

POLICE AND CRIME PANEL – 2 FEBRUARY 2023

APPOINTMENT OF CHIEF CONSTABLE

REPORT BY CHIEF EXECUTIVE

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 Section 38 (1) of the Police Reform and Social Responsibility Act 2011 states: *“The police and crime commissioner for a police area is to appoint the chief constable of the police force for that area.”*
- 1.2 Temporary Assistant Commissioner Amanda Pearson is the Police and Crime Commissioner's (PCC's) preferred candidate for the role of Dorset Police Chief Constable.
- 1.3 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 section 1, Introduction];
 - the criteria used to assess the suitability of the candidate for the appointment [given in section 4, Criteria and Appendix C, Competency and Values Framework];
 - why the candidate satisfies those criteria [given in section 5, Assessment]; and
 - the terms and conditions on which the candidate is to be appointed [given in Appendix A, Candidate Information Pack].
- 1.4 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 Scott Chilton (CC Chilton) formally notified the PCC of his intention to be appointed as the Chief Constable of Hampshire on 4 November 2022, having been successful at interview for the role.
- 2.2 CC Chilton will re-join Hampshire Constabulary having been the Dorset Police Chief Constable for one and a half years. His policing career began in Hampshire in 1992, where he progressed through the ranks before joining Dorset Police in 2020 as Deputy Chief Constable.

- 2.3 Following CC Chilton'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.
- 2.4 As Panel members may be aware, most Chief Constable recruitment campaigns in recent years have resulted in a very limited number of applications. To guard against this, several controls were exercised.

3. PROCESS

- 3.1 The recruitment process for Chief Constables is set out in the PRSRA 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 OPCC Chief Executive, Simon Bullock, ensured the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's [Guidance for Appointing Chief Officers](#), 2021.

ADVERTISING

- 3.3 A comprehensive information pack for candidates was produced by the Chief Executive (see Appendix A) and the supporting information reviewed and revised. This included the terms and conditions of the appointment being confirmed by HR and Legal Services, and the assessment criteria being checked with the College of Policing.
- 3.4 The vacancy was advertised locally (PCC website) and nationally (Association of PCCs website, College of Policing website) as per best practice. To improve attraction for the role, the PCC appeared in a [short recruitment video](#), setting out his ambitions and expectations for the role. This video was shared with all relevant Chief Officers via the National Police Chiefs' Council secure platform 'Chiefs Net'.
- 3.5 In addition, the PCC and Chief Executive engaged with the Hampshire OPCC on their recent process to recruit CC Chilton and explored the research they had undertaken on the availability of Chief Officer candidates. This headhunting-type process was repeated for the Dorset vacancy and resulted in the identification of several individuals as potential recruitment 'targets', who were duly contacted by the PCC and CC Chilton.
- 3.6 Feedback confirmed that the national chief officer cohort were well informed of the vacancy, and several conversations were had with potentially interested parties. This activity resulted in six individuals applying for the role, which was beyond expectation, and validated the approach taken.

SHORTLISTING

- 3.7 Shortlisting of the six candidates took place remotely on 30 December 2022, by members of the Appointment Panel. Ahead of the process, the Chief Executive provided an overview of the relevant legislation and requirements relating to the process, and talked through the principles of merit, fairness and openness that should underpin the process. The College of Policing '[Competency and Values Framework](#)' was also presented, and finally the Chief Executive outlined the scoring methodology, which was discussed and agreed by appointment panel members.
- 3.8 As a result, it was agreed that Appointment Panel members:
- gained a shared understanding of the assessment criteria;

- discussed and agreed what effective and ineffective performance looks like; and
 - understood the principles of fair and merit-based assessments and how to apply this consistently to the process at hand.
- 3.9 The shortlisting process was observed by Simon Bullock, OPCC Chief Executive, and Iain McVie, Dorset Police and Crime Panel Independent Member.
- 3.10 Mr McVie separately confirmed that in relation to the role of observer on behalf of the Dorset Police and Crime Panel:
- Legislation concerning the appointment of a CC was followed
 - The guidance from the College of Policing was followed.
 - The national competency and values framework (Level 3) was correctly used as the basis for evidence-based assessment.
 - A clear grading system (0-5) was used by the panel members.
 - The panel members were able to contribute to the final selection of three candidates to go forward to the next stage.

ASSESSMENT

- 3.11 The two-day assessment process was agreed by the PCC and took place at Force Headquarters on 5 and 6 January 2023.
- 3.12 Given the significance of the Chief Constable role, this was purposefully designed to be both challenging and comprehensive. A summary of the process is given below, along with the respective Panel members:

Appointment Panel: 30-minute presentation on the Police and Crime Plan, followed by 90-minute structured interview.

Panel Members: David Sidwick (Chair, PCC); Graham Farrant (Chief Executive, BCP Council); Spencer Flower (Leader, Dorset Council); Paul Iggulden (Public Health Consultant, Dorset ICS); Theresa Leavy (Executive Director of People, Dorset Council); and Mark Shelford (Avon and Somerset PCC).

Media Exercise: 15-minute interview on county lines and racial disparity in stop and search statistics.

The media exercise was filmed and edited, and the resulting interviews assessed by the Appointment Panel.

Partner Panel: 60-minute structured interview with key external stakeholders.

Panel Members: Adam Harrold (Chair, OPCC Director of Operations); Ben Ansell (Chief Fire Officer, Dorset and Wiltshire Fire); Cllr Graham Carr-Jones (Community Safety portfolio holder, Dorset Council); Jenni Douglas-Todd (Dorset ICB Chair); Cllr Bobbie Dove (Community Safety portfolio holder, BCP Council); Paul Millett (Head of Community Integration, HMPPS).

People Panel: 60-minute structured interview with key internal stakeholders.

Panel Members: Julie Strange (Chair, OPCC Treasurer); Sgt James Dimmock (Police Federation); Debi Potter (Unison); Supt Jared Parkin (Superintendents Association); T/ACC Steve Lyne; ACO Jo Mosley.

- 3.13 The two assessment days were observed by Simon Bullock, OPCC Chief Executive, and Mike Short, the Chair of the Dorset Police and Crime Panel.
- 3.14 Collectively, the Appointment 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.
- 3.15 Relevant national guidance requires at least one of the Appointment 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).
- 3.16 Graham Farrant kindly 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).

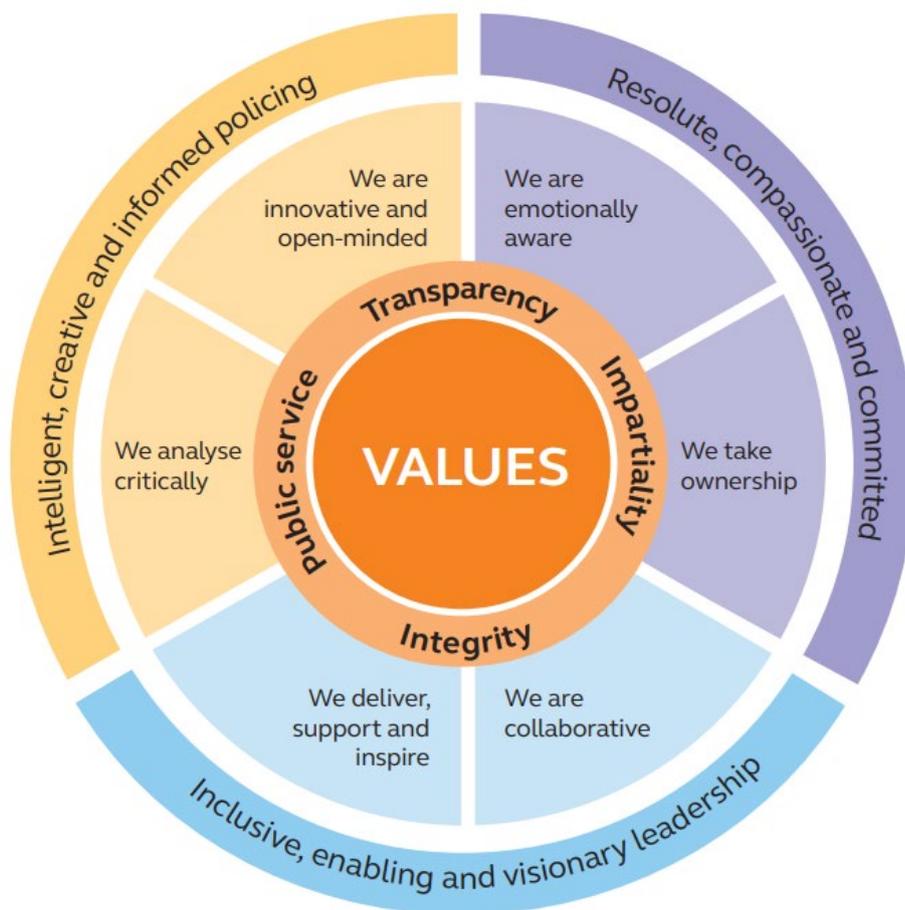
REFLECTION AND DECISION MAKING

- 3.17 On the afternoon of the second assessment day, the Appointment Panel reconvened to consider the range of evidence presented by the three candidates.
- 3.18 The Chief Executive presented a summary of the Appointment Panel's interview scores for each of the three candidates.
- 3.19 All three candidates completed a [Colour Works 'Insight' personal profile](#). Each candidate was provided with the full feedback from their profile and given the opportunity to discuss this with a licensed practitioner before the results were presented. This tool was not used for selection, and all candidates were given the opportunity to opt-out, with no disadvantage. In presenting the highlight findings of the three candidates, the Chief Executive made it clear that this was being provided to the Appointment Panel in high-level summary only, to complement the assessment process.
- 3.20 The Appointment Panel then viewed and discussed the three interviews from the media exercise and heard from the chair of the Partner Panel and the chair of the People Panel, separately, to understand the feedback and findings of those panels.
- 3.21 Considering the range of material presented and discussed, the panel identified any final questions or challenges for each candidate, and then had short 15-minute sessions with each candidate to discuss these.
- 3.22 Finally, at the conclusion of the final candidate sessions, the PCC spoke about the 'chemistry conversations' he had with each of the three candidates, which focused on 'fit', in other words whether each candidate was the right person for what is required for the role of Dorset Police Chief Constable at this point in the cycle of delivery against the Police and Crime Plan.

3.23 Following this, the Appointment Panel considered the entire assessment process. As per the relevant legislation, recruitment of Chief Constables is a matter for PCCs, and at this point the PCC declared his preferred candidate. The Appointment Panel were unanimously and fully supportive of this decision, whilst recognising the relative strengths of the other two candidates.

4. CRITERIA

4.1 As previously mentioned, the College of Policing's 'Competency and Values Framework' was used to assess the suitability of candidates at both the shortlisting and interview stages. The framework has six competencies, clustered into three groups as below. These competencies are underpinned by four values at the centre of the framework.



4.2 The selection criteria were discussed at the shortlisting stage. The application form was designed to pose one question in relation to each of the six competencies and then four further questions focused on core responsibilities which would probe values. Candidates were therefore afforded 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 accuracy.

4.3 The interviews followed a traditional structured format, with panel members taking turns to pose predetermined questions designed to probe each one of the assessment criteria. Panel members were free to ask follow-up, or clarification, questions to ensure fairness and that the full extent of each criterion was tested and were free to challenge the candidates as they saw fit.

4.4 The Appointment Panel interview focused on assessing the candidates against the Competency and Values Framework.

4.5 To complement, rather than duplicate, the Appointment Panel interview, and to elicit further information about the candidates' suitability, the Partner and People Panel interviews were specifically focused on values and 'feel' – rather than a more technical evaluation of skills and/or experience.

5. ASSESSMENT

5.1 In the first instance, the Chief Executive assessed the candidates' applications 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 Appointment Panel scored the candidates, at both the shortlisting and interview stages against the following scale:

Score	Definition
5: Exceptional performance	The candidate demonstrated an exceptionally strong level of understanding, well above the standard required.
4: Exceeds acceptable	The candidate demonstrated an in-depth understanding, providing performance supplementary to that expected.
3: Acceptable performance	The candidate demonstrated a sound and acceptable understanding, at the level expected of the role.
2: Generally acceptable	The candidate demonstrated generally acceptable understanding, but lacked clarity, relevance and/or depth.
1: Limited performance	The candidate did not demonstrate an understanding of the competency/value being measured.

5.3 The Appointment Panel discussed its minimum expectations beforehand. It was confirmed that candidate scoring '2' against one or more criteria might not be appointable, but mitigation would be considered should that be the case. This was not needed.

5.4 Temporary Assistant Commissioner Amanda Pearson scored highest at the shortlisting stage, and joint highest at the presentation and interview stage.

5.5 The Partner Panel and People Panel, again to complement rather than duplicate the Appointment Panel process, were asked by the PCC to determine whether, as key stakeholders, they thought candidate **met, did not meet, or exceeded** expectations of the values and competencies for the Chief Constable of Dorset. Panel members were briefed that clearly this was a more arbitrary assessment and as a result were not asked to assess in the usual way with a numerical score, and instead have a holistic conversation around each individual candidate's responses in arriving at a decision.

5.6 Similarly, the Appointment Panel, in viewing the output from the media exercise, undertook a similar conversation around concepts such as 'fit' and 'presence' and decided whether candidates **met, did not meet, or exceeded expectations**.

- 5.7 Temporary Assistant Commissioner Amanda Pearson scored highest overall across the Partner Panel, People Panel and Media Exercise.
- 5.8 At the completion of the assessment process, the Appointment Panel considered the entire breadth of presented evidence. As per the relevant legislation, recruitment of Chief Constables is a matter for PCCs, and at this point the PCC declared Temporary Assistant Commissioner Amanda Pearson as his preferred candidate.
- 5.9 The Appointment Panel were unanimously and fully supportive of this decision, noting that Temporary Assistant Commissioner Amanda Pearson demonstrated the breadth of her policing experience, leadership, and ability to command a force and engage at the highest levels with local, regional and national stakeholders.
- 5.10 To support the offer of proposed appointment, references were taken up. The current and previous senior leadership of the Metropolitan Police Service, as well as former Chief Constables and Deputy Chief Constables with whom Temporary Assistant Commissioner Amanda Pearson has previously worked all provided strong, clear endorsements of her suitability with no caveats.
- 5.11 Mr Short separately confirmed that in relation to the role of observer on behalf of the Dorset Police and Crime Panel, in summary that:
- The whole selection process was clear, honest, unbiased, and transparent.
 - The Appointment Panel members unanimously, and unequivocally, declared that the applicant selected by the PCC was suitable and should go forward for a final confirmatory hearing with the Dorset PCP on 2 February 2023.

6. PREFERRED CANDIDATE BIOGRAPHY

- 6.1 Temporary Assistant Commissioner Amanda Pearson (T/AC Pearson) has 29 years' policing experience across several Forces – including the Metropolitan Police Service, Hampshire Constabulary, City of London Police, Thames Valley Police, and Hertfordshire Constabulary.
- 6.2 Amanda's current role is Temporary Assistant Commissioner for Professionalism in the Metropolitan Police Service (MPS) a role she commenced in April 2022. She is also the NPCC lead for Stop and Search. Prior to this she was the Programme Director for the national Police Plan of Action on Inclusion and Race, developed by police leaders and partners to build inclusive organisations and address negative disparities in the experiences of Black people working in, or interacting with policing in England and Wales.
- 6.3 Before transferring to the MPS, Amanda worked for Hampshire Constabulary as Temporary Assistant Chief Constable, responsible for Local Policing, which included Neighbourhood and Response policing as well as Public Protection. She has also worked for both Hampshire Constabulary and Thames Valley Police as the Head of Contact Management for both forces, managing emergency and non-emergency call handling and resolution.
- 6.4 Amanda started her policing career in Thames Valley Police in 1993, moving into Hertfordshire, the City of London and HMICFRS, before rejoining Thames Valley in 2008.
- 6.5 Amanda is a Gold Public Order Commander and a Strategic Firearms Commander. She has a Master's degree from Cambridge in Applied Criminology.

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).

8. LIST OF APPENDICES

- A. Candidate Information Pack (incorporating terms and conditions of appointment)
- B. Application Form (including monitoring information)
- C. College of Policing, Competency and Values Framework
- 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



Chief Constable

Candidate Information Pack





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 broadly rated 'adequate' by HMICFRS; have the sixth lowest crime rate; and are supported by consistently strong levels of public confidence.

I am seeking an operational policing leader who shares my vision of making Dorset the safest county, and understands that policing is at its best when it represents, works with and strengthens our diverse rural, urban and coastal communities.

The successful candidate will not only be an inspirational leader with a broad array of policing experience, but also, someone who will build on the solid foundations already set, and provide grip to deliver the Police and Crime Plan for the people of Dorset.

From me, you will have a partner who will provide challenge, direction and support. Together we will tackle the things that matter to our local communities, and the complex and high harms that drive our demand.

As Chief Constable, above all, I will expect you to be a crime-fighting, thief-taking, tough leader who will keep the county I love, safe.

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', written in a cursive style.

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

£151,813

(With discretion to vary the salary by up to 10% on appointment, to £166,996)

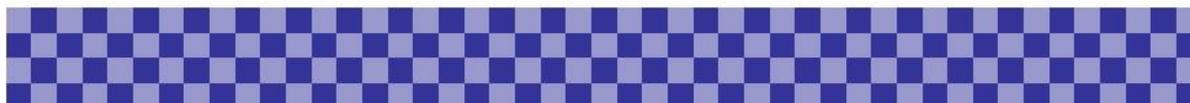
ROLE PURPOSE

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 Corporate 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 the Force Gold Commander, participating in the Chief Officer on-call rota
- To act as the Force media spokesperson as 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 specified by the Police and Crime Commissioner.



BEHAVIOURS AND VALUES

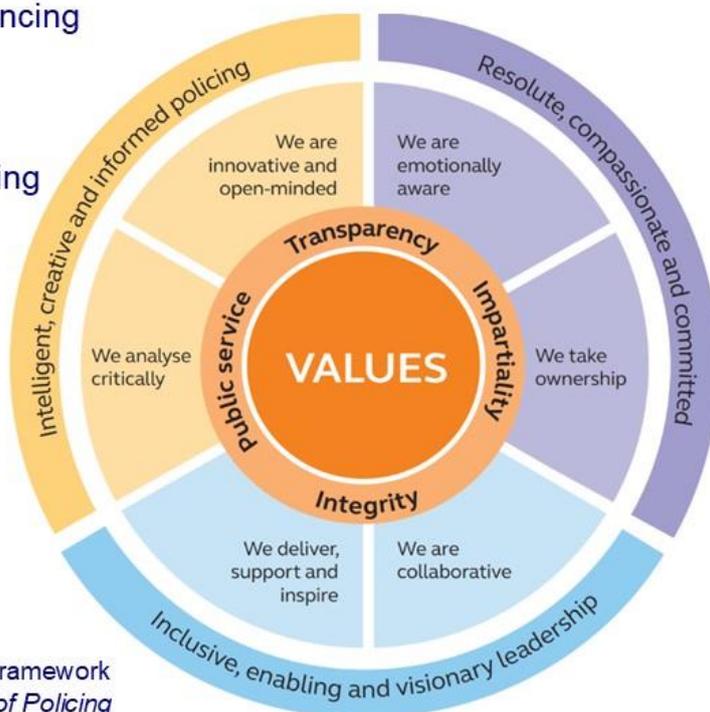
You will be expected to know, understand and champion the values and ethics of the police service.

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



Competency and Values Framework
College of Policing



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 strategic 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 significant change management experience
- Accountable for management of significant budgets
- Evidence of continuing professional and personal development



KEY ACTIVITIES

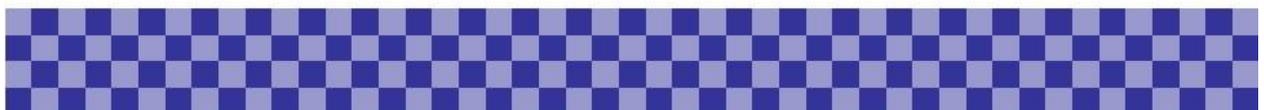
The postholder will have the following core responsibilities and be expected to effectively deliver the associated key activities:

- 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 £151,813 per annum, in accordance with the Police Negotiating Board agreement on pay and conditions of chief police officers and subject to a Confirmation Hearing. The Police and Crime Commissioner has discretion to vary the salary by up to 10% on appointment, which will be actively considered for the right candidate. 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 £39,600. The capital cost is reviewed annually. The Chief Officer Scheme also provides for a non-pensionable 'cash alternative' of £10,800 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 Friday 16th December.

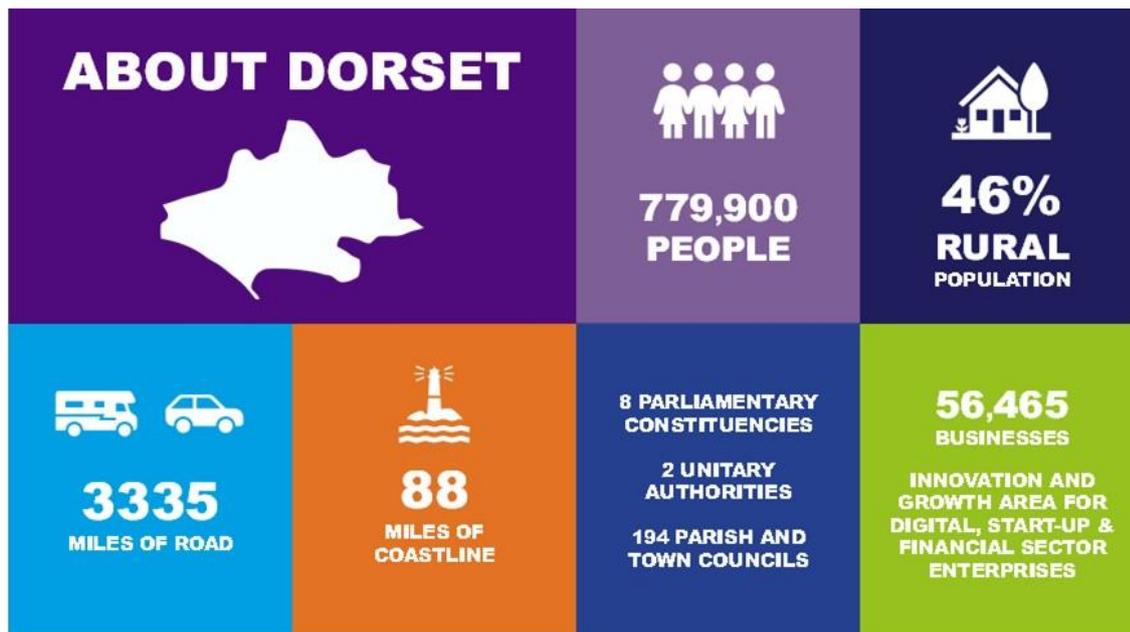
Further details about the appointment process will be provided as part of the engagement with prospective candidates, but this will involve an appointment panel, internal and external stakeholder panels, plus a short presentation and media exercise.

The appointment is subject to vetting, medical clearances, provisions of the relevant Police Acts, Regulations and Determinations and a Confirmation Hearing by the Dorset Police and Crime Panel.

TIMETABLE

22 November 2022	Recruitment opens
16 December 2022	Recruitment closes
w/c 19 December 2022	Shortlisting
5 and 6 January 2023	Two-day interview and assessment
TBC Feb 2023	Police and Crime Panel Confirmation Hearing





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.

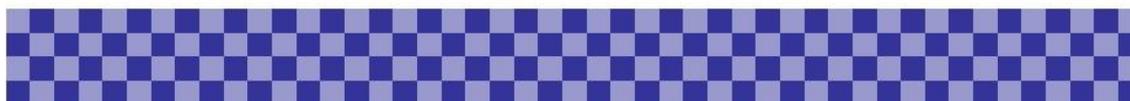
We police 1024 square miles, 3335 miles of roads and 88 miles of coast.

We serve a population of 779,900, split between our two local authorities (379,600 in Dorset, and 400,300 in Bournemouth, Christchurch & 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 1400 councillors.

We serve over 56k 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



CHIEF CONSTABLE

COMPETENCY BASED

SELF-ASSESSMENT

APPLICATION FORM

***Private and Confidential
once completed***

The Office of the Dorset Police & Crime Commissioner

DAVID SIDWICK
Police & Crime Commissioner
E david.sidwick@dorset.pnn.police.uk

Force Headquarters,
Winfrith, Dorchester,
Dorset DT2 8DZ.

T 01202 229084
W dorset.pcc.police.uk

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 greater of your time operating as a **Chief Officer**, or 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) As part of the process your current Chief Constable may be contacted to provide his or her assessment of your suitability. This will not be required for candidates already currently at the rank of Chief Constable, whether on a substantive or a temporary basis.
- (h) It is the applicant's responsibility to ensure that this form (with the Monitoring questionnaire) is returned by midday on Friday 30 December 2022 to pcc@dorset.pnn.police.uk.

PART ONE: PERSONAL DETAILS

Last Name:

First Name(s):

.....

Police Force:

Current Role Title:

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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

--	--	--	--	--	--

Promotion to DCC (if applicable)

--	--	--	--	--	--

Home Address:

Work Address:

.....

.....

.....

.....

Postcode: **Postcode:**

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.

Institution and Course	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	From	To	Summary of Course

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

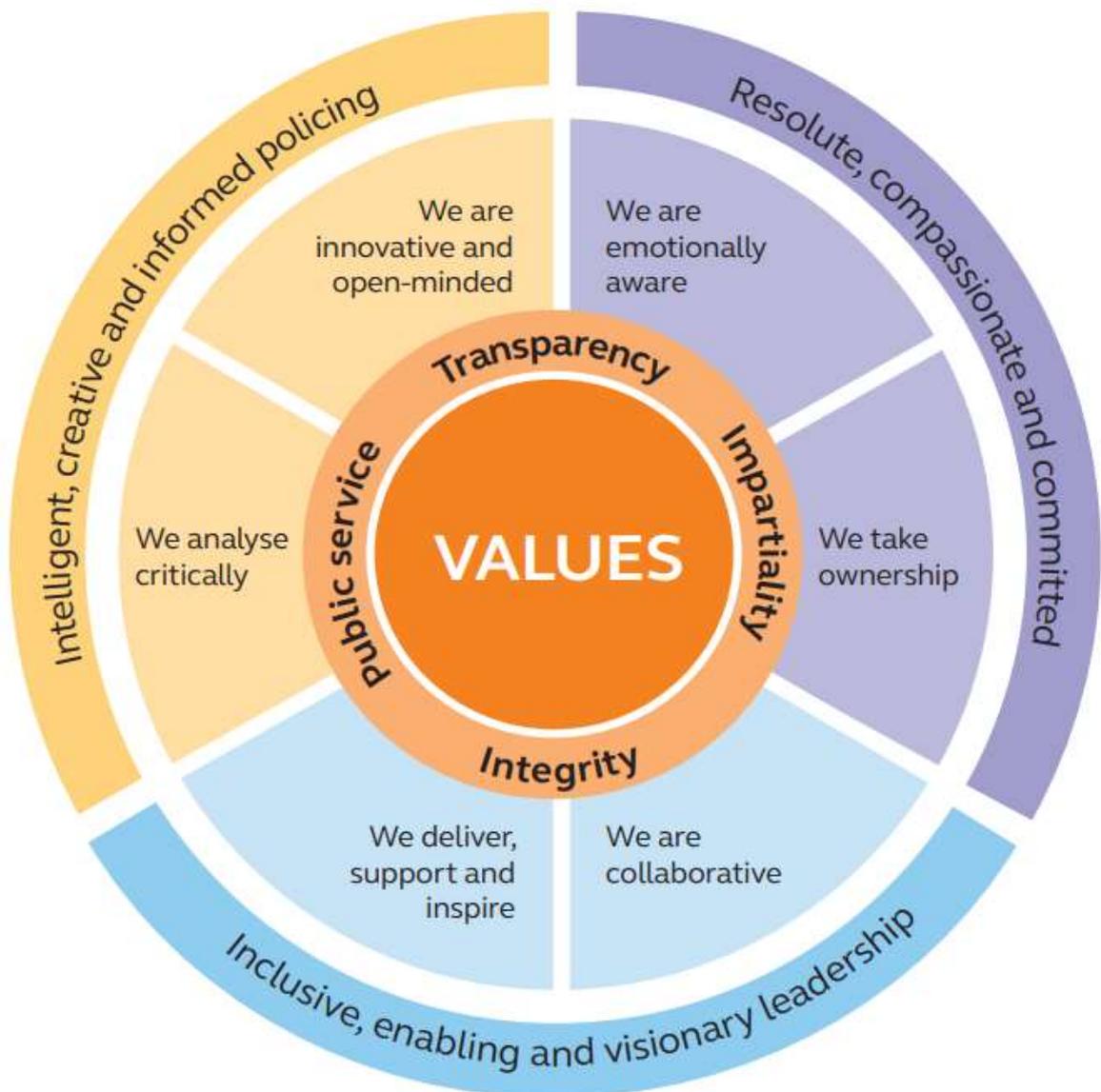
Course	From	To	Summary of Course

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.

For further information, please refer to the College of Policing '[Competency and Values Framework](#)'.



Each competency is split into three levels which are intended to be used flexibly, and are cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. Evidence of competence at the minimum of Level 3 (senior manager/executive level) must be demonstrated.

Inclusive, enabling and visionary leadership – We deliver, support and inspire

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:

Inclusive, enabling and visionary leadership – We are collaborative

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:

Resolute, compassionate and committed – We are emotionally aware

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:

Resolute, compassionate and committed – We take ownership

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:

Intelligent, creative and informed policing – We are innovative and open-minded

Please give an example of a time when you have innovated to deliver significant organisational change. Please be explicit about the nature of the innovation 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:

Intelligent, creative and informed policing – We analyse critically

Please explain how you have exploited data, intelligence and information to taken actions to ensure staff are actively supported and motivated to achieve organisational goals. Please be specific about the role of analysis in identifying the systems and strategies you adopted and the results achieved.

Applicant's response:

Date of example provided:

Referee and contact number:

Core responsibilities - 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:

Core responsibilities - Community 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:

Core responsibilities – 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 responsibilities – 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:

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).



College of
Policing

college.police.uk

Competency and Values Framework for policing

Overview of framework

BetterProfessionals[™]
for **Better**Policing

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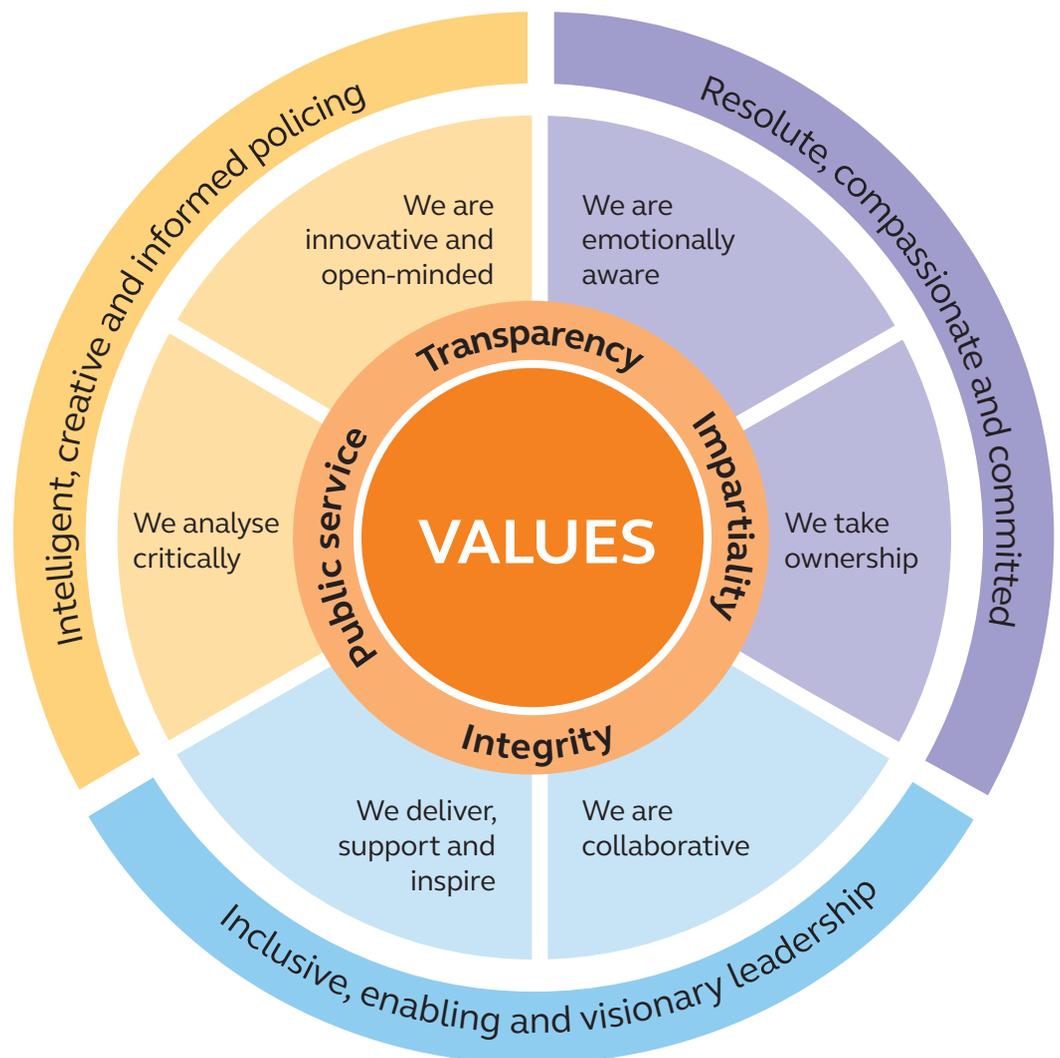
For enquires about this document, or to request an alternative format, please email **contactus@college.pnn.police.uk**

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Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

Values

Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

Cluster

Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

Competency

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We are emotionally aware

Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Competency

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership

Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Cluster

Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

Competency

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative

Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

Competency

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver, support and inspire

Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

Cluster

Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

Competency

We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We analyse critically

Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Competency

We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

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2023 Appointment of Chief Constable, Dorset Police

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 a non-Ministerial government agency.

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 on 6 July 2021, prior to the previous appointment process.

I can confirm that in my opinion this was a rigorous and robust selection process, from the initial application process and shortlisting meeting, through to the final interviews which took place over two days. All appropriate procedures were followed, and I observed no behaviours which could have been described as discriminatory or introducing bias into the selection process. The process of recording and comparing scores was robust and well managed.

At the final interview on 5 and 6 January all panel members were present along with an independent observer and the Chief Executive of the OPCC, also observing. The processes were well managed and there was strong support for the process from the Office of the Police and Crime Commissioner. The Police and Crime Commissioner, as chair of the Selection Panel was appropriately inclusive and ensured that the interview process was extensive, probing 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

6 January 2023