be present as the Monitoring Officer will be observing to fulfil her duty as Monitoring Officer to ensure a fair and ethical process.

During the exercise

Your facilitator will show the candidate into the room and introduce the candidate to the panel using their preferred name. The chair should ask the candidate to take a seat, introduce themselves and then the members of the panel.

To ensure all candidate is assessed fairly this information will be provided in advance of the panel meeting.

Example chair script

“Good morning. Please take a seat whilst I explain what will happen. As you will be aware this is the briefing and interview for the Chief Constable of Leicestershire Police. First, I would like to introduce the panel to you. I am Rupert Matthews, PCC. Elizabeth Starr, CEO of the OPCC will be present as the Monitoring Officer and will be observing to fulfil her duty to ensure a fair and ethical process. Callum Faint is the Independent who will be writing a report that will go to the Police and Crime Panel to ratify the process in its entirety, and the subsequent outcomes. For completeness I will ask my Colleagues to introduce themselves.

The chair should introduce anyone else in the room and explain they are there to observe the process and will not take part in the exercise or assessment and then say: **“You have 15 minutes to give us your presentation, we will then ask you questions about your presentation for up to 15 minutes. As you will know, you will be assessed against the values of Impartiality and Public Service. After that we’ll move onto the interview which will last for approximately 60 minutes. I’ll explain more about the interview before it begins. Are you ready to begin?”**

The chair should answer any procedural questions the candidate may have. After 15 minutes, please say: **“Thank you for your presentation. We now have up to 15 minutes to ask you questions about your briefing.”**

After 15 minutes, please say: **“That completes this part of the exercise, we’ll now move onto the interview. We will be asking you 8 questions to test your suitability for the role of Chief Constable of Leicestershire Police. We will be probing your responses and may occasionally need to interrupt you to do this. Please don’t let this put you off. Please take a moment to consider your answer before responding if you wish and if we ask you a question you’re not sure please ask us to clarify. We will be assessing your answers against the CVF, are you ready to begin?”**

Pause for a moment and answer any procedural questions that the candidate may have. At the end of the interview, please say: **“That is the end of our questions. Just before we finish, can I ask if there’s anything that my colleagues want to clarify?”**

Chair to pause for the panel members to ask any final question.

Briefing

The candidate has been asked to prepare a 15-minute presentation in advance:

My Police and Crime Plan highlights the challenges of policing the diversity of locations here in LLR. Whilst there are shared themes, the needs of communities living in urban areas such as St Matthews in the City are very different to those living in the rural villages of Rutland such as Wing or Belton.

As Chief Constable how will you ensure that policing is delivered in such a way that it responds to the threats and risks facing different communities in different settings, whilst also addressing the need for policing to be visible and ‘present’ within communities? What role, if any, will engaging with community minded residents play?

The candidate can use visual aids if they wish (such as flip charts, overhead projectors, or PowerPoint) and can refer to notes during the exercise. **The candidate has chosen to use a PowerPoint.**

Following the briefing, there will be an opportunity for the panel to ask follow up questions for up to 15 minutes.

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning.

The panel is not restricted to questioning the above issues and can explore any aspect of the candidate’s presentation. General probing questions to seek further information or clarification from the candidate may include:

- What problems can you foresee...?
- What will your role be...?
- What will you do...?

- How will you...?
- What factors will you consider...?
- What other alternatives will you consider...?
- What difficulties do you think you will encounter...?
- How will you overcome these difficulties...?
- What would be a positive outcome...?
- How will you know you have been successful...?
- Have you had experience of this before...?
- What learning did you take from that experience...?

Closed questions may also be used to clarify the candidate's response.

Interview

Following the presentation, candidates will move on to the interview which will last for approximately 60 minutes. There are a total of 8 questions and candidates will have approximately 8 minutes to answer each question with the opportunity for the panel to probe responses further.

	Question	Link to CVF	Panel Member
Q1	Why do you want to be the next Chief Constable for Leicestershire Police?	N/A	Rupert Matthews
Q2	A key part of the Police Service's success is its ability to work in partnership and collaborate with external agencies and the community. Can you please give us an example when you have worked with an "external partner" (outside of your organisation) to deliver a strategic outcome?	We are collaborative	Callum Faint
Q3	Chief Constables should be role models within the force and as public servants in communities which sometimes means they have to articulate their own vulnerability as a leader or humility in their approach. Please tell us about a time when you made a mistake as a senior leader. Suggested follow up questions <ul style="list-style-type: none"> • What did you learn? • How did you manage your learning? • What were the outcomes? 	Transparency / We take ownership	David Wood

Q4	How will you ensure that Leicestershire Police is prepared to address crime which is not sufficiently focused on currently, but is likely to be a significant problem to the public in future?	We are innovative and open-minded	Baroness Morgan
Q5	Please tell us about a change or reform that you introduced that delivered a good quality service to the public in a more efficient manner?	We are innovative and open-minded / We take ownership	Rupert Matthews
Q6	As Chief Constable how will you ensure everyone in Leicestershire Police is delivering the most effective service to the public? Suggested follow up question <ul style="list-style-type: none"> As Chief Constable what further differences would you introduce over the next five years? 	We will deliver, support and inspire	David Wood
Q7	Given the recent troubles in Leicester City how will you ensure you are engaging with the various communities?	We analyse critically / We are collaborative	David Wood
Q8	At a time of immense change in society how would you ensure that the police force maintains the standards and ethos of traditional policing and at the same time adapt to the changes that are taking place around us? Suggested follow up questions: <ul style="list-style-type: none"> How will you know what changes to make and how will you implement them? What will you do differently to maintain 	We are emotionally aware	Cllr Bhatia

	the trust and confidence of our local communities and stakeholders?		
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Reserve Questions:

	Question	Link to CVF	Panel Member
Q1	Often there are conflicting demands on policing from different communities. How would you ensure that for both the operational side and the financial spend aspects the force is perceived to be duly equitable and balanced and more importantly unbiased?	We are collaborative	Cllr Bhatia
Q2	Almost 200 years ago Sir Robert Peel uttered those immortal words 'the police are the public and the public are the police'. How will you translate that into your role as the Chief Constable?	Public Service	Rupert Matthews

Suggested follow up questions can assist the panel in probing the candidate's skills, experience or example provided. The panel can probe any aspect of the candidate's response.

Closed questions may also be used to clarify a candidate's response.

The panel should ask questions to seek further information or clarification from the candidate. It is advisable to adopt a style of questioning that is supportive and non-aggressive; it is the questions that should be challenging, not the style of questioning.

Approach to assessment

During the exercise you should make as many notes as you feel is appropriate to assist you in evaluating the candidate's performance at the end. Please ensure notes are factual and accurate and restricted to what the candidate said or did as any paperwork produced during the process, including your notes can be disclosed to the candidate under the General Data Protection Regulations 2018. To assist you with this you will be provided with an individual score sheet for the candidate.

You will use a structured and linear approach to assessing, breaking down your assessment into discrete tasks enables you to focus on the evidence provided by the candidates which aids objectivity, minimises bias and provides an auditable and transparent assessment.

Panel members will complete their assessments individually, reviewing the evidence provided by the candidate and evaluating how it relates to the assessment criteria.

You will evaluate the quality and quantity of evidence provided by the candidate in response to their presentation and each interview question and use the rating scale below to award the candidate a score for the presentation and each interview question.

Assessment criteria

The candidates' responses to the briefing and interview will be assessed against the Competency and Values Framework. Please see appendix A.

Rating scale

The candidate will be awarded a score for the briefing and each interview question using the rating scale below:

6	Excellent Very strong evidence provided. No obvious development needs observed.
5	Very Good Evidence was of a high quality. Any negative indicators evidenced do not raise concerns regarding ability to perform in the role and could be addressed through relatively basic advice or developmental activity.
4	Good The general quality of evidence was of a good standard. Any negative indicators evidenced do not raise concerns regarding ability to perform in the role and could be addressed through a reasonable level of advice or developmental activity.
3	Acceptable Covers most of the key points. Errors are made, but are at a tolerable level. The general quality of evidence is acceptable, but not of a high standard.
2	Below the desired standard The candidate demonstrated more negative indicators than positive ones, or individual pieces of evidence gave cause for concern. Development needs are such that the individual would need a lot of support to be effective in the role.
1	Significantly below the desired standard The candidate demonstrated a significant number of negative indicators with few, if any, positive ones. Development needs are such that it would not be realistic to attempt to address them in the role.

Panel review of evidence and agreement of scores

Once individual panel members have completed their individual assessment of the candidate they should share their evidence and the scores they have given. If a panel member has declared a conflict of interest, they may wish to allow other panel members to disclose their scores before sharing their assessment. Panel members should discuss the evidence they have based their scores on even if they agree.

The panel should agree each score and record the rationale for this, this will be completed by the panel chair.

When discussing and agreeing scores the panel should avoid trading scores or averaging scores. All panel members should expect to be challenged on the scores they give and challenge others to ensure a fair assessment is made.

Post interview

The facilitator will collect all notes from panel members following the interview process, electronic copies should be deleted from personal devices.

Independent Panel Member Report

Recruitment of Leicestershire Police Chief Constable

Introduction

This report has been drafted in accordance with requirements to appoint a candidate, as laid down in the College of Policing Guidance on the “Appointment of Chief Officers” Jan 2021 which includes the regulations for the appointment of Chief Police Officers. Key principles of the process include, advertising the role for at least three clear weeks, ensuring the decision to appoint is made on merit by conducting the process fairly and openly and that the independent member ensures the principles are followed throughout the selection and appointment process.

The information below is presented in accordance with the guidance. It contains my independent assessment of the process undertaken to appoint the Leicestershire Police Chief Constable. My comments are made in recognition of the importance of ensuring the entirety of the process complied with the principles of merit, fairness, and openness, in order that the public can have absolute confidence in the outcome.

An audit trail of the entire process was maintained by the CEO LLR Police and Crime Commissioner – (monitoring officer/observer).

Advertising and Search

The advert, recruitment pack and application form was made live on the 28th July 2022.

In order to attract a strong field and the broadest possible reach, the advert and information pack were placed in the following places: the front page of the Police and Crime Commissioners (PCC) website, the College of Policing Chief Officer Vacancies portal, and relevant social media – LinkedIn, Twitter, and Facebook, with a closing date of 23:59hrs on 15th September 2022. The range of sites utilised helped ensure openness, and transparency of the recruitment process as well as spread. Furthermore, the time the application far exceeded the mandatory 3 weeks.

Analysis of the statistics shows that social media advertising of the vacancy attracted the following interaction:

	Reach	Engagement	Link Clicks	RT's/Shares	Likes
Twitter	624	47	25	7	3
OPCC Website	1,252				
Facebook	123	0	1	1	0
Instagram	30	1	5		
	2,029	48	31	8	3

Briefing

Prior to the shortlisting panel session on 8th September 2022, a comprehensive briefing session held virtually on the morning, led by the CEO OPCC. The panel took turns introducing themselves and gave a brief overview of their background. Lizzie Starr took the panel through the appointment process reminding us throughout of our responsibility to be fair and open, and to shortlist and appoint on merit against the agreed criteria at this point she also ensured there were no conflicts of interest between any of the panel members selected by the PCC. Lizzie explained in detail the College of Policing Competency Value Framework on which 3 of the questions were linked. The Panel discussed in detail the types of phrases and themes they would consider a good answer to the final question in the application form. This criteria was agreed, again reinforcing the principles of fairness. All panel members attended the meeting.

Shortlisting

Following the closing date for applications, the interviewing panel was sent a shortlisting pack on 16th September 2022 which included shortlisting guidance, shortlisting matrix and also a copy of the role profile. Each panel member was given 6 days to read the application and submit individual shortlisting scores back to OPCC CEO who collated the individual shortlisting scores in preparation for the shortlisting panel on the 23rd September 2022 which was held virtually via MS teams.

The short-listing panel consisted of:

Mr Rupert Matthews – Police and Crime Commissioner – Chair

Mr Callum Faint – Chief Fire Officer – Independent Member

Baroness Nicky Morgan – Panel Member

Cllr Hemant Rae Bhatia – Panel Member

Mr David Woods – Panel Member

Mrs Lizzie Starr – CEO LLR Police and Crime Commissioner – Monitoring Officer / Observer

Prior to conducting the shortlisting Lizzie asked each panel member to declare any prior knowledge of the candidate now the names of the candidate was known. At this point all panel members declared knowing the candidate on a professional level however no conflict of interests was declared. Panel members declared any prior knowledge of the candidate.

Having only received one candidate, the application was fully assessed and considered to be eligible and a strong candidate. The candidate was consistently and objectively reviewed and scored against the predetermined assessment and eligibility criteria.

The criteria and rating scale guide assisted the panel to make a fair assessment of the likely performance of each individual in the role. Each question was individually discussed and scored by each panel member, and agreement reached utilising the collated evidence to determine if the candidate should go forward to the next stage of the appointment process.

Each panel member declared their individual scores using a rating scale 1- 6 based on the evidence provided in the application form. A composite score for each question was then agreed. A thoughtful and rational discussion took place during which each candidate was carefully considered. Evidence was extracted from application forms to justify comments made. The panel were unanimous in agreeing that the candidate should be invited for final interview.

I am content the panel undertook the shortlisting process rigorously and within the guidance laid out in the College of Policing Guidance. All panel members had carefully scrutinised the application forms and were able to speak authoritatively about the merits of each answer provided.

Testing and Assessment

Internal and external stakeholder interviews were held on 26th October 2022. Participants were asked to formulate their own questions based on a series of behaviours linked to the Competency Values Framework which was provided in advance.

The Monitoring officer held a briefing with both panel chairs prior to the stakeholder interviews to ensure both panels were provided the same information regarding the format, process and conduct to be followed throughout the process. Any queries about elements of the process for example, how follow up questions should be managed were discussed and agreed with the panel chairs and monitoring officer.

The Monitoring officer observed both stakeholder Interviews to ensure the same information was given to all participants and the panels were conducted fairly and professionally. I reviewed the comprehensive notes made by the OPCC of both interviews and can confirm that all Stakeholders fully participated, their impressions which were candid and supported by examples that were captured throughout the interview. All notes taken during interviews were collected at the end of the session in order for them to be securely dealt with according to GDPR.

Both stakeholder panel chairs conducted a debrief session with the panel participants to solicit feedback which was then collated into a report which was provided to the final interview panel to read and review as part of the final interview packs. Both panels were provided the opportunity to feedback to the final interview panel about follow up questions they felt the final interviewing panel could probe further.

Interview

Final interviews took place on Thursday 27th October 2022. The panel comprised the same individuals that attended the shortlisting meeting. As with the shortlisting panels each panel member was asked to submit a number of questions to the OPCC in advance of the interview which would form the question set. Following submission of our questions the OPCC collated and reviewed the questions with the College of Policing along with linking them to the CVF. These questions were then finalised and kept securely until the day of the interview.

The presentation topic was communicated to shortlisted candidates on October 20th.

The panel was provided a briefing prior to the interview by the monitoring officer, which included the feedback from the stakeholder panels. The Chair of the interview panel then took the panel through the questions and running order and the panel discussed and agreed the format of the interview.

Each panel member again scored the answers to each of the questions based on the evidence provided on the day by the candidate. The 1-6 scoring scale with a definition range of “Significantly below the desired standard” to “Excellent”, previously utilised at the shortlisting stage was used for each question and the presentation.

Following the interview each panel members individual scores were shared, together with the evidence panel members gleaned during the interviews to support judgements. A composite score was recorded for the candidate. A robust and thorough discussion followed during which the merits of each answer was discussed, as well as areas for potential future development. It was agreed the candidate was appointable after scoring 78%.

Summary

I confirm I am satisfied the entire recruitment process from the placing of the advert through to the outcome of the final interviews has been carried out according to the College of Policing Guidance for appointing Chief Officers. Importantly, I consider that requirements under the Data Protection Act and Equality Act have been respected, and that the process has been consistent, fair, open, and values based. Applicants were assessed against published criteria and a record made of all decisions. I am satisfied that the panels final decision was based on merit.

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

Callum Faint

Chief Fire and Rescue Officer

Leicestershire Fire and Rescue Service