



**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>██████████</p> <p>██████████████████</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>██████████</p> <p>██████████████████</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>██████████████████</p> <p>██████████</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>	
<p>4</p>	<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>5</p>	<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>6</p>	<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>7</p>	<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>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>	
<p>8</p>	<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>	<p>[REDACTED]</p>
<p>9</p>	<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>	<p>[REDACTED]</p>

<p>10</p>	<p>Public confidence in the Police is falling, what are the top three things you will do as the Chief Constable to reverse that trend?</p>	<p>[REDACTED]</p>
<p>11.</p>	<p>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?</p>	<p>[REDACTED]</p>
<p>12.</p>	<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>	<p>[REDACTED]</p>
<p>13.</p>	<p>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?</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 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 unison 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?