

# Nottinghamshire Police Chief Constable Recruitment 2022

## Stakeholder Exercise Pack

Version number DRAFT 0.1

## The task

You will be meeting with prospective candidates for the role of Chief Constable for Nottinghamshire 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. 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes of open questions to explore additional areas of interest.

## Timetable

0830	Panel Arrival
0900 - 1000	Panel Briefing from College of Policing
1000 - 1015	Break
1015 - 1115	Candidate 2
1115 - 1145	Panel debrief
1145 - 1200	Break
1230 - 1300	Candidate 1
1300 - 1330	Panel debrief
1330 - 1430	Lunch (provided)
1430	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.

## During the exercise

Your panel 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 and introduce themselves and the members of the panel.

To ensure all candidates are assessed in a consistent way, the chair should ensure that all candidates are given the same information. 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 them 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 your panel facilitator will collect all your notes to ensure they are securely dealt with in line with GDPR.

## Example Chair Script

**“Good morning/afternoon. Please take a seat whilst I explain what will happen. As you will be aware this is the External Panel exercise. First, I would like to introduce the panel to you. I am Maxine Cockett, CEO of Breaking Barriers Building Bridges charity, and I will be the Chair for this exercise. With me are my colleagues: Theresa Hodgkinson, CEO of Ashfield District Council, Gabrielle Jones from the Youth Commission, Richard Henderson, CEO of East Midlands Ambulance Service, Novlett Holness, CEO of our Sexual Violence Support Service, Apollos Clifton-Brown from Framework, Beth Hanna who is Residents Development Officer in Nottingham City, Stephen Charnock who is Chair of the Joint Independent Audit Committee, and Hyacinth Francis who chairs our Strategic IAG.”**

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. Approximately 40 minutes will be allocated to pre-determined questions submitted by panel members followed by 20 minutes (or the remaining time available) of open questions from the panel to explore additional areas of interest. This time will be split between us. If we ask you a question you are unsure about, please ask us to clarify or repeat it. Please also take a moment to consider your answer before responding if you wish. Do you have any questions before we start?”**

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. After 40 minutes move the panel to their open questioning and manage the remaining 20 minutes of questioning. At 60 minutes draw the questioning to a close and then say:

**“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
	<p>1 How do you think the police and the black community could work better together, working towards bringing community Cohesion.</p> <p>2 Do you think there is opportunity for collaboration with the police and Nottingham youth organisations? How could they partner together?</p>	<p>Maxine Cockett, Breaking Barriers Building Bridges</p>
	<p>The ‘Policing Vision 2025’ places a high degree of emphasis on achieving alignment and integration between the police and other local services, with partnership working being viewed as a core component of neighbourhood policing. Please describe your vision for neighbourhood policing and what you have done as a chief officer to ensure that staff, partners, and all communities are clear on this vision. Can you please provide examples of previous experience that demonstrates positive multi-agency cooperation which has a strong commitment to partnership principles.</p> <p>Follow Up Question – What do you see are the major challenges to this effective partnership approach to</p>	<p>Theresa Hodgkinson, Ashfield DC</p>

	neighbourhood policing and what would be your approach to overcoming these challenges?	
	Do you have a view and example where blue light partners can work in collaboration to improve our collective response to our service users?	Richard Henderson, EMAS East Midlands Ambulance Service
	<p>Statement</p> <p>According to Police records in March 2022, there were 70,330 reports of rape, the highest number ever recorded. The Crime Prosecution Service report that only approximately 10% of the reported rapes reach the CPS.</p> <p>Questions</p> <ol style="list-style-type: none"> <li>1. Approximately 90% of reported rapes will not be charged, that is potentially approximately 90% of alleged perpetrators will have committed one of the most serious crimes and will effectively get away with it, how will you address this?</li> <li>2. According to the End-to-End Rape Review it highlighted the majority of victims withdraw during the pre-charge stage (during when they would mainly be engaging with the police), can you tell me why you think this happens and how this will be addressed?</li> <li>3. How will you ensure that the focus of rape investigations are centred on the alleged perpetrator, rather than on the victim's credibility?</li> </ol>	Novlett Holness, Notts SVSS
	"What do you see as the role of a specialist charity and housing association like framework in contributing to the reduction in crime? Framework currently provides homeless	Apollos Clifton-Brown, Framework

	<p>services, hostels, and substance misuse treatment within Nottingham City.”</p> <p>“How will you approach serving complex communities where people can be both the victims and perpetrators of crimes, such as people experiencing homelessness and substance misuse problems?”</p>	
	Trust between some communities and the police is at an all-time low, especially since the case of child Q and other cases of young children from particular communities being strip searched. How would you build trust with these communities and young people?’	Gabrielle Jones, Youth Commission
	How as Chief Constable will you ensure that the police are responsive to local communities and work with them to prevent crime, and what are the key challenges in providing policing services to local communities?	Beth Hanna, Resident Development Officer, Nottingham City
	We all know that balancing resources against priorities is a difficult task, especially in the current situation, however, what particular challenges do you anticipate you will need to overcome and how in order to be able to deliver the objectives set out in the Make Notts Safe Plan – Police and Crime Plan.	Stephen Charnock, JIAC
	The negative relationships between the Black communities and the police is at an all-time low. What would you do to build trust and encourage more Black officers?	Hyacinth Francis, Strategic IAG

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 and the facilitator. 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?

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## About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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