

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY  
AND FIRE AND RESCUE SERVICES**



**David Keane**  
Police & Crime  
Commissioner  
for Cheshire

***Leading Lights: An inspection of the police service's  
arrangements for the selection and development of  
chief officers***

**RESPONSE OF DAVID KEANE, POLICE & CRIME COMMISSIONER FOR CHESHIRE**

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) report, published 3 September 2019, sets out its finding that improved processes of chief officer selection and development will benefit the police and communities they serve. I welcome and support this observation.

It should be noted that this is a national report. It is of concern that the report concludes that the lack of consistency, fairness and transparency is having a detrimental impact on police forces' ability to identify and support those with the most potential to become chief officer. As such, I welcome the drive for a more coherent and stringent approach for developing and selecting candidates and the aspiration of this to be implemented consistently. In addition, the development of a database of information about eligible candidates and current chief officer teams would be useful.

I welcome the report's recommendations to enhance the professional reference group advising the College of Policing (College) to include a wider group of individuals with a professional background in assessment and leadership development in other sectors, and those with an academic and research background. Furthermore, the recommendation to commission an independent evaluation of SPNAC on a routine basis is welcomed.

I note the reports observations that evidence suggests that the police service needs to fully implement a more comprehensive, coherent, accredited system of continuous professional development for officers and staff at all ranks. I support this.

I recognise that the selection process for Chief Constable's by Police & Crime Commissioner's was out of scope of this inspection, although some observations are made in the report. Having undertaken a robust and thorough Chief Constable recruitment process in the last 12 months, I can confirm that the College can provide valuable support and guidance through this process. I fully utilised support from the College throughout the process from recruitment planning and training to the appointment process and would recommend that any other Police & Crime Commissioner do the same.

Welfare of officers and staff is essential at all levels and I support the reports aspiration for more to be done in this area. I have and will continue to have discussions with Cheshire's Chief Constable about how we continue to develop the welfare support provided to officers at all ranks, including the Chief Constable himself.

A handwritten signature in black ink, appearing to read 'David Keane'.

David Keane  
Police & Crime Commissioner  
25 October 2019