

Appendix 2

**WEST MERCIA
POLICE & CRIME PANEL****Potential Key lines of Enquiry for Chief Constable Confirmation hearing**

Below are some suggested key lines of enquiry that you may wish to consider during the confirmation hearing of the Chief Constable.

Professional Competence

1. What qualities do you offer which make you the best candidate to lead West Mercia Police?

Serving the public

2. How will you make local communities feel that they are involved in Policing? Specifically, how will you understand and meet the needs of local communities across the West Mercia Police area?

3. What experience do you have of communicating with the wider public to increase confidence in local policing?

Working with Others

4. Can you provide an example which demonstrates your ability to strategically plan and collaborate with other Forces?

5. Partnership working is now commonplace between public sectors and the Government is exploring what greater blue-light collaboration might look like. What experience would you bring to the role which would enable you to work collaboratively and innovatively to bring about further efficiencies and greater effectiveness between partners?

6. Can you provide an example of a time when you've had to react to, and lead on the approach to, the outcome of an inspection report or similar?

7. The recent 'PEEL Police effectiveness 2015' inspection highlighted that the approach to responding to vulnerable missing children and assessing the risks to domestic abuse victims is inconsistent and requires improvement. What steps would you take to tackle this issue?

Leading Strategic Change

8. Can you tell us about a time when you have had to deal with a new threat or public safety concern, and how you went about strategically planning for this?

Leading the Workforce

9. The recent 'PEEL Legitimacy 2015' inspection highlighted that West Mercia Police has more to do to provide sufficient wellbeing and welfare support for its staff, and to ensure that complaints and misconduct are properly assessed and free of bias. What steps would you take to tackle these issues?

10. How will you effectively communicate and engage with all levels of staff throughout West Mercia Police, and involve them in the future direction of the Force?

Professionalism, Decision Making and Effective Communication

Appendix 2

11. Chief Constables do not always make popular decisions. Can you give a recent example of when you have had to make such a decision? What process did you follow?

12. How will you ensure substantial operational decisions taken by yourself are communicated effectively to staff and partners affected by these?

13. What is your experience of effectively handling major critical incidents? How would you support officers to deal with the aftermath of such events?

Respect for Diversity

14. How will you ensure that West Mercia Police takes into account the needs of diverse and hard to reach communities across the force area?

15. How would you seek to make West Mercia Police a more diverse workforce (over the next two years)?

16. Can you confirm that you are aware of the Policing protocol? How will you ensure that staff are aware of and support the Policing protocol?

17. Can you explain your understanding of the terms 'operational independence' and 'personal independence', and how these apply to the role of the Chief Constable?

18. What steps would you take if, hypothetically, you felt the Commissioner was preparing to do something you felt strayed into operational policing?

19. You are being appointed at a change, with a newly elected Police and Crime Commissioner, and the possibility of a new strategic direction for West Mercia policing through the new Police and Crime Plan. How will you work with the Commissioner to deliver their Plan, whilst also ensuring that West Mercia Police continues to perform well and the independence of the Constabulary to reduce crime and make communities safer is maintained?

Appendix 2

frontlineconsulting