



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

# **Leicestershire Police Chief Constable Recruitment 2022**

External Stakeholder Exercise Pack

26th October 2022

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## 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>	<p>██████████</p> <p>██████████</p> <p>██████████</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>	<p>██████████</p> <p>██████████</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>	<p>██████████</p> <p>██████████</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>	<p>██████████</p> <p>██████████</p> <p>██████████</p> <p>██████████</p>

<p>5</p>	<p>Early next year, the new Serious Violence legal duty will come into force and Leicestershire Police will be 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>	<p>██████████ ██████████</p>
<p>6</p>	<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>	<p>██████████ ██████████</p>
<p>7</p>	<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>	<p>██████████ ██████████</p>
<p>8</p>	<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>	<p>██████████ ██████████</p>

<p>9</p>	<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>██████████ ██████████</p>
<p>10</p>	<p>How are you going to ensure the safety of the officers not just the public?</p>	<p>██████████ ██████████ ██████████ ██████████</p>
<p>11</p>	<p>What do you think is the most significant local risk facing Leicestershire Police today and how do you intend to address it? <u>Follow up question</u> How will you ensure your partners are equally aware, engaged and effective in helping manage or mitigate the risk?</p>	<p>██████████ ██████████</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?