

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</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>Negotiation and influencing</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>Maximising potential</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>Respect for diversity</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>Community and customer focus</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>Resilience</p> <p>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

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