



Dorset Police and Crime Panel

Date: Thursday, 12 August 2021
Time: 2.00 pm
Venue: A link to the meeting can be found on the front page of the agenda.

Membership: (Quorum 3)

Mr Mike Short (Chairman), Cllrs: Bobbie Dove (Vice-Chairman), Pete Barrow, George Farquhar, Les Fry, Barry Goringe, May Haines, Mark Howell, Sherry Jespersen, David Taylor, Tony Trent and Mr Iain McVie

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Elaine Tibble 01305 224202 - elaine.tibble@dorsetcouncil.gov.uk



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“In accordance with the decision taken by Full Council on 4 May 2021, this informal meeting will be held remotely as an MS Teams Live Event Link Below.”

[Link to meeting](#)

Dorset Council is committed to being open and transparent in the way it carries out its business whenever possible. A recording of the meeting will also be available after the event.

AGENDA

Page No.

1 APOLOGIES

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

To disclose any pecuniary, other registrable or non-registrable interests as set out in the adopted Code of Conduct. In making their decision councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

3 PUBLIC PARTICIPATION

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

Public speaking has been suspended for virtual committee meetings during the Covid-19 crisis and public participation will be dealt with through written submissions only. Members of the public who live, work or represent an organisation within the Dorset/BCP Council area, may submit up to two questions or a statement of up to a maximum of 450 words. All submissions must be sent electronically to elaine.tibble@dorsetcouncil.gov.uk by the deadline set out below.

When submitting a question please indicate who the question is for and include your name, address and contact details. Questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda. Questions will be read out by an officer of the council and a response given by the appropriate officer at the meeting. All questions, statements and responses will be published in full within the minutes of the meeting.

The deadline for submission of the full text of a question or statement is 8.30am on Monday 9 August 2021

4 POLICE AND CRIME PLAN DRAFT

5 - 6

To provide an update on the development of the Police and Crime Commissioner's Police and Crime Plan, and to formally invite

members to provide feedback on the draft of the Plan.

5 CONFIRMATION HEARING - APPOINTMENT OF CHIEF CONSTABLE (PUBLIC)

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To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Dorset Police, and to seek confirmation of this proposed appointment, as required by the Police Reform and Social Responsibility Act 2011.

6 EXEMPT BUSINESS

To move the exclusion of the press and the public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12 A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the item of business is considered.

7 CONFIRMATION HEARING - APPOINTMENT OF CHIEF CONSTABLE (CLOSED PRIVATE SESSION)

8 URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4) b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

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AGENDA NO: TBC

POLICE AND CRIME PANEL – 12 AUGUST 2021

POLICE AND CRIME PLAN UPDATE

REPORT BY THE POLICE AND CRIME COMMISSIONER

PURPOSE OF THE REPORT

To provide an update on the development of the Police and Crime Commissioner's Police and Crime Plan, and to formally invite members to provide feedback on the draft of the Plan.

1. BACKGROUND

- 1.1 As detailed at July's meeting of the Dorset Police and Crime Panel, the Police and Crime Commissioner (PCC) intends to publish his first Police and Crime Plan by 31 October 2021. This date is approximately five months ahead of the deadline specified in the Police Reform and Social Responsibility Act (PRSRA) 2011.
- 1.2 The PCC's Plan will be informed by the research that he undertook in the three years prior to his election on Thursday 6 May 2021, as well as the correspondence, detailed briefings and consultation activity that he has considered since taking up office.
- 1.3 A draft of the PCC's Police and Crime Plan has now been produced and consultation with the public and key partners is ongoing.

2. ANALYSIS

- 2.1. The PCC's vision is that Dorset should be the safest county in England and Wales, and he has identified six priorities for his Plan. These priorities, which follow on from his election manifesto, are:
 - **Cut Crime and ASB:** The police will robustly prevent and detect crime and tackle the constant grind of ASB – so people across Dorset see a clear difference and feel safer.
 - **Make Policing More Visible and Connected:** To increase the number and visibility of police officers in our neighbourhood teams so police again fulfil a prevention role. Contact and connectivity between police and public will be improved.
 - **Fight Violent Crime and High Harm:** To tackle organised gangs, be tough on drugs and tackle high harm incidents such as child abuse, domestic abuse, hate crime and modern slavery.
 - **Fight Rural Crime:** To significantly increase the rural crime team and their capabilities and to have specific strategies for crimes and issues affecting the rural community.

- **Put Victims and Communities First:** Support all victims – particularly those most vulnerable – and build community strength by working together and addressing needs.
- **Make Every Penny Count:** By resourcing and transforming the frontline and reducing administration, so patrol and response teams can spend more time in communities and making residents feel safer.

2.2. The PCC has decided that the Plan should cover the period 2021-2028. This is, in part, in recognition of the shorter term of office brought about by the COVID-19 pandemic, but also due to the ambition of his Plan.

2.3. In developing the Police and Crime Plan, the PCC is required to consider the views of the local community and victims of crime, as well as have regard to the Strategic Policing Requirement.

2.4. The PRSRA sets out a range of areas that must be included in the Police and Crime Plan – this includes, but is not limited to, the PCC’s police and crime objectives; the policing that the Chief Constable is to provide; and the means by which the Chief Constable’s performance in providing policing will be measured.

3. **PROGRESS TO DATE**

3.1. The PCC and OPCC have been working alongside the Force and partner agencies to bring together the content for the draft Plan. There is strong synergy between the ambitions contained within the draft Police and Crime Plan and those of partner agencies. The same is true of the national priorities and the Government’s recently published Beating Crime Plan.

3.2. The PCC has sent a draft of the Police and Crime Plan to the Chief Constable and, by the time of this Panel meeting, a draft will also have been circulated to Police and Crime Panel members, Community Safety Partnerships, the Dorset Criminal Justice Board and other key partners.

3.3. As members will be aware, the OPCC is currently consulting members of the public. This includes digital and face-to-face engagement to ensure that the Plan is best informed by the views of Dorset’s communities. While COVID-19 restrictions have made this consultation work more challenging, many people have nevertheless been able to hear about the PCC’s emerging Police and Crime Plan and share their views.

4. **CONCLUSION & RECOMMENDATION**

4.1. The PCC remains on track to issue a Police and Crime Plan for the period 2021-28 by the end of October 2021.

4.2. By the time of this meeting, Panel members will have received a draft of the Plan for their consideration. The PCC must have regard to reports or recommendations made about the Plan by the Panel. He must provide the Panel with a response about any such report or recommendations and this response must be published.

4.3. Members are asked to provide their feedback and recommendations on the draft Plan by the end of Tuesday 31 August 2021.

ADAM HARROLD
DIRECTOR OF OPERATIONS

Members’ Enquiries to: Adam Harrold, Director of Operations (01305) 229082
Media Enquiries to: Susan Bloss, Head of Communications & Engagement
(01305) 229095



POLICE AND CRIME PANEL – 12 AUGUST 2021

APPOINTMENT OF CHIEF CONSTABLE

PURPOSE OF THE REPORT

To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable for Dorset Police, and to seek confirmation of this proposed appointment, as required by the Police Reform and Social Responsibility Act 2011.

1. INTRODUCTION

- 1.1 Deputy Chief Constable Scott Chilton is the Police and Crime Commissioner's (PCC's) preferred candidate for the role of Chief Constable for Dorset Police.
- 1.2 The Police Reform and Social Responsibility Act 2011 (PRsRA 2011) sets out a range of information that must be supplied by the PCC to the Police and Crime Panel as part of the confirmation process, as follows (Schedule 8, 3):
 - the name of the person whom the PCC is proposing to appoint [given in paragraph 1.1, Introduction];
 - the criteria used to assess the suitability of the candidate for the appointment [given in paragraph 4.1, Criteria];
 - why the candidate satisfies those criteria [given in paragraphs 5.4 to 5.6, Assessment]; and
 - the terms and conditions on which the candidate is to be appointed [given in Appendix A, Candidate Information Pack].
- 1.3 Following this, the Police and Crime Panel must review this information and make a report to the PCC on the proposed appointment. The Police and Crime Panel has the power to veto the appointment.

2. BACKGROUND

- 2.1 Chief Constable James Vaughan (CC Vaughan) formally notified the PCC of his intention to retire from policing on 25 May 2021, having made the decision some months previously.
- 2.2 CC Vaughan will leave the service following a distinguished career, culminating in leading Dorset Police for three and a half years. He began his career in Wiltshire Police in 1992, working in various uniform and detective roles before moving up through the ranks to join Dorset Police as Assistant Chief Constable in 2012. He was then promoted to Deputy Chief Constable in 2013, before taking on a cross-cutting role as Deputy Chief Constable for the Dorset, Devon and Cornwall Strategic Alliance in 2017.
- 2.3 He was appointed Dorset Chief Constable in April 2018. Since April 2020, he has chaired the Dorset Strategic Coordination Group, the countywide 'gold' group through

which local authorities, healthcare providers, emergency services, and other aligned agencies have jointly managed their combined response to the Coronavirus pandemic.

- 2.4 He is also the national lead for forensic science and has delivered significant strategic change through the national Transforming Forensics programme. He was awarded the Queen's Police Medal in the New Year's Honours in 2018.
- 2.5 Following CC Vaughan's decision, a full, open recruitment process was undertaken to identify a Chief Constable for Dorset Police, in accordance with the requirements of the PRSRA 2011 and the College of Policing guidance for appointing chief officers.
- 2.6 In line with the vast majority of Chief Constable appointments in recent years, especially ones where Deputy Chief Constables of the same Force were expected to apply, the campaign resulted in a limited number of applications; in this case one.

3. PROCESS

- 3.1 The recruitment process for Chief Constables is set out in the Police Reform and Social Responsibility Act 2011; the Police Regulations 2003; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; and Home Office Circular 20/2012 (as amended).
- 3.2 The Chief Executive ensured the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's 'Guidance for Appointing Chief Officers', 2018.
- 3.3 The vacancy was advertised locally (PCC website) and nationally (Association of PCCs website) as per best practice. Feedback received confirmed that the national chief officer cohort knew about the vacancy, and a small number of conversations were had with potentially interested parties.
- 3.4 The shortlisting and interview panel was arranged. Given the significance of the Chief Constable role, a suitably skilled, experienced and senior panel was convened whom represented areas which had an impact on the delivery of policing services, as follows:
 - Helen Donnellan – Chair, Independent Audit Committee;
 - Anthony Douglas – Independent Chair, Pan-Dorset Safeguarding Partnership;
 - Graham Farrant – Chief Executive, BCP Council;
 - Spencer Flower – Leader, Dorset Council; and
 - David Sidwick – Dorset PCC, and Panel Chair.
- 3.5 In addition, the panel was advised by Simon Bullock (Chief Executive and Monitoring Officer, Dorset OPCC) and observed by Mike Short (Chair, Dorset Police and Crime Panel), whom both attended and observed the panel training, shortlisting and interview.
- 3.6 Collectively, the panel has extensive experience of recruiting at a senior executive level. It was confirmed that no panel member, nor either of the observers, had any conflict that necessitated declaration.
- 3.7 Relevant national guidance requires at least one of the panel to be an independent member. A key role of the independent member is to ensure the appointment principles of merit, fairness and openness are followed and to verify the extent to which the panel were able to fulfil their purpose (for example to challenge and test that the candidate meets the necessary requirements to perform the role).

- 3.8 Graham Farrant agreed to act as the independent member of the panel and has written a separate report to the Police and Crime Panel confirming the fairness of the process and decision making (Appendix D).
- 3.9 A comprehensive information pack for candidates was produced by the Chief Executive, and the supporting information reviewed and revised. This included the terms and conditions of the appointment being confirmed by the Alliance Legal Services and Alliance HR departments, and the assessment criteria being reviewed by the College of Policing.
- 3.10 The panel (and observers) received training on the Chief Constable appointment process, delivered by Helen Slimmon, Senior Psychologist – Selection and Assessment, College of Policing, ahead of the shortlisting process. The purpose of this training was for the panel to:
- gain a shared understanding of the assessment criteria;
 - discuss and agree what effective and ineffective performance looks like; and
 - understand the principles of fair and merit-based assessments and how to apply this consistently.

4. CRITERIA

- 4.1 The selection criteria used to assess the suitability of candidates at both the shortlisting and interview stage is summarised below:

Competency / Behaviour
<p>Strategic perspective Looks at issues with a broad view to achieve the organisation's goals. Creates a vision for the future and a strategy for how it can be achieved. Understands external expectations and influences on the organisation or unit. Identifies common goals, interests and perspectives with other agencies.</p>
<p>Negotiation and influencing Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complicated issues with stakeholders.</p>
<p>Maximising potential Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results.</p>
<p>Respect for diversity Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.</p>
<p>Community and customer focus Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.</p>
<p>Resilience Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.</p>

<p>Managing the organisation Leads the development, implementation, monitoring and review of change programmes.</p>
<p>Managing and developing people Monitors and maintains standards of professional conduct within own organisation in consultation with the Police Authority, stakeholders and chief officer colleagues. Develops and implements effective systems to enhance standards and increase customer confidence.</p>
<p>Community Safety Manages partnership arrangements which address community and agency needs and contribute to the reduction of crime and disorder.</p>
<p>Police Operations Evaluates, authorises and reviews proposed operations ensuring that they are ethical, comply with legislation, policy and procedures and meet best practice.</p>
<p>Marketing and communication Determines and implements a strategy for dealing with the media during major enquires and incidents.</p>
<p>Personal responsibility Assumes overall command of a pre-planned or emerging incident, determining and communicating the strategy for the policing and effective joint agency management of the incident. Ensures that adequate resources are available and appropriate police action is taken to achieve the objectives set.</p>

- 4.2 The selection criteria were discussed in detail at the panel training session. The criteria themselves reflect the national Competency and Values Framework recommended by the College of Policing to ensure that candidates demonstrate the key competencies required at the Chief Constable level.
- 4.3 The application form was designed to pose a single question in relation to each of the 12 competencies, but allow candidates the opportunity to provide evidence of suitability, skills, experience, and relevant continuing professional development. Candidates were required to provide a reference for each response to ensure a robust and accurate process.
- 4.4 Candidates not currently working at the Chief Constable level, whether on a substantive or temporary basis, were additionally required to ask their existing Chief Constable to complete an assessment of their suitability for the rank.
- 4.5 The interview followed a traditional structured format, with panel members taking turns to pose predetermined questions designed to probe each one of the assessment criteria. During the training, panel members highlighted a number of areas for further examination, and these areas were worked into the interview questions, ensuring the full remit of each criterion was tested.
- 4.6 Throughout the interview process each panel member was free to challenge the candidate. Each member took extensive notes, and at the end of the process these were used to assist determining the performance and suitability of the candidate.
- 4.7 This detailed and rigorous process resulted in a unanimous decision to recommend that Scott Chilton be appointed.

5. ASSESSMENT

- 5.1 In the first instance, the Chief Executive assessed the candidate's application to have met the minimum eligibility criteria for the role, as set out in the role profile (and included in the candidate application pack). These included: holding the rank of Assistant Chief Constable/Commander or a more senior rank in a UK Police Force; having successfully completed the Senior Police National Assessment Centre and the Strategic Command Course; having Authorising Officer Training; and having wide-ranging law enforcement experience.
- 5.2 The candidate was scored, by the panel, at both the shortlist and the interview stage against the following scale:
5. The applicant has provided **convincing evidence** which support an **outstanding** ability to perform this competency in the rank and role being applied for and across the range of activities set out in the job profile.
 4. The applicant has provided **convincing evidence** which support an ability to perform this competency to a **high standard** in the rank and role being applied for and across the range of activities set out in the job profile.
 3. The applicant has provided **convincing evidence** which support an ability to perform this competency to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
 2. The applicant has provided **some evidence** which support an ability to perform some of this competency area to the **required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
 1. The applicant has provided **some evidence** that relates to this competency area, but it **does not show that they could perform this competency to the required standard** in the rank and role being applied for and across the range of activities set out in the job profile.
- 5.3 The panel agreed its minimum expectations beforehand. It was confirmed that the candidate's responses to each assessment criteria must achieve a moderated score of at least '3' (i.e. meets required standard). However, given the high expectation of this role, the panel agreed it would be desirable for the candidate to score a minimum of '4' against each assessment criteria.
- 5.4 Deputy Chief Constable Scott Chilton (DCC Chilton) scored highly at the shortlisting phase, and it was the consensus of the panel that he be invited for interview. The panel identified a number of areas for further questioning at the interview, and no feedback to DCC Chilton on his application was deemed necessary.
- 5.5 At interview, DCC Chilton demonstrated the breadth of his policing experience, leadership, and ability to command a force and engage at the highest levels with local, regional and national stakeholders. It was the unanimous view of the panel that he held the skills, abilities and qualities required to lead Dorset Police.
- 5.6 To support the offer of proposed appointment, references have been taken up. Both the Dorset Chief Constable and the Hampshire Chief Constable provided strong, clear endorsements of DCC Chilton's suitability, with no issues being raised by either Chief.

6. PREFERRED CANDIDATE BIOGRAPHY

- 6.1 Deputy Chief Constable Scott Chilton (DCC Chilton) joined Hampshire Constabulary in 1992, where he worked within uniformed policing before joining the Criminal Investigation Department in 1996 and spending the next 16 years as a detective progressing through the ranks to Chief Superintendent, including a tour of duty overseas in Afghanistan in 2008, where he led the tackling of corruption and police reform on behalf of the Foreign and Commonwealth Office.
- 6.2 He has previously headed Hampshire Special Branch, been a Crime and Operations Commander in western Hampshire, and he also led the joint operations unit across both Hampshire and Thames Valley areas, responsible for firearms, operations and roads policing across five counties.
- 6.3 DCC Chilton successfully completed the Strategic Command Course in 2017, and was appointed as Assistant Chief Constable (Crime, Criminal Justice and Intelligence) at Hampshire Constabulary, where he was strategic lead across all investigations teams, custody, the wider criminal justice system and intelligence.
- 6.4 He was appointed as Deputy Chief Constable last year, against a strong field of applicants, and with a recognition that the current Chief Constable was nearing retirement, and the successful candidate had the potential to step up in rank in the relatively near future.
- 6.5 DCC Chilton's current role is the 'Chief Operating Officer' for Dorset Police, responsible for the effective operation of the Force and supporting the Chief Constable and acting for him in absence. His portfolio covers a wide range of corporate functions from professional standards through corporate development to budget and risk.

7. TERMS AND CONDITIONS OF APPOINTMENT

- 7.1 The terms and conditions on which the candidate is to be appointed are given in the candidate information pack (Appendix A). To aid scrutiny, these terms and conditions have been revised, as follows, since last presented to the Police and Crime Panel:
- Salary and car allowance figures updated to reflect current rates;
 - Inclusion of a clause as per the Levenson Inquiry recommendation covering gifts, hospitality, business appointments and employment post-service;
 - Five-year contract term.

8. LIST OF APPENDICES

- A. Candidate Information Pack (incorporating terms and conditions of appointment)
- B. Application Form (including monitoring information)
- C. Assessment Criteria
- D. Independent Member report

SIMON BULLOCK CHIEF EXECUTIVE AND MONITORING OFFICER

Members' Enquiries to: Simon Bullock, Chief Executive (01202) 229084
Media Enquiries to: Sue Bloss, Head of Communications and Engagement (01202) 222405/229092



The appointment of the

Chief Constable for Dorset Police

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Thank you for your interest in becoming the next Dorset Police Chief Constable.

Dorset is one of the highest performing police services in England and Wales: we are rated 'good' overall by HMICFRS; have the ninth lowest crime rate; and are supported by consistently strong levels of public confidence.

Despite this, I recognise our current and future challenges, and wish to appoint a Chief Constable who shares a vision of continuous improvement and who understands that policing is at its best when it represents, works with and strengthens our communities.

As PCC, I have the privilege of representing Dorset residents, and they deserve an exceptional and proven leader who will build on past successes, deliver the priorities as set out in my Police and Crime Plan, and drive the Force towards being 'outstanding'.

From me, you will have a partner who will provide challenge, direction and support. Together we can tackle not only, the things that matter to our local residents, but also, the complex and high harms that drive our demand. As Chief Constable, I will expect you to further develop our shared culture of innovation and transformation, including across the wider partnership landscape.

If you share this ambition, and believe you are the right person to lead our police service, then I encourage you to contact my Chief Executive, Simon Bullock, on simon.bullock@dorset.pnn.police.uk.

Best wishes,

A handwritten signature in black ink, appearing to read 'D. Sidwick'. The signature is fluid and cursive, written over a white background.

David Sidwick
Police and Crime Commissioner for Dorset

ROLE PROFILE

POST

Chief Constable

ACCOUNTABLE TO

Police and Crime
Commissioner

LOCATION

Police Headquarters
Winfrith
Dorset
DT2 8DZ

RESPONSIBLE FOR

The direction and control of Dorset Police, in accordance with the Police Act 1996, in order to provide Dorset with an effective and efficient police service, and the fulfilment of all statutory and legal obligations of the office of Chief Constable.

SALARY

£164,907

ROLE PURPOSE

The Chief Constable has the overall responsibility for leading Dorset Police.

Responsible for keeping our communities safe and secure, and the direction and control of the Force's officers, staff and volunteers, the Chief Constable has overall responsibility for enacting and delivering the vision of the Police and Crime Plan.

The Chief Constable is operationally independent, and holds direct accountability for the operational delivery and effective command of all policing services.

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 RESPONSIBILITIES

- To make Dorset safer, and feel safer
- To uphold the Force values and behaviours
- To lead the strategic management of the Force, including the Policing Vision
- To undertake a leading role in the corporate and strategic development of the Force to ensure productivity, value for money and organisational effectiveness
- To undertake a key role in promoting strategies that ensure a customer focused service and high levels of public confidence
- To ensure the Force has effective engagement and communication with the public
- To promote equality, diversity and human rights in the Force's working practices and in the provision of policing services
- To promote the highest levels of professional conduct in the Force
- To oversee the development, implementation and review of Force policies and strategies
- To lead and command operational incidents and events as necessary
- To act as Force Gold Commander, participating in the Chief Officer on-call rota
- To act as Force media spokesperson where appropriate
- To represent the Force's interests at a local, regional and national level
- To undertake regional and national responsibilities as part of NPCC portfolios as required
- To contribute to the professional development of key members of staff
- To provide professional advice to the Police and Crime Commissioner so that he/she remains informed and is able to fulfil his/her functions
- To undertake such other tasks, commensurate with rank of Chief Constable as the Police and Crime Commissioner shall specify

BEHAVIOURS

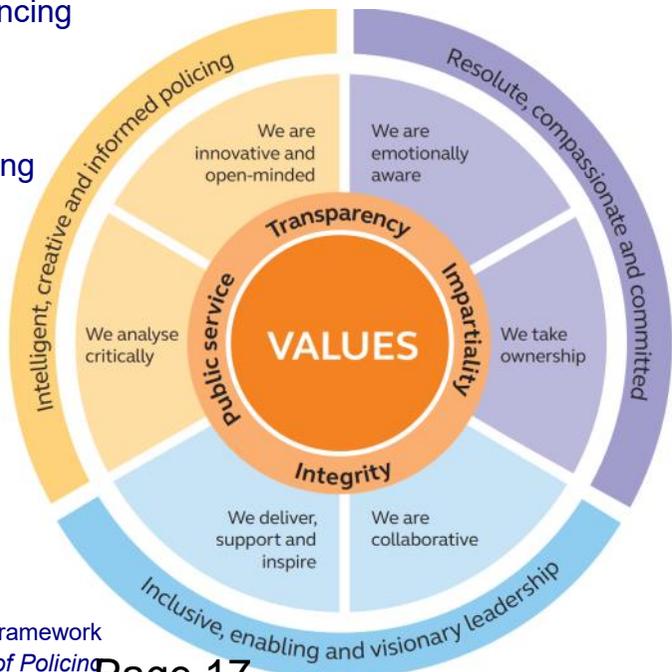
You will be expected to know, understand and champion the values and ethics of the police service.

This is a challenging post that will require a well-established and balanced mix of competencies which are drawn upon in a variety of combinations according to circumstances.

These will need to be exercised at a consistently high level to enable the postholder to achieve results (level 3).

The PCC has adopted the following competency requirements, which are based on the Force values and behaviours:

- Strategic Perspective
- Community Focus
- Openness to Change
- Effective Communication
- Negotiation and Influencing
- Problem Solving
- Maximising Potential
- Planning and Organising
- Respect for Diversity
- Personal Responsibility
- Team Working
- Resilience



QUALIFICATIONS AND EXPERIENCE

- Held rank of at least Assistant Chief Constable/ Commander in a UK Police Force (or have held one of the designated roles if appointed from overseas)
- Successful completion of the Senior Police National Assessment Centre and the Strategic Command Course
- Authorising Officer Training
- Wide-ranging law enforcement experience
- Operating at a strategic level, including the leadership of senior law enforcement officers and staff
- Relevant operational experience with evidence of the effective management of critical and major incidents
- Leadership across a range of operational and enabling policing functions
- Successfully engaging with and influencing multi-agency partnerships
- Implementation and management of an effective performance framework
- Commitment to community and customer focus at a senior leadership level
- Effective change management experience
- Accountability for management of significant budgets
- Evidence of continuing professional and personal development



KEY ACTIVITIES

The postholder will have the following core responsibilities and be expected to effectively deliver the associated key activities:

- Leadership and organisational management
- Managing and developing people
- Working with partners to enhance community safety
- Police operations
- Marketing and communications
- Achieving results
- Personal visibility and responsibility

WORKING RELATIONSHIPS

The postholder will be responsible for maintaining and developing a range of key working relationships in order to fully effect their duties. These may be modified by the Police and Crime Commissioner to meet future organisational and operational needs.

- Chief Officers
- Police officers, police staff, special constables and volunteers at all levels
- Police and Crime Commissioner and officers of the OPCC
- National bodies including Home Office, HMICFRS, NPCC and APCC (and constituent committees and working groups thereof)
- Local bodies including local authorities, criminal justice agencies and other partners, Councillors and MPs, the private sector, special interest groups and voluntary organisations
- Members of the public and community groups and representatives
- Staff Association and Trade Union representatives

TERMS OF APPOINTMENT AND MAIN CONDITIONS OF SERVICE

Police Acts, Police Regulations and Determinations

1. The appointment of Chief Constable will be made in accordance with the provisions of the Police Acts, Regulations and Determinations, and any other relevant legislation, and will be subject to a Confirmation Hearing by the Dorset Police and Crime Panel.

Qualifications

2. Candidates must be police officers, with suitable qualifications.

Salary

3. The annual salary grade for the post is £164,907 per annum, in accordance with the Police Negotiating Board agreement on pay and conditions of chief police officers and subject to a Confirmation Hearing. Within the discretion available to the Police and Crime Commissioner, the salary offered incorporates a 10% variation above the relevant Chief Constable salary spot rate for which the relevant determinations are awaited. Salary is paid on the last working day of each month.

Working Location

4. Dorset Police has adopted a new approach to management and team working which focuses on outcomes rather than presence. As a highly visible role, the expectation is that the majority of work will be carried out from Force Headquarters, Winfrith. However, the nature of the role will also require travel throughout Dorset, the south west region and nationally. This may on occasions include periods of time spent working at other locations around the country.

Working Hours

5. The post holder will be contracted to work 40 hours per week. However, the postholder will have responsibility for representing the service and meeting statutory and operational requirements, often at short notice, which may require working additional hours from time to time. The role will require evening and weekend working including attending meetings and events when required. There is a requirement to be contactable 24 hours per day when acting as the designated Chief Police Officer.

Holiday

6. The postholder is entitled to leave in accordance with Police Regulations.

Benefits

7. All Chief Officers with Dorset Police contracts are entitled to a Force provided car for business and personal use where the capital cost of the car to the Force does not exceed £36,000. The capital cost is reviewed annually. The Chief Officer Scheme also provides for a non-pensionable 'cash alternative' of £9,800 should the Chief Officer provide and use their own car for private and business use. In such cases, the individual would become responsible for all costs associated with the provision and use of the vehicle with the exception of fuel for business mileage which would be reimbursed at the HMRC fuel only rates.
8. The Office of the Police and Crime Commissioner will meet the cost of NPCC membership fees, and the individual member's fees of CPOSA and the cost of the annual legal protection insurance cover provided by CPOSA.
9. A Health Check is provided to Chief Officers annually for those over 50 and biennially for those under 50. There is also access to the services of a consultant clinical psychologist.

Housing Allowance

10. A Replacement Allowance will be payable in accordance with Police Regulations.

Removal/Relocation Expenses

11. The Office of the Police and Crime Commissioner will pay removal/relocation expenses in accordance with Regulation 35, provided this meets an expectation of reasonableness.
12. Payment is dependent on the accommodation to which the officer is moving being within the County of Dorset or, provided the prior consent of the Police and Crime Commissioner has been given, outside the County but within a reasonable commuting distance of Dorset Police Headquarters.

Superannuation

13. Superannuation contributions will be deducted at the rate specified in the Police Pension Regulations.

Pre-employment Checks

14. Any conditional offer of employment will be subject to successful completion of various pre-employment checks including a medical assessment, security and reference checks. These must all be deemed as satisfactory by Dorset Police. A formal offer of appointment will not be made until **all** of the above pre-employment checks are satisfactorily completed. Any changes in circumstances are brought to the attention of the PCC.

Whole-time Service

15. The successful candidate will be required to devote his/her whole-time service to fulfilling the duties of the office of Chief Constable and shall not take up any other additional appointment without the prior written consent of the Police and Crime Commissioner.

Term of Appointment

16. The successful candidate will take up the appointment for a fixed term of 5 years which may be extended subject to the prevailing Regulations. Any extension(s) to that term shall require the approval of the Police and Crime Commissioner.

Period of Notice

17. The appointment is subject to 3 months' written notice or such shorter notice as may be accepted by the Police and Crime Commissioner.

Smoking at Work

18. A no smoking policy is in operation in all offices and other areas of Force premises.

Gifts and Hospitality and Business Appointments

19. The postholder will be subject to the standard Dorset Police gifts and hospitality policy. The postholder shall not undertake a business interest without the prior written consent of the Police and Crime Commissioner.

Employment Post Service

20. The Chief Constable must ask permission before accepting employment within 12 months of leaving the force, if another job would potentially bring about a conflict of interest.
21. In line with recommendations made following the Leveson Inquiry, and in particular recommendation 80 to ensure greater transparency in all post-service employment routes, the post holder must notify the Police and Crime Commissioner if post-service employment might:
- (a) Be a 'reward for past favours' granted by the applicant to the employer;
 - (b) Be one which could enable a particular employer to gain an improper advantage by employing someone who had access to what its competitors "might legitimately regard as their own trade secrets or information relating to proposed developments in government policy which may affect that firm or its competitors"; or
 - (c) Be sensitive for other reasons.

The Commissioner, following notification of any of the above, would then make a decision whether this employment is appropriate.

SELECTION PROCESS

The process of selecting a Chief Constable will be carried out in accordance with the College of Policing guidance on the appointment of Chief Officers.

Completed application forms should be sent by email to pcc@dorset.pnn.police.uk by 12pm on Monday 28th June.

The Appointment Panel will be chaired by the Police and Crime Commissioner, will include an independent member, and will be as follows (area of focus in brackets):

- Dorset Police and Crime Commissioner (policing and crime);
- Chief Executive, BCP Council (partnerships);
- Leader, Dorset Council (elected members);
- Independent Chair, Pan-Dorset Safeguarding Children Partnership (vulnerability, safeguarding); and
- Chair, Independent Audit Committee (finance).

In addition, the Panel will be attended by the Chief Executive to the Police and Crime Commissioner to provide advice, and the Chair of the Dorset Police and Crime Panel to observe the process.

TIMETABLE

7 June 2021	Recruitment opens
28 June 2021	Recruitment closes
8 July 2021	Shortlisting
20 July 2021	Interview and assessment

ABOUT DORSET



772K
PEOPLE



23%
RURAL



3300
MILES OF ROAD



88
MILES OF COASTLINE

8 PARLIAMENTARY
CONSTITUENCIES

2 UNITARY
AUTHORITIES

194 PARISH AND
TOWN COUNCILS

52000
BUSINESSES

INNOVATION AND
GROWTH AREA FOR
DIGITAL, START-UP &
FINANCIAL SECTOR
ENTERPRISES

We serve Dorset.

A beautiful county bordering Wiltshire, Hampshire, Devon and Somerset. Our county town is Dorchester but other notable locations are the holiday resorts of Bournemouth, Poole, Lyme Regis, Swanage and Weymouth.

We police 1024 square miles, 3300 miles of roads and 88 miles of coast.

We serve a population of 772k, split between our two local authorities (376k in Dorset, and 396k in Bournemouth, Christchurch and Poole).

We serve residents who live in large towns with busy shopping centres and vibrant night-time economies, along with rural areas dotted with picturesque villages and hamlets, and coastal communities with major attractions and large seasonal transient populations.

We serve eight parliamentary constituencies, and two large unitary authorities. We also serve 194 Parish and Town Councils – with more than 1500 councillors.

We serve over 52k businesses - ranging from well-known internationals to fast-growing local enterprises. We are proud of Dorset's status as an innovation hotbed with a strong entrepreneurial culture.



POLICE AND CRIME COMMISSIONER FOR DORSET

Force Headquarters
Winfrith
Dorchester
Dorset
DT2 8DZ

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CHIEF CONSTABLE

COMPETENCY BASED

SELF-ASSESSMENT

APPLICATION FORM

*Private and Confidential
once completed*

INSTRUCTIONS FOR COMPLETION

Applicants are strongly advised to read all the material provided, including the information pack and the current strategic priorities set out in the Police and Crime Plan.

- (a) The form should be completed in blue/black ink or type-face. No attempt should be made to redesign the form.
- (b) Answers must be restricted to the space provided on the form and this applies whether the form is being completed manually or electronically. Additional pages are not permitted. Furthermore, in each section of **Part Three** of the application, the applicant's responses **must not exceed 400 words**.
- (c) Applicants are required to complete all sections of the form.
- (d) It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement/experience** and actions. The evidence you present must be from within the **last three years**. The appropriateness of your application will be determined by the extent that your evidence relates to the competency area or job related experience being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing the Force.
- (e) For each competency in **Part Three**, where you have provided evidence and examples relevant to the specified competencies and job related experience, you are required to provide a verifier who can vouch for the accuracy of the information you have provided. This person must be a Chief Officer at the time of the example you have presented. A current contact number for this person must also be provided. As part of the assessment process this person may be contacted to verify the accuracy of the information you have provided about your actions and subsequent outcomes.
- (f) Applicants are required to sign and date the declaration at **Part Four** and it is their responsibility to ensure the Application Form and the Monitoring questionnaire at **Part Five** are completed and returned.
- (g) A copy of the Chief Constable Assessment template is included separately in the recruitment pack. Candidates are expected to speak with their Chief Constable and request that they complete the report before the closing date. The Chief Constable Report and this application form should then be submitted together. If this is not possible due to circumstances beyond the applicant's control, they should alert the Chief Executive as soon as the issue arises. Candidates already currently at the rank of Chief Constable, whether on a substantive or a temporary basis, are not required to submit this assessment.
- (h) It is the applicant's responsibility to ensure that this form (with the Monitoring questionnaire) is returned by 12 noon on 28 June 2021 to pcc@dorset.pnn.police.uk. Applications by post are acceptable, and should be sent by the same time to Police and Crime Commissioner, Force Headquarters, Winfrith, Dorchester, Dorset DT2 8DZ.

PART ONE: PERSONAL DETAILS

Last Name:

First Name(s):

.....

Police Force:

Current Role Title:

.....

Date of:

Birth

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Joining

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Promotion to Sergeant

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Promotion to Inspector

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Promotion to Chief Inspector

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Promotion to Supt

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Promotion to Chief Supt

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Promotion to ACC

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Promotion to DCC (if applicable)

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Home Address:

Work Address:

.....

Postcode:

Postcode:.....

Home Telephone Number:

Work Telephone Number:

.....

Mobile Telephone Number:

.....

PART TWO: CAREER HISTORY

Please provide details of your three most recent posts.

Current Role Title:	Force:
Start Date:	
Brief description of role and responsibilities:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Previous Role Title:	Force:
Start Date:	Finish Date:
Brief description of role and responsibilities:	

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges, University Attended or Correspondence Courses Taken	From	To	Qualifications and Grade Attained

Please list any strategic or management training courses completed that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of Course Contents

Please list any operational training courses completed that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of Course Contents

PART THREE: COMPETENCIES

Please provide examples to demonstrate how you meet the following competencies/job related experience.

For each area, your complete response must not exceed 400 words.

Leadership - Strategic Perspective

Please provide an example to explain how you took actions within your organisation to ensure that a specific strategic vision of the future became a reality. Please explain what your strategic objective was and how the actions you introduced moved the organisation in this strategic direction.

Applicant's response:

Date of example provided:

Referee and contact number:

Leadership – Negotiation and Influencing

Please give an example of a situation when you have sought to progress a specific initiative that demanded the support of others. What was the situation, how did you enlist the support of relevant stakeholders or partners and what were the resource implications? Please be specific about the actions you took personally to negotiate a successful outcome.

Applicant's response:

Date of example provided:

Referee and contact number:

Leadership – Maximising Potential

Please explain how you have taken actions within your organisation to ensure that others are actively supported and motivated to achieve organisational goals. In the examples you give please be specific about the systems and strategies you adopted and the results achieved.

Applicant's response:

Date of example provided:

Referee and contact number:

Working with others - Respect for Diversity

Please provide one or more examples to demonstrate how you have sought to promote the needs of under-represented groups within your organisation?

Applicant's response:

Date of example provided:

Referee and contact number:

Working with others - Community & Customer Focus

Please give an example of a situation you managed directly that involved a planned change or the development of a new approach or policy which needed to take account of community and customer views. What was the situation, how did you engage with the community/customers and in what way was the change, approach or policy influenced by that engagement?

Applicant's response:

Date of example provided:

Referee and contact number:

Achieving Results - Resilience

Please give an example of a time when you needed to make a difficult decision in circumstances where you faced conflict, hostility, challenge or criticism. Please be specific about the difficulties you faced and the strategies you adopted to achieve a successful outcome.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Managing the Organisation

Please give an example of a time when you have led a significant organisational change. Please be explicit about the nature and purpose of the change and your approach to leading the development, monitoring and review of this particular change programme.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Managing and developing People

Please give a specific example of a management team you have been responsible for forming or developing. Please be explicit about your own role in the team and the measures or arrangements you consider were important to the team's effectiveness.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Community Safety

Please give an example of how, by working in partnership with other organisations, you have made a substantial and lasting improvement to the safety of communities. Please be specific about the nature of the organisations involved, your methodology and the benefits realised.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Police Operations

Please describe a major incident that you were responsible for managing. In particular, please be explicit about the legal authorities you gave, how you ensured the effective management resources, and how you set, monitored and reviewed the strategy for this operation.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Marketing and Communication

Please give an example of a major incident or enquiry for which you were responsible that best illustrates your approach to communication, the handling of the media and the provision of information both externally and internally.

Applicant's response:

Date of example provided:

Referee and contact number:

Core Responsibility: Personal Responsibility

Please give an example of a situation where you have led the response to a critical incident (e.g. a major incident or significant investigation). Thinking about the example you have given, what were the most important qualities that were required of you and, in leading the response, how did you address the particular needs of victims, witnesses, members of the public and staff?

Applicant's response:

Date of example provided:

Referee and contact number:

PART FOUR: DECLARATION

I declare that to the best of my knowledge and belief, the information and statements contained in this application are true and I understand that should I conceal any material fact, I will, if appointed, be liable to the termination of my appointment.

I agree that the information contained herein shall be treated in the strictest of confidence.

Signed:

Date:

PART FIVE: MONITORING

Please tick one box only

The following information will be used for general monitoring and positive action purposes only and will be treated as confidential

Female <input type="checkbox"/>	Male <input type="checkbox"/>
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ETHNICITY

WHITE	MIXED	ASIAN OR ASIAN BRITISH
British <input type="checkbox"/>	White and Black Caribbean <input type="checkbox"/>	Indian <input type="checkbox"/>
Irish <input type="checkbox"/>	White and Black African <input type="checkbox"/>	Pakistani <input type="checkbox"/>
Any other White Background <input type="checkbox"/>	White and Asian <input type="checkbox"/>	Bangladeshi <input type="checkbox"/>
	Any other mixed background <input type="checkbox"/>	Any other Asian background <input type="checkbox"/>
BLACK OR BLACK BRITISH	OTHER ETHNIC GROUPS	
Caribbean <input type="checkbox"/>	Chinese <input type="checkbox"/>	
African <input type="checkbox"/>	Any other ethnic group <input type="checkbox"/>	
Any other Black background <input type="checkbox"/>		

SEXUAL ORIENTATION

Bi-sexual <input type="checkbox"/>	Heterosexual <input type="checkbox"/>	Gay/Lesbian <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>
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RELIGIOUS BELIEF / FAITH (state denomination if you wish)

Buddhist <input type="checkbox"/>	Hindu <input type="checkbox"/>	Jewish <input type="checkbox"/>
Christian <input type="checkbox"/>	Muslim <input type="checkbox"/>	Sikh <input type="checkbox"/>
None <input type="checkbox"/>	Other (please state) <input type="checkbox"/>	Prefer not to say <input type="checkbox"/>

The Equality Act 2010 prohibits discrimination, victimisation or harassment in employment, including recruitment.

Dorset Police and Crime Commissioner welcomes the recruitment of people who have disabilities.

Do you have a disability you wish us to know about at this stage, including any learning difficulties e.g. dyslexia? Yes No

In support of your application, please let us know if you believe there are any reasonable adjustments we should be making for the interview (i.e. access).

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APPOINTMENT OF CHIEF CONSTABLE - SHORTLISTING ASSESSMENT AIDE MEMOIRE

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Competency/Behaviour Leadership - Strategic Perspective	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Looks at issues with a broad view to achieve the organisation's goals. Creates a vision for the future and a strategy for how it can be achieved. Understands external expectations and influences on the organisation or unit. Identifies common goals, interests and perspectives with other agencies.</p> <p><u>Question on Application Form</u></p> <p><i>Please provide an example to explain how you took actions within your organisation to ensure that a specific strategic vision of the future became a reality. Please explain what your strategic objective was and how the actions you introduced moved the organisation in this strategic direction.</i></p>	<ul style="list-style-type: none"> ▪ Understands broad political, social, economic and legislative trends, and predicts what effect they will have on the police service. ▪ Understands the views and priorities of outside organisations and government bodies, and their effect on the organisation. ▪ Understands and manages complex political agendas. ▪ Considers the effects of actions on the police service, stakeholders and the community, balancing own needs with theirs. ▪ Works with outside organisations and stakeholders. ▪ Takes a national or international view, thinking beyond the interests of own unit or force. ▪ Looks three to five years ahead to decide where the organisation needs to be. ▪ Compares performance with other forces and centres of excellence to set organisational goals. ▪ Creates effective strategies, vision and values, and establishes them within the organisation. ▪ Develops strategies and ways of working that balance local and organisational needs. ▪ Identifies overlaps in activity in the organisation, and introduces policies that encourage people to think and act more broadly

Competency/Behaviour Leadership – Negotiation and Influencing	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Develops sophisticated strategies for influencing others at all levels in the organisation. Negotiates satisfactory solutions on broad or complicated issues with stakeholders.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation when you have sought to progress a specific initiative that demanded the support of others. What was the situation, how did you enlist the support of relevant stakeholders or partners and what were the resource implications? Please be specific about the actions you took personally to negotiate a successful outcome.</i></p>	<ul style="list-style-type: none"> ▪ Identifies important players in a situation. ▪ Achieves a general agreement at all levels. ▪ Develops logical arguments, selling the benefits to everyone involved. ▪ Focuses on important elements of complex issues to sell the viewpoint to others. ▪ Tailors arguments to include the points that will have the most influence on the other person involved. ▪ Assesses the reaction of key players, and adjusts arguments accordingly. ▪ Gets support before presenting proposals. ▪ Creates a vision of the future that others can relate to and find attractive. ▪ Negotiates successful outcomes with stakeholders. ▪ Identifies the real power base in other organisations as a starting point for negotiation. ▪ Understands the culture and views of outside partners to agree solutions.

Competency/Behaviour Leadership – Maximising Potential	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Puts systems and strategies in place that develop people at all levels of the organisation. Creates an environment where staff are motivated to achieve results.</p> <p><u>Question on Application Form</u></p> <p><i>Please explain how you have taken actions within your organisation to ensure that others are actively supported and motivated to achieve organisational goals. In the examples you give please be specific about the systems and strategies you adopted and the results achieved.</i></p>	<ul style="list-style-type: none"> ▪ Encourages managers to develop their leadership skills, giving guidance and support. ▪ Makes sure that all the right people at the right level are given management opportunities. ▪ Introduces systems and structures that support decision-making at the most appropriate level. ▪ Uses training and development in a focused way to improve the organisation's capability. ▪ Encourages managers and senior officers to be effective role models, coaches and mentors. ▪ Creates an environment where staff can learn from their own mistakes. ▪ Sets an example to others by showing they are committed to maintaining and developing own skills. ▪ Promotes a culture throughout the organisation of recognising and rewarding effort. ▪ Shows determination to succeed as a way of motivating others.

Competency/Behaviour Working with others - Respect for Diversity	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences.</p> <p><u>Question on Application Form</u></p> <p><i>Please provide one or more examples to demonstrate how you have sought to promote the needs of under-represented groups within your organisation?</i></p>	<ul style="list-style-type: none"> ▪ Sees issues from other people's viewpoints. ▪ Is polite, tolerant and patient when dealing with people, treating them with respect and dignity. ▪ Respects the needs of everyone involved when sorting out disagreements. ▪ Shows understanding and sensitivity to people's problems, vulnerabilities and needs. ▪ Deals with diversity issues and gives positive practical support to staff who may feel vulnerable. ▪ Makes people feel valued by listening to and supporting their needs and interests. ▪ Uses language in an appropriate way and is sensitive to the way it may affect people. ▪ Identifies and respects other people's values within the law. Acknowledges and respects a broad range of social and cultural customs and beliefs. ▪ Understands what offends others and adapts own actions accordingly. ▪ Respects confidentiality, wherever appropriate. ▪ Delivers difficult messages. ▪ Challenges attitudes and behaviour which are abusive, aggressive and discriminatory.

Competency/Behaviour Working with others - Community & Customer Focus	Positive Evidence
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Maintains a broad understanding of social trends and identifies what effect they will have on the organisation. Creates processes that make sure stakeholders' and customers' views and needs are clearly identified and responded to. Puts in place strategies for media and community relations.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation you managed directly that involved a planned change or the development of a new approach or policy which needed to take account of community and customer views. What was the situation, how did you engage with the community/customers and in what way was the change, approach or policy influenced by that engagement?</i></p>	<ul style="list-style-type: none"> ▪ Emphasises importance of focusing policing plans, objectives and targets on meeting the needs of the community. ▪ Makes sure local objectives are agreed in partnership with local statutory and voluntary agencies. ▪ Understands the complexity and effects of policing a diverse community. ▪ Clearly identifies and acts on the views and needs of stakeholders and customers. ▪ Is sensitive to the needs and interests of other organisations when working with them. ▪ Makes sure the organisation relates to people of all ages, backgrounds and views. ▪ Sets up structures and processes that encourage effective working relationships with the media. ▪ Explains why and how money is being spent in the organisation to stakeholders and the public. ▪ Shows a belief that the organisation is responsible to the local community. ▪ Keeps local communities informed of progress in meeting their needs and dealing with their concerns. ▪ Balances social and political needs with financial restrictions. ▪ Monitors the service delivery to make sure customers' needs are met.

Competency/Behaviour Achieving Results - Resilience	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Shows reliability and resilience in difficult circumstances. Remains calm and confident, and responds logically and decisively in difficult situations.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a time when you needed to make a difficult decision in circumstances where you faced conflict, hostility, challenge or criticism. Please be specific about the difficulties you faced and the strategies you adopted to achieve a successful outcome.</i></p>	<ul style="list-style-type: none"> ▪ Is reliable in a crisis, remains calm and thinks clearly. ▪ Sorts out conflict and deals with hostility and provocation in a calm and restrained way. ▪ Responds to challenges rationally, avoiding inappropriate emotion. ▪ Deals with difficult emotional issues and then moves on. ▪ Manages conflicting pressures and tensions. ▪ Maintains professional ethics when confronted with pressure from others. ▪ Copes with ambiguity and deals with uncertainty and frustration. ▪ Resists pressure to make quick decisions where full consideration is needed. ▪ Remains focused and in control of situations. ▪ Makes and carries through decisions, even if they are unpopular, difficult or controversial. ▪ Stands firmly by a position when it is right to do so.

Competency/Behaviour Managing the Organisation	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Leads the development, implementation, monitoring and review of change programmes.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a time when you have led a significant organisational change. Please be explicit about the nature and purpose of the change and your approach to leading the development, monitoring and review of this particular change programme.</i></p>	<ul style="list-style-type: none"> ▪ Takes account of national and external environmental changes, ensuring adoption within own organisation as appropriate. ▪ Participates in steering groups and committees to contribute to the development of organisational change or policies at a local and national level. ▪ Ensures systems are in place to monitor and evaluate activities at intervals most likely to reveal potential improvements. Ensures the information gathered on trends and developments is relevant, valid, reliable and sufficient to identify potential improvements. ▪ Develops strategies to improve organisational performance that are consistent with the organisational values and objectives, anticipating reactions and obstacles that will impede progress. ▪ Secures and allocates resources, ensure effective consultation with and where appropriate representation by, the Police and Crime commissioner and other partners. Assesses associated risks, to steer corporate direction and improve organisational performance. ▪ Encourages and motivates others through openly demonstrating commitment to the proposed change(s). Where appropriate, confidently drives the strategy forward particularly in times of difficulty, communicating the benefits to the organisation and appropriate outside partners. ▪ Provides systems to document organisational development and change programmes ensuring audit trails are established and the process is recorded and monitored in line with policy and good practice. ▪ Establishes the effectiveness of the change programme and the extent to which the desired outcomes have been achieved. Modifies strategies as required sharing learning with stake holders and other interested parties.

Competency/Behaviour Managing and Developing People	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Monitors and maintains standards of professional conduct within own organisation in consultation with the Police Authority, stakeholders and chief officer colleagues. Develops and implements effective systems to enhance standards and increase customer confidence.</p> <p><u>Question on Application Form</u></p> <p><i>Please give a specific example of a management team you have been responsible for forming or developing. Please be explicit about your own role in the team and the measures or arrangements you consider were important to the team's effectiveness.</i></p>	<ul style="list-style-type: none"> ▪ Ensures all staff are aware of the expected standards of conduct and behaviour. Provides appropriate guidance for senior managers in dealing with persons of concern, within their own area of responsibility. ▪ Ensures resources are directed to intelligence gathering, to obtain evidence and provide an effective deterrent. Encourages all staff to report possible corrupt or unethical practice and ensure information can be given in confidence or anonymously as appropriate. ▪ Ensures organisational professional standards department is properly trained and resourced to effectively resolve or investigate complaints and misconduct issues in accordance with legislation and good practice. ▪ Develops and implements organisational policy for responding to civil action and employment tribunal claims. ▪ Sets a personal example of the high standards of ethical conduct and behaviour expected of an employee within the police service. ▪ Reviews monitoring activity to identify opportunities to further improve standards. Networks to establish good practice adopted by other organisations. Ensures chief officer colleagues and other personnel are aware of the significance of specific cases and underlying trends. ▪ Contributes to ACPO committees to influence the setting of national standards of professional behaviour.

Competency/Behaviour Community Safety	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Manages partnership arrangements which address community and agency needs and contribute to the reduction of crime and disorder.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of how, by working in partnership with other organisations, you have made a substantial and lasting improvement to the safety of communities. Please be specific about the nature of the organisations involved, your methodology and the benefits realised.</i></p>	<ul style="list-style-type: none"> ▪ Identifies, develops and sustains effective working relationships with the community representatives and agency stakeholders. ▪ Consults the representatives and stakeholders to identify specific problems that need addressing. Identifies opportunities to develop partnership agreements. ▪ Develops a clear rationale for the partnership agreement. Identify and negotiate roles within the partnership. Identifies the resources required to implement the agreement, the capability of each partner and the resources that they can therefore contribute. Takes action to secure additional resources as required. ▪ Ensures the agreement incorporates targets and timescales, protocols, accountability mechanisms and performance review systems in drawing up the agreement. Adopts best values principles. ▪ Requests feedback regarding the effectiveness of the agreement and analyse the results at partnership level. Reviews and modifies the agreement in conjunction with partners.

Competency/Behaviour Police Operations	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Evaluates, authorises and reviews proposed operations ensuring that they are ethical, comply with legislation, policy and procedures and meet best practice.</p> <p><u>Question on Application Form</u></p> <p><i>Please describe a major incident that you were responsible for managing. In particular, please be explicit about the legal authorities you gave, how you ensured the effective management resources, and how you set, monitored and reviewed the strategy for this operation.</i></p>	<ul style="list-style-type: none"> ▪ Evaluates the operational plan application prioritising those aimed at contributing to the achievement of the organisational Policing Plan and/or an identified local need. ▪ Ensures that the risk/impact assessment and finance/resource requirements have been properly identified. ▪ Ensures that the police action proposed is proportionate, legal, accountable and necessary, adopts best practice and is in accordance with the relevant legislation, policy, procedures and protocols. ▪ Requests further appropriate action when applications are declined and ensure that necessary advice, guidance and constructive feedback is provided. ▪ Authorises the implementation of the operational plan in accordance with the legislation and policy. ▪ Reviews authorised operations to evaluate their level of success and/or progress. ▪ Maintains, revises or removes authorities based on available information at time of review. ▪ Where appropriate, ensures that a closing report is available and has been fully completed.

Competency/Behaviour Marketing and Communication	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Determines and implements a strategy for dealing with the media during major enquires and incidents.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a major incident or enquiry for which you were responsible that best illustrates your approach to communication, the handling of the media and the provision of information both externally and internally.</i></p>	<ul style="list-style-type: none"> ▪ Determines overall media strategy and set objectives considering the nature of the enquiry or incident and the likely public response. ▪ Appoints a 'Bronze Media' to the Gold Co-ordinating Group, and in large or complex cases, consider appointing a separate media command structure. ▪ Ensures systems are in place to monitor and review the strategy as the enquiry or incident progresses and take appropriate remedial action as required. ▪ Consults with appropriate individuals to determine the messages released to the media and provide support and guidance as required, regarding their involvement with the media. ▪ Considers the likely implications on the enquiry balanced against the need for continued media and public support. ▪ Holds regular press conferences to release identified information and be available to give media interviews. ▪ Where appropriate develops strategies in consultation with the senior investigating officer, to manage appropriate individuals at media conferences considering their antecedents, ability to cope, what they are able to achieve and their potential as witnesses. ▪ Establishes strategies to manage the results of press releases. Ensures that follow up enquiries can be managed and sufficient staff are available to receive calls.

Competency/Behaviour Personal Responsibility	Effective performance will include:
<p><u>Overall Competency/Behaviour per Role Profile</u></p> <p>Assumes overall command of a pre-planned or emerging incident, determining and communicating the strategy for the policing and effective joint agency management of the incident. Ensures that adequate resources are available and appropriate police action is taken to achieve the objectives set.</p> <p><u>Question on Application Form</u></p> <p><i>Please give an example of a situation where you have led the response to a critical incident (e.g. a major incident or significant investigation). Thinking about the example you have given, what were the most important qualities that were required of you and, in leading the response, how did you address the particular needs of victims, witnesses, members of the public and staff?</i></p>	<ul style="list-style-type: none"> ▪ Ensures they obtain all relevant information relating to the incident and are fully briefed regarding the nature and extent of the incident. ▪ Identifies the aims and objectives for policing the incident, and develops an appropriate plan to achieve these. Implement the relevant contingency plan, if available. ▪ Takes action to secure the resources required, requesting assistance from other organisations, agencies and community representatives, as necessary. ▪ Ensures that Silver Commanders are fully aware of their areas of responsibility and the policing objectives for the incident. Obtains and review advice from specialists. Appoints appropriate members of the Gold co-ordinating group as necessary. ▪ Regularly monitors the effects of actions taken during the incident and reviews their objectives accordingly. ▪ Communicates any changes in the strategy promptly to Silver Commanders. ▪ Ensures that the policing response takes into account the impact on the local community. ▪ Ensures that all relevant activity and decisions are recorded using the appropriate documentation. Chairs the Gold Co-ordinating group. Ensure that briefings and de-briefings are recorded to ensure a clear audit trail and information is passed on to relevant parties.

PERSONAL STATEMENT BY THE INDEPENDENT MEMBER

The College of Policing guidance states that a report on the selection process should be submitted to the Police and Crime Panel confirmation hearing by the independent panel member.

I am the Chief Executive of Bournemouth, Christchurch and Poole Council, which was established on 1 April 2019 and I have been in post since 1 January 2019, prior to which I was Chief Executive and Chief Land Registrar at HM Land Registry.

I have received extensive training on senior management recruitment and am an experienced senior manager in the public sector. In addition, I received specific training for this recruitment process, along with other Panel members, on 6 July 2021.

I can confirm that in my opinion this was a rigorous and robust selection process, from the initial training and the shortlisting exercise, through to the final interview. All appropriate procedures were followed, and I observed no behaviours which could have been described as discriminatory or introducing bias into the selection process.

At the final interview on 20 July two panel members were not physically present in the room, but the procedures adopted were appropriate and fully engaged them in the selection process. The Chair of the Selection Panel was appropriately inclusive and ensured that the interview process was extensive and appropriately challenging.

I am entirely satisfied that this selection process to appoint a Chief Constable for Dorset Police, and the decision to appoint from it, has been based on the principles of merit, openness and fairness and has been a satisfactory and fair process.

Graham Farrant
Chief Executive of BCP Council and Independent Panel Member

20 July 2021

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