



**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

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## 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"> <li>• What did you learn?</li> <li>• How did you manage your learning?</li> <li>• What were the outcomes?</li> </ul>	Transparency / We take ownership	David Wood

<p>Q4</p>	<p>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?</p>	<p>We are innovative and open-minded</p>	<p>Baroness Morgan</p>
<p>Q5</p>	<p>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?</p>	<p>We are innovative and open-minded / We take ownership</p>	<p>Rupert Matthews</p>
<p>Q6</p>	<p>As Chief Constable how will you ensure everyone in Leicestershire Police is delivering the most effective service to the public?</p> <p>Suggested follow up question</p> <ul style="list-style-type: none"> <li>As Chief Constable what further differences would you introduce over the next five years?</li> </ul>	<p>We will deliver, support and inspire</p>	<p>David Wood</p>
<p>Q7</p>	<p>Given the recent troubles in Leicester City how will you ensure you are engaging with the various communities?</p>	<p>We analyse critically / We are collaborative</p>	<p>David Wood</p>
<p>Q8</p>	<p>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?</p> <p>Suggested follow up questions:</p> <ul style="list-style-type: none"> <li>How will you know what changes to make and how will you implement them?</li> <li>What will you do differently to maintain</li> </ul>	<p>We are emotionally aware</p>	<p>Cllr Bhatia</p>



	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:

<b>6</b>	<b>Excellent</b> Very strong evidence provided. No obvious development needs observed.
<b>5</b>	<b>Very Good</b> 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.
<b>4</b>	<b>Good</b> 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.
<b>3</b>	<b>Acceptable</b> 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.
<b>2</b>	<b>Below the desired standard</b> 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.
<b>1</b>	<b>Significantly below the desired standard</b> 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.