



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

Leicester, Leicestershire & Rutland
POLICE AND CRIME COMMISSIONER

**SHORTLISTING PACK FOR CHIEF CONSTABLE
OF LEICESTERSHIRE POLICE**

SEPTEMBER 2022

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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.



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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		