

POLICE AND CRIME PANEL – 2 JULY 2026

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 Deputy Chief Constable Rachel Farrell 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 Amanda Pearson (CC Pearson) formally notified the PCC of her intention to retire in January 2026, in accordance with her contractual requirement to provide at least 6 months' notice.
- 2.2 CC Pearson will have served a little over three years as Dorset Chief Constable, and 33 years in policing, by the time of her retirement, in line with the expectation she gave the PCC upon taking up the appointment.

- 2.3 The PCC is clear that CC Pearson has exceeded his expectations as Chief Constable. Firstly, as someone with a broad range of experience and who has shown success not just in different police areas geographically but also in different police disciplines from neighbourhood policing through detection to public order.
- 2.4 Secondly, the PCC recognises that CC Pearson understands the diversity of Dorset – and that Dorset Police must deliver for urban, coastal and rural areas as well as all of the diverse communities within them.
- 2.5 Thirdly, and critically, that CC Pearson has had the necessary grip to deliver the Police and Crime Plan – to cut crime and to make Dorset safer – and as a result, Dorset has become the fourth safest force area in England and Wales with crime and violent crime continuing to fall and positive outcomes, including arrests, continuing to rise.
- 2.6 Following CC Pearson’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.
- 2.7 As Panel members may be aware, most Chief Constable recruitment campaigns in recent years have resulted in a very limited number of applications. Knowing this, the PCC determined beforehand that the minimum number of eligible candidates required for the process to be valid, was one.

The Ongoing Challenge of Chief Constable Recruitment

For much of the past two decades, concerns have been raised about the size and strength of the pool of suitable applicants for Chief Constable vacancies.

As early as the mid-2000s, the first signs of concern emerged as nationally policing began to recognise that the traditional leadership pipeline – from Chief Superintendent through Assistant Chief Constable, Deputy Chief Constable and into Chief Constable – was becoming noticeably narrower.

In 2008, the Home Office green paper “[From the Neighbourhood to the National: Policing our Communities Together](#)” stated that the relevant agencies “*need to do more to ensure that there is a sufficient supply of chief officers to match the posts that need to be filled.*”

Several factors were identified, including fewer officers willing to relocate between forces, an increasing complexity and public scrutiny of chief officers, and concerns about whether senior officers were receiving sufficient development to become Chiefs. As a result, a relatively small number of candidates were circulating around the same vacancies.

The introduction of PCCs in 2012 fundamentally changed the appointment process, and a new light was shone on this issue as PCCs began to publicly raise and discuss the matter. This led to the [Home Affairs Committee](#) taking evidence on Chief Constable recruitment in the 2015/16 parliamentary session, including hearing that over half of Chiefs appointed in 2015 were the only candidate for the job, often the current Deputy Chief Constable. Once again, the Committee found that the system was not generating a sufficiently broad field.

In the decade following, the issue remained a regular topic of discussion, as Chief Constables increasingly became subject to intense public and media scrutiny, and increasing accountability was brought to bear through political leadership, judicial reviews and misconduct investigations. As a result, some senior officers reportedly concluded that the personal and reputational risks outweighed the benefits of seeking promotion.

At the same time, concerns about pensions and relocation costs have continued to be cited as barriers to recruitment – with a number of chief officers arguing that pension arrangements inadvertently discouraged some senior officers from applying for top roles.

This issue has, arguably, become even more stark in the last couple of years. In 2024, Humberside Police received no applicants for its Chief Constable vacancy. In 2025, it was reported that two of the larger roles in policing – the Chief Constable of Merseyside, and the Deputy Commissioner of the Metropolitan Police – attracted one applicant each. And earlier this year, the recruitment process for the Leicestershire Police Chief Constable vacancy had to be re-run after the previous exercise failed to result in an appointment (the two applicants interviewed were both Assistant Chief Constables).

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 ensured the recruitment process met the legislative requirements and was developed in accordance with the College of Policing's [Guidance for Appointing Chief Officers](#), 2025.

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 Dorset Police 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 national 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 relevant Chief Officers via the National Police Chiefs' Council secure platform 'Chiefs Net'.
- 3.5 Feedback confirmed that the national chief officer cohort were informed of the vacancy, and a small number of conversations were had with potentially interested parties. This activity ultimately resulted in one individual applying for the role, recognising the scale of the challenge described in the box at paragraph 2.7.

SHORTLISTING

- 3.6 Shortlisting took place remotely on 6 May 2025, by members of the Appointment Panel. Ahead of the process, the Chief Executive shared:

- an overview of the relevant legislation and requirements relating to the process,
- the relevant material including principles of merit, fairness and openness that should underpin the process,
- the College of Policing '[Competency and Values Framework](#)', and
- the scoring methodology, the use of which was agreed by the panel.

3.7 As a result, Appointment Panel members:

- gained a shared understanding of the assessment criteria,
- 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.

3.8 The shortlisting process, albeit undertaken remotely, was observed by Simon Bullock, OPCC Chief Executive, and Cllr Alastair Keddle, Dorset Police and Crime Panel Chair.

ASSESSMENT

3.9 The assessment day took place at Force Headquarters on 19 May 2026.

3.10 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 involved in each:

Media Exercise: 15-minute interview on the subject of a perceived rise in serious violence in Bournemouth following two high-profile, hypothetical, incidents involving young victims.

The media exercise was staged and managed by Sue Bloss (Head of Communications and Engagement, OPCC) and undertaken by professional contractors, with the resulting interview being assessed by the Appointment Panel.

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

Panel Members: Adam Harrold (Chair, Director of Operations OPCC), Sam Crowe (Director for Public Health, Dorset Council), Katie Sorrell (Head of Service, Dorset Probation), David Webb (Head of Service, Dorset Youth Justice), Lionel Yafele (Independent Police Advisor)

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

Panel Members: Julie Strange (Chair, OPCC Treasurer), Alyssa Forrest (LGBT+ Network), Gavin House (Superintendents Association), Julie Howe (Survivors Network), Chris Wood (Police Federation)

Appointment Panel: 30-minute presentation on the Police and Crime Plan, followed by 60-minute structured interview.

Panel Members: David Sidwick (Chair, PCC), Aidan Dunn (BCP Chief Executive), Prof Lesley Haig (Vice-Chancellor, Health Services University), Siobhan Harrington (Chief Exec, University Hospitals Dorset), David Lewis (Former Dorset Deputy Chief Constable), Matthew Scott (Kent PCC)

- 3.11 The assessment day was observed by Simon Bullock, OPCC Chief Executive, and Cllr Alasdair Keddie, Dorset Police and Crime Panel Chair.
- 3.12 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.
- 3.13 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).
- 3.14 Aiden Dunn 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).
- 3.15 Relevant national guidance requires the Appointment Panel to include a senior policing advisor, an individual with professional policing knowledge, who is able provide the PCC with advice at an appropriate level from a policing perspective, should it be needed. David Lewis kindly agreed to act as this adviser.

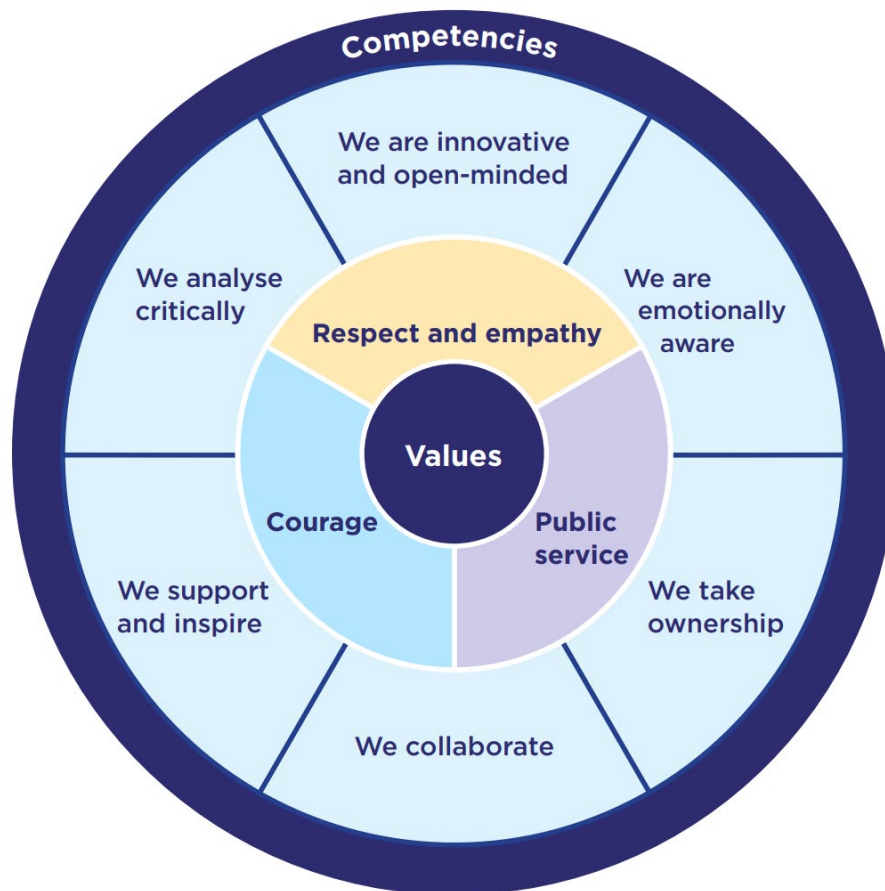
REFLECTION AND DECISION MAKING

- 3.16 Following the completion of all four elements as described in paragraph 3.10, the Chief Executive summarised the assessment, for Appointment Panel members, as follows:
- 3.17 Prior to the assessment day, the candidate completed a [Colour Works 'Insights' personal profile](#) and was provided with the full results and the opportunity to discuss this with a licensed practitioner. This tool was not used for selection, and the candidate was given the opportunity to opt-out, with no disadvantage.
- 3.18 In presenting the highlight findings of assessment 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.
- 3.19 The Appointment Panel then viewed and discussed the interviews from the media exercise, supported by the OPCC Head of Communications and Engagement and then heard from the chair of the People Panel (OPCC Treasurer) and the chair of the Partner Panel (OPCC Director of Operations) separately, to understand the feedback and findings of those panels. The panel were also presented with the assessment scores from each panel to aid their consideration and decision-making.
- 3.20 The Appointment Panel then undertook a wash-up session to consider and discuss the assessments presented and identified any final questions or challenges for the candidate before making their recommendations to the PCC.
- 3.21 Finally, the PCC spoke about the 'chemistry conversation' and current working relationship he had with the candidate which focused on 'fit' for the role, in other words whether the candidate was the right person for what is required for the role of Chief Constable.
- 3.22 Following this, the Chief Executive, presented a summary of the results, allowing Appointment Panel members to consider the entire assessment. As per the relevant legislation, members

were reminded that recruitment of Chief Constables is a matter for PCCs, and the Appointment Panel's role was to aid the PCC in his decision. The Appointment Panel were unanimously and fully supportive of the decision to appoint the preferred candidate.

4. CRITERIA

- 4.1 The College of Policing's 'Competency and Values Framework' (CVF) was used to assess the suitability of candidates at both the shortlisting and interview stages. The framework has six competencies, and three values as set out below.
- 4.2 The CVF provides clear expectations for everyone working in policing, and therefore plays a significant role in the recruitment, assessment and development of staff at every level. Assessment against the CVF for this role took place at Level 3, Senior Managers and Executives.



- 4.3 The selection criteria were considered at the shortlisting stage with Appointment Panel members offering thoughts that were incorporated in the subsequent assessment process. The application form was designed to probe and challenge the competencies and values, as well as other areas of core responsibility linked to the delivery of the Police and Crime Plan. The candidate were therefore afforded the opportunity to provide evidence of suitability, skills, experience, and relevant continuing professional development.
- 4.4 The interviews followed a traditional structured format, with panel members taking turns to pose predetermined questions designed to probe each of the assessment criteria. Panel members were free to ask follow-up, or clarification, questions to ensure fairness, that the full extent of each criterion was tested and that the candidate might be appropriately challenged.

- 4.5 To probe different areas of skill and competency, some elements of the assessment process were pre-set with information provided to the candidate beforehand, whilst others were not.
- 4.6 The Appointment Panel interview focused on assessing the candidates against the Competency and Values Framework.
- 4.7 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 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 following scale was used by throughout the assessment process, at both the shortlisting and interview stages:

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 Minimum expectations were considered beforehand. It was confirmed that a candidate scoring an average that might be rounded down to '2' against one or more criteria might not be appointable, but mitigation would be considered should that be the case.
- 5.4 This was not needed as Deputy Chief Constable Rachel Farrell scored well across each individual assessment element – including the shortlisting, People Panel, Partner Panel and both the Appointment Panel presentation and interview elements. The Media Exercise was not scored in the same way as a general assessment of acceptability was undertaken by the Appointment Panel.
- 5.5 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 Deputy Chief Constable Rachel Farrell as his preferred candidate.

- 5.6 The Appointment Panel were unanimously and fully supportive of this decision, noting that Deputy Chief Constable Rachel Farrell 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.

6. VETTING AND REFERENCES

- 6.1 Updated guidance on police vetting ([Vetting Authorised Professional Practice](#)) states that the OPCC Chief Executive is the decision maker for approving clearance, supported by the Force Vetting Manager whom provides support and manages the Chief Constable's vetting clearance process.
- 6.2 The preferred candidate was successfully vetted to the level required by Chief Constables – namely, Management Vetting (MV) and Developed Vetting (DV). Management Vetting assesses individual's financial history to ensure they are not vulnerable to bribery or financial coercion, and Developed Vetting expands this by including more intrusive questioning and background checks.
- 6.3 A search of Dorset Police Professional Standards Department records was undertaken to ensure that the preferred candidate's disciplinary record was considered, and that the PCC was made aware of any outstanding allegations or ongoing investigations. There were no issues identified.
- 6.4 Additionally, updated guidance on police vetting states that police personnel are now required to undergo an annual integrity check as part of the annual Performance Development Review (PDR). This was carried out in May 2026 with no issues identified.
- 6.5 To support the offer of proposed appointment, references were taken up. The current Dorset Police Chief Constable and a senior leader from the Hampshire and Isle of Wight Integrated Care Board both provided clear endorsements of the preferred candidate's suitability.
- 6.6 The report of the Independent Member referenced in paragraph 3.14 confirming the fairness of the process and decision making is attached at Appendix D.
- 6.7 Cllr Keddie separately confirmed that in relation to the role of observer on behalf of the Dorset Police and Crime Panel, in summary that:
- He found the process to be rigorous and exhaustive in its examination of the candidate.
 - Overall, the process was honest, unbiased and transparent, taking into account a wide range of both internal and external stakeholders.
 - Whilst he understood that this may have been hard to avoid due to the unique dynamics of the potential field of candidates, he would have liked to see more than one candidate evaluated.
- 6.8 Overall, the wider vetting and reference checks have all been completed with no issues identified.

7. PREFERRED CANDIDATE BIOGRAPHY

- 7.1 Deputy Chief Constable Rachel Farrell (DCC Farrell) has 31 years' policing experience principally in Hampshire where she served for 26 years, before joining Dorset as Assistant Chief Constable in January 2022, and being appointed Deputy Chief Constable in July 2023.
- 7.2 DCC Farrell spent much of her career as a detective, specialising in major and serious crime. As an accredited senior investigator, DCC Farrell has led complex investigations across areas including homicide, public protection, child abuse, rape and serious sexual offences, and criminal intelligence. Her work has been driven by a deep commitment to protecting vulnerable people and securing justice by holding offenders to account.
- 7.3 DCC Farrell has also held uniformed neighbourhood policing roles and has a strong understanding of the specific challenges faced by rural communities. Throughout her career, she has played a key role in shaping policing approaches to rural crime. In addition, she has led in city command roles, worked in Contact Management, and delivered a range of strategic reviews and improvement projects.
- 7.4 As a senior leader, DCC Farrell is passionate about delivering high-quality public service and driving meaningful change through innovation and collaboration. She is committed to building strong, effective partnerships that prevent harm, reduce crime, and create safer communities.
- 7.5 As Deputy Chief Constable, DCC Farrell's role is to uphold standards and shape the culture of the organisation – recognising the fundamental importance of trust, integrity, and professionalism in policing, and is actively leading several initiatives to strengthen the legitimacy of the service and maintain public confidence.

8. TERMS AND CONDITIONS OF APPOINTMENT

- 8.1 The terms and conditions on which the candidate is to be appointed are given in the candidate information pack (Appendix A).

9. ACKNOWLEDGMENTS

- 9.1 The PCC and OPCC thanks members of the Appointment Panel, People Panel, Partner Panel and observers (and their administrative support) for their time, insight and counsel in achieving a positive recruitment outcome.
- 9.2 The PCC thanks OPCC staff who supported this recruitment process over several months of effort and ultimately ensured a smooth process on the assessment day.

10. 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) 229084

Chief Constable

Recruitment Pack

JOIN US.

LOVE DORSET.



**DORSET
POLICE**

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

Dorset is one of the higher performing police services in England and Wales – with the latest crime statistics showing a further decrease in overall crime and an increase in positive outcome rates, making Dorset currently the fifth safest force area.

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

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

From me, you will have a partner who will provide challenge, direction and support.

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

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



David Sidwick

Police and Crime Commissioner for Dorset





WE SERVE DORSET

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

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

We serve a population of 799k, split between our two local authorities (390k in Dorset, and 409k in Bournemouth, Christchurch and Poole).

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

We serve eight parliamentary constituencies, and two large unitary authorities. We also serve around 160 Parish and Town Councils – with almost 1500 councillors.

We serve over 55k 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.

CHIEF CONSTABLE ROLE PROFILE

Location: Dorset Police HQ, Winfrith, Dorset DT2 8DZ

Salary: £181,575 (± 10%)

Contract: Negotiable up to five years

Scope: 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 to create a vision and culture that builds public trust and confidence and enables the delivery of an efficient and effective police service.

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 policing services.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable, including complying with the existing schemes of governance.



CHIEF CONSTABLE RECRUITMENT PROCESS

02/04:
Recruitment opens

30/04:
Application deadline

06/05:
Shortlisting

11-15/05:
Psychometric testing

07/05:
Candidates notified

19-20/05:
Assessment and selection

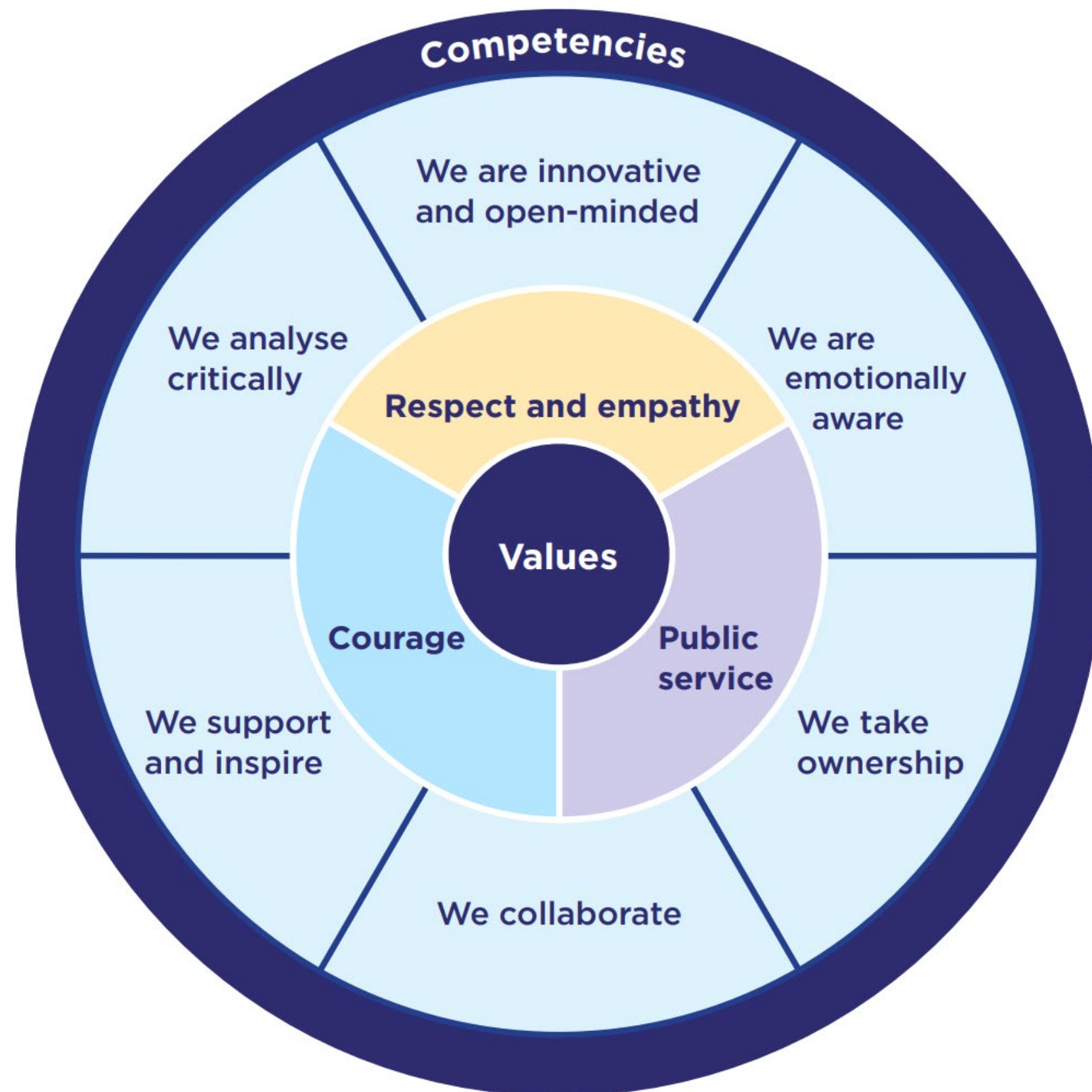
02/07:
Police and Crime Panel
confirmation hearing

25/07:
Current Chief
Constable retires

CHIEF CONSTABLE KEY RESPONSIBILITIES

1. To make Dorset safer, and feel safer
2. To lead the strategic management of the Force, including setting the Policing Vision and proactively ensuring the delivery of the Police and Crime Plan
3. To provide an efficient and effective policing service for Dorset that meets current and expected future demands
4. To promote the highest levels of professional conduct in the Force, including leading the Chief Officer Group to promote a positive workforce culture and uphold the Force values and behaviours
5. To lead a mutually productive relationship with the PCC and OPCC in line with the Policing Protocol, whilst fulfilling the legal obligations as Corporation Sole
6. To undertake a leading role in the corporate and strategic development of the Force to ensure productivity, value for money and organisational effectiveness
7. To hold accountability for Force financial management and determine operational budgets according to the relevant frameworks and guidelines, to ensure the effective use of public spending and maximise value for money
8. To ensure the Force effectively engages and communicates with the public, and promotes customer focused strategies that deliver high levels of public confidence
9. To recognise the importance of culture and inclusion in the Force's working practices and to commit publicly and personally for Dorset Police to become anti-discriminatory in the provision of its policing services
10. To oversee the development, implementation and review of Force policies and strategies
11. To lead and command operational incidents and events as necessary, including acting as Force Gold Commander, participating in the Chief Officer on-call rota, and otherwise fulfilling the authorising responsibilities of a Chief Constable
12. To represent the Force's interests at a local, regional and national level to both the public, media and other external stakeholders
13. To further strengthen relationships with local, regional and national partners, strategically collaborating, influencing and aligning delivery to contribute to local improvement
14. To undertake regional and national responsibilities as part of NPCC, and to actively contribute to the national thinking – particularly around police reform – in a way that supports the delivery of the Force vision and Police and Crime Plan
15. To work with the PCC and OPCC to provide professional advice so that the PCC remains informed and is best advised to fulfil his/her functions
16. To undertake such other tasks, commensurate with rank of Chief Constable as the Police and Crime Commissioner shall specify

COMPETENCIES AND VALUES



The competency and values framework (CVF) provides clear expectations for everyone working in policing.

It plays a significant role in the recruitment, assessment and development of officers and staff at every level.

You will be expected to know, understand, uphold and champion the competencies and values of the police service, and the Code of Ethics.

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).

ELIGIBILITY AND EXPERIENCE

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

The postholder will develop a range of key working relationships to fully effect their duties, including but not limited to:

- ▶ Police officers, staff, specials and volunteers at all levels
- ▶ The PCC and the Office of the PCC
- ▶ National bodies including Home Office, HMICFRS, NPCC and APCC
- ▶ Local partners across local authorities, criminal justice agencies, health, blue light and other partners, elected members, the private sector, and the community and voluntary sector
- ▶ Members of the public
- ▶ Staff Associations, Unions and Networks representatives

APPOINTMENT PROCESS 1

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.

Application Form

To request an application form, or for advice at any point during the application process, please contact Simon Bullock, OPCC Chief Executive, on simon.bullock@dorset.pnn.police.uk

Please refer to the application form for details on its completion. The application form must not be modified.

Completed application forms should be emailed to Simon Bullock, on the above address, by 12pm on Thursday 30 April.

Familiarisation Conversations

Please email Simon Bullock to arrange any familiarisation conversations with the Force and/or OPCC leadership.

Shortlisting

The shortlisting will take place on Wednesday 6 May and be made against the College of Policing Competency and Values Framework. The Shortlisting Panel will comprise of:

- ▶ David Sidwick, Dorset PCC
- ▶ Aiden Dunn, BCP Council Chief Executive
- ▶ Professor Lesley Haig, Vice-Chancellor, Health Sciences University
- ▶ Siobhan Harrington, Chief Executive, University Hospital Dorset
- ▶ David Lewis, former Dorset Deputy Chief Constable
- ▶ Matthew Scott, Kent PCC

The Panel will be advised by Simon Bullock and observed by Cllr Alasdair Keddie, Chair Dorset Police and Crime Panel.

Psychometric Testing

To support the selection process, shortlisted candidates will be invited to complete an online personality profiling tool. The resulting full report will be made available to candidates, and a short summary will be made available to the Appointment Panel.

This service will be provided by The Colour Works and may involve a short conversation with one of their consultants. This will be carried out remotely, and will happen during the week commencing Monday 11 May.

APPOINTMENT PROCESS 2

Assessment Days

The selection and assessment will take place on Tuesday 19 and Wednesday 20 May, and Dorset Police HQ , Winfrith.

The process will consist of:

- ▶ A 30-minute pre-prepared presentation, followed by a 60-minute 'Appointment Panel' consisting of senior executives from policing and partners, and chaired by the PCC
- ▶ A 60-minute 'People Panel' consisting of representatives from internal policing staff associations, unions and networks
- ▶ A 60-minute 'Partner Panel' consisting of senior representatives from local authorities, health, criminal justice, and probation
- ▶ A media exercise managed by the OPCC and supported by a broadcast journalist and a videographer

Further details will be made available to shortlisted candidates.

Following the assessment days a preferred candidate will be notified.

Vetting

The preferred candidate will be subject to the required vetting and medical checks. References will be checked and, if relevant, the preferred candidates previous Force will be contacted.

Confirmation Hearing

The preferred candidate, along with PCC and OPCC, will attend the Dorset Police and Crime Panel on Thursday 2 July, for the confirmation hearing. Like other Panel meetings, it is likely that the meeting will be livecast.

Appointment

Subject to the outcome of the vetting and confirmation hearing, a formal confirmation of appointment will be made.

Further Information

Please refer any queries to Simon Bullock, OPCC Chief Executive, on simon.bullock@dorset.pnn.police.uk

POLICE AND CRIME COMMISSIONER FOR DORSET

Force Headquarters
Winfrith
Dorset
DT2 8DZ

 @PCCDorset

 www.dorset.pcc.police.uk



CHIEF CONSTABLE

COMPETENCY AND VALUES 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 strategic priorities set out in the Police and Crime Plan.

- (a) The form should be completed in full. No attempt should be made to redesign the form. Please contact pcc@dorset.pnn.police.uk if you experience any difficulties with completing 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, your 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.

It is essential that the evidence you present is from within your time operating as a Chief Officer, and desirable it is from the last three years.

- (e) 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.
- (f) Applicants are required to provide two referees at **Part Four**, to sign and date the declaration at **Part Five** and to ensure the monitoring survey at **Part Six** is 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 survey) is returned by midday on Thursday 30 April 2026 to simon.bullock@dorset.pnn.police.uk.
- (i) Part One (Personal Details) and Part Two (Career History) of your completed application form will be used by the OPCC Chief Executive to confirm eligibility.

Part Three (Competencies) will be shared with the Appointment Panel for shortlisting purposes. **This is the element that will be scored.**

Part Four (References) and Part Five (Declaration) will be used by the OPCC for reference checking in the case of the preferred candidate.

Part Six (Monitoring) will be used by the OPCC for equality monitoring, and summary, non-personal information may be shared with the College of Policing.

PART ONE: PERSONAL DETAILS

Last Name:

First Name(s):

Police Force:

Current Role Title:

Date of:

Birth

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Joining

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Promotion to Sergeant

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Promotion to Inspector

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Promotion to Chief Inspector

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Promotion to Supt

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Promotion to Chief Supt

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Promotion to ACC/Commander

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Promotion to DCC/DAC

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Promotion to CC/AC

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Home Address:

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Work Address:

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Postcode:

Postcode:

Mobile Telephone Number:

PART TWO: CAREER HISTORY

Please provide details of your three most recent posts.

Current/ most recent 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.

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.

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.

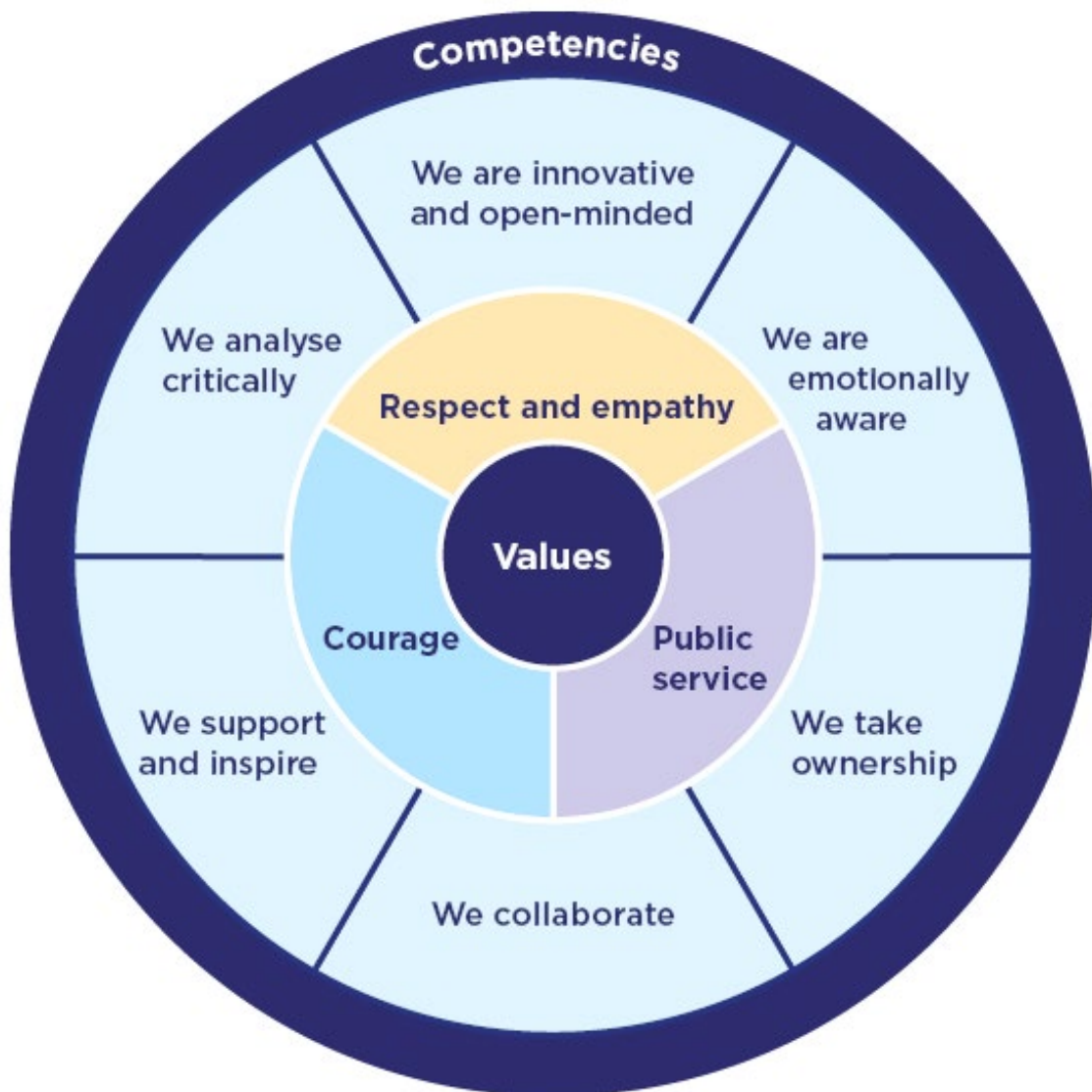
Course	From	To	Summary of Course

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 support and inspire

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

Applicant's response:

Date of example provided:

Inclusive, enabling and visionary leadership – We collaborate

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:

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, 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:

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 Force change. Please be explicit about the nature of the innovation and your approach to leading its development, implementation and review.

Applicant's response:

Date of example provided:

Intelligent, creative and informed policing – We analyse critically

Please explain how you have exploited data, intelligence and/or information to deliver value for money and achieve Force goals. Please be specific about your use of evidence in identifying the approach and strategy you adopted and the results achieved.

Applicant's response:

Date of example provided:

Core responsibilities – Crime-fighting

Please describe a sustained reduction in crime or harm that you have personally led. What was the problem, what competing priorities and other challenges did you overcome, what actions did you take, and what evidence demonstrates the impact over time?

Applicant's response:

Date of example provided:

Core responsibilities - Community focus

Please give an example of a situation you managed directly that required to take account of community views. What was the situation, how did you engage with the community and in what way was the change, approach or policy influenced by that engagement?

Applicant's response:

Date of example provided:

Core responsibilities – Commitment to an anti-discriminatory police service

Please give an example of where you have challenged attitudes or behaviours within your Force that risked undermining the objective of becoming an anti-discriminatory police service. Please explain the challenges you faced, and the outcome.

Applicant's response:

Date of example provided:

PART FOUR: REFERENCES

Please provide the names and addresses of two referees not related to you who have agreed to support your application.

Please note that one of these referees must be your current Chief Constable (or PCC or equivalent in the case of a serving Chief Constable).

	REFEREE	REFEREE
Name		
Occupation		
Relationship to candidate		
Email address		
Phone number		

PART FIVE: 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 confirm I am eligible to apply for this position in line with Police Regulations, and that I have held the rank of ACC, Commander, or a more senior rank in a UK police force.

I understand that, should I be selected as the preferred candidate for the role, contact will be made with my current force Professional Standards Department. The PCC will consider my disciplinary record and will be made aware of any outstanding allegations or ongoing investigations. In addition, the Barred and Advisory list will be reviewed to confirm that I do not appear on it, and that I am eligible for the vacancy.

I authorise that my educational, professional and past employment history and reference can be looked into as required in relation to this application, and give consent to any former employer to provide employment related information about me.

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

Signed:

Date:

PART SIX: MONITORING

CONFIDENTIAL WHEN COMPLETED

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

Female ☐	Male ☐
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ETHNICITY

WHITE	MIXED	ASIAN OR ASIAN BRITISH
British ☐	White and Black Caribbean ☐	Indian ☐
Irish ☐	White and Black African ☐	Pakistani ☐
Any other White Background ☐	White and Asian ☐	Bangladeshi ☐
	Any other mixed background ☐	Any other Asian background ☐
BLACK OR BLACK BRITISH	OTHER ETHNIC GROUPS	
Caribbean ☐	Chinese ☐	
African ☐	Any other ethnic group ☐	
Any other Black background ☐		

SEXUAL ORIENTATION

Bi-sexual ☐	Heterosexual ☐	Gay/Lesbian ☐	Prefer not to say ☐
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RELIGIOUS BELIEF / FAITH (state denomination if you wish)

Buddhist ☐	Hindu ☐	Jewish ☐
Christian ☐	Muslim ☐	Sikh ☐
None ☐	Other (please state) ☐	Prefer not to say ☐

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).

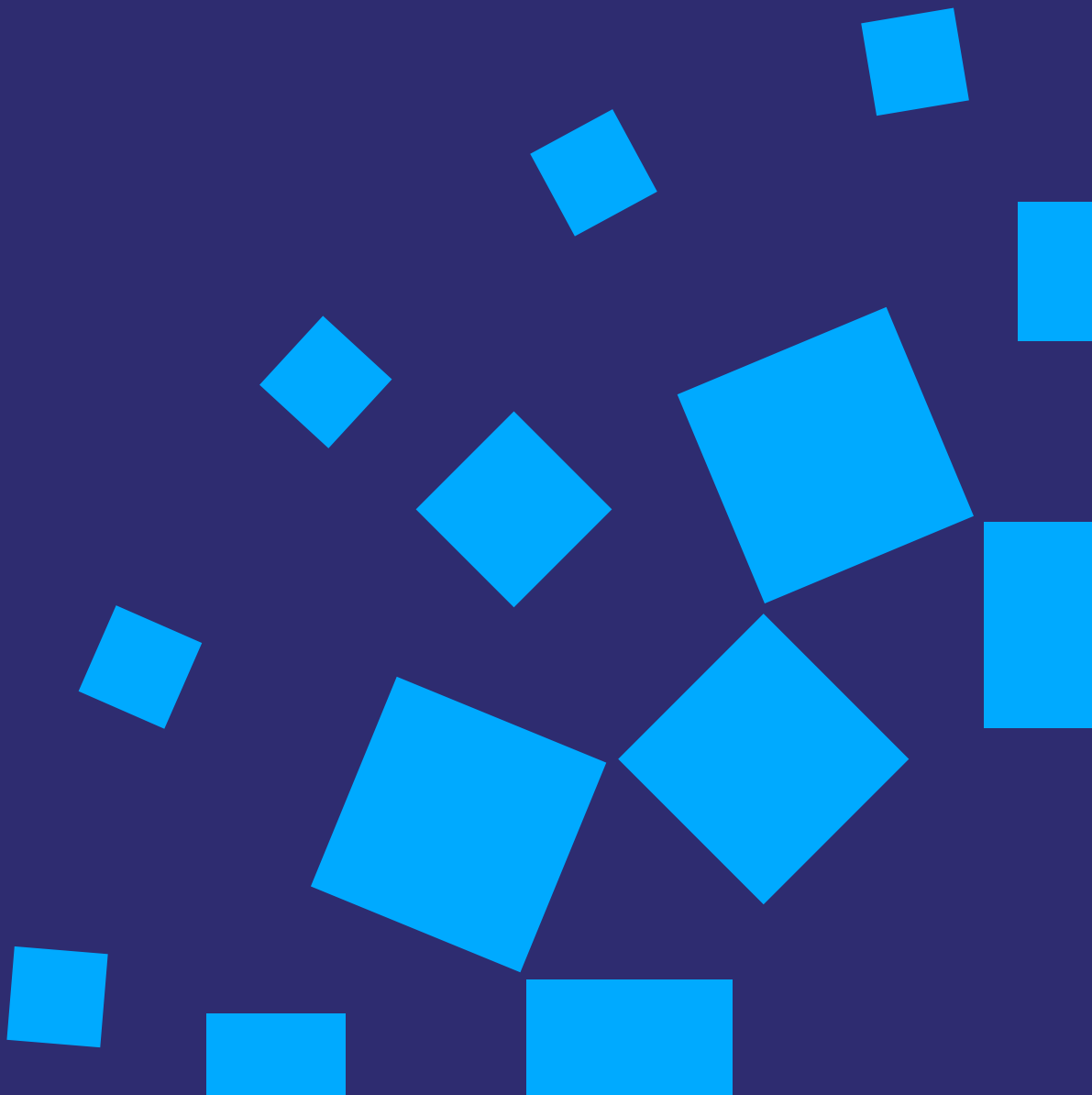


College of
Policing

Working together
to prevent crime

Competency and values framework for policing

2024



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If you have any enquiries regarding this publication, please contact us at communications@college.police.uk

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Introduction

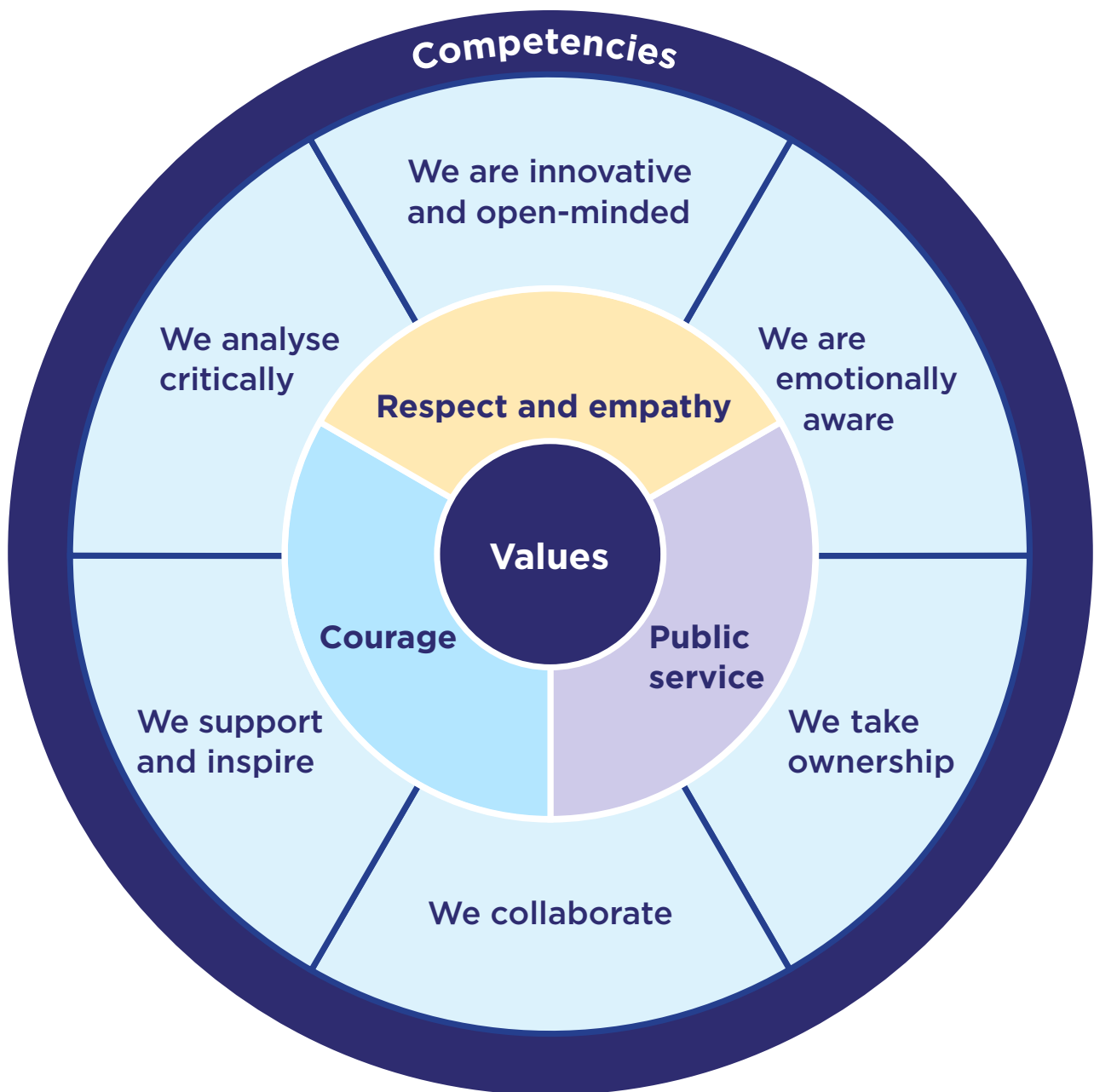
The purpose of the competency and values framework

The competency and values framework (CVF) provides clear expectations for everyone working in policing. It describes the behaviours required by you, as a police officer or member of staff, to be effective in your role and uphold the Code of Ethics. It plays a significant role in the recruitment, assessment and development of officers and staff at every level.

The CVF is made up of:

- three values
- six competencies

The CVF provides a summary of these values and competencies, starting with a description that includes an explanation of why it is important. This provides the context needed to have a full and complete understanding of expectations in the workplace.



Each competency and value includes a list of example behaviours. These are examples and are not intended as a comprehensive list of all behaviours under the competency or value. There will be many more ways of demonstrating the behaviour that falls within the competency or value area, as defined by the description.

The competency and values framework (2024) replaces the **2016 version**. All forces are being encouraged to embed the updated CVF into their processes. Your force has until 1 May 2025 to transition to this revised version.

Using the CVF

How to use the CVF in assessment, recruitment and selection for individuals and forces

The CVF can be used in performance assessment – for example, as part of a professional development review (PDR) process or when selecting applicants for a role. The behaviours in the CVF should not be used in isolation or as a checklist. This is because the behaviours are just examples, and in any role there will be many other ways in which an individual might demonstrate the competencies and values.

When conducting an assessment of competency behaviours, it is important that the assessment takes account of:

- individual circumstances
- the specific requirements of a role
- competency description (not just the behavioural examples)

The CVF and differing abilities, including neurodiversity

The CVF sets out the behaviours expected of people working in policing. They are behaviours associated with effective performance in policing roles. However, all people have different strengths and preferences, in terms of skills, abilities and personal attributes. The CVF should be used in ways that allow for differing abilities. This includes those that stem from disabilities or neurodiversity.

When setting standards for assessment, consider the importance of each competency and value for the particular role. Assessments should be designed accordingly. When assessing all competencies and values, allow for candidates to demonstrate strengths in different areas. Reasonable adjustments should always be made for people who have disabilities that impact on their ability to demonstrate the competencies. This is in line with equality legislation.

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

Values

Values are beliefs which are important to us as individuals, and which motivate particular behaviours and actions. Policing is a deeply ethical profession.

The three values in the CVF are derived from the ethical policing principles and support everything we do.

- Courage
- Respect and empathy
- Public service

These principles are mainly reflected in the values, but some aspects are incorporated in the competencies where appropriate.

Courage

This means making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.

When we are motivated by courage, we actively uphold the ethical standards of the police service so that we do the right thing even when the circumstances are difficult. We set good examples, challenge unprofessional behaviour and all forms of prejudice and discriminatory behaviour, and any activity which undermines the impartiality of policing.

We build and maintain the confidence of the public, our colleagues and partners through the way we conduct ourselves. We maintain professional boundaries with those we serve and work with to help protect ourselves and those around us.

We are open about what we have done and why and keep our promises so we can be relied on when needed. We support an environment where ethical issues or unprofessional actions can be raised, questioned, challenged, reported and addressed.

We are honest and open in our interactions and decision making. We have the courage to respond to criticism with professionalism.

Examples

We act with courage when we:

- do the right thing, even when it feels difficult
- act as role models to encourage professional and ethical behaviour in others
- challenge behaviours, language and attitudes that undermine our profession and support others to do the same
- stand up against discrimination, prejudice and hate in all its forms
- engage in difficult conversations when we hear or see unprofessional behaviour
- address incidents of unprofessional conduct and take appropriate action
- are open and responsive to scrutiny and challenge
- are honest and truthful, giving accurate representations of our actions and records

Respect and empathy

This means encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.

When we are motivated by respect and empathy, we ensure people feel valued and listened to. We treat them with patience and courtesy where possible, recognising that sometimes we may need to prioritise safety and security. We give them opportunities to share their views and take these views into account. We seek to understand other people's perspectives and recognise they can differ from our own.

We engage with people who have a wide range of experiences and needs and provide a service that takes into account each individual's unique circumstances. We ensure everyone, regardless of background or circumstance, is treated equally and fairly, recognising the need to tailor our responses to individual needs to ensure we are being fair and respectful.

We understand and recognise that people may respond differently to the same situation. We are careful to recognise and manage our biases, so they do not stop us from engaging with people with different needs and experiences equally and fairly.

Examples

We show respect and empathy when we:

- treat everyone with dignity and respect, even in challenging circumstances
- give people an equal opportunity to share their views and take these into account
- recognise and manage our biases to ensure we make fair and objective decisions
- take action to understand and appreciate other people's experiences, values and beliefs and how they differ from our own
- promote equality and celebrate difference
- respond fairly, impartially and with sensitivity to people's needs

Public service

This means working in the public interest, fostering public trust and confidence and taking pride in providing an excellent service to the public.

When we are motivated by public service, we respect the authority and influence afforded to us by our role in society and the responsibility we have in using our policing powers. We apply those powers lawfully, proportionately and when necessary.

As we strive to help deliver good outcomes for the public we serve, we seek to find opportunities to learn and improve ourselves as professionals. We reflect on our actions and decisions to see what could be changed to improve the service we offer the public.

We have a responsibility to ensure that we act in the best interest of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We respond to different communities, taking into account their history and experiences, including trauma and adversity.

Examples

We provide public service when we:

- act in the interests of the public, first and foremost
- are open and honest about our knowledge and experience with those we serve, even when it can be uncomfortable
- act in ways that give others the confidence to share experiences and ideas that can improve outcomes for the public
- seek to understand and address the needs and concerns of all our different communities
- seek constructive feedback from a wide variety of people, avoiding being defensive
- reflect on and understand our own strengths and areas for development and take responsibility for our own learning to address gaps and improve our service to the public

Competencies

Competencies are skills, abilities and practical behaviours that contribute to effective job performance.

There are six competencies in the CVF.

- We are emotionally aware
- We take ownership
- We collaborate
- We support and inspire
- We analyse critically
- We are innovative and open-minded

Each competency has three levels, which can be used flexibly to allow for a better fit with frontline and non-frontline policing roles, and at different levels of seniority.

- Level 1: Practitioner
- Level 2: Supervisor/middle manager
- Level 3: Senior manager/executive

The levels are cumulative. This means that those working at higher levels should have built on their behaviours from the preceding levels.

The CVF is aligned to the national policing professional profiles (PPP) for common officer and staff roles in policing. The profiles describe the purpose, key accountabilities, behaviours, skills, education and experience for each role, as well as the competency levels.

We are emotionally aware

Emotional awareness is one of the six competencies in the **competency and values framework** (CVF).

What being emotionally aware means

We make the effort to understand ourselves, our colleagues and all those we serve so that we can manage our own emotions and understand the emotions of those around us.

We can manage our emotions in stressful situations, understanding the underlying reasons for our behaviour, as well as understanding how other people may feel in a given situation.

Working in policing can be tough, so we seek out the appropriate support and care we need for ourselves and others so that we do not just cope but thrive at work.

Being emotionally aware also means being sensitive to the cultural and individual differences between people. We seek to understand the thoughts, feelings and concerns of those we meet and ensure that this is considered in the response we provide.

Why being emotionally aware is important

Being emotionally aware makes us all more effective at understanding others and addressing their needs as well as our own.

The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely and with compassion helps to maintain public trust and promotes better policing outcomes.

We all experience the world differently and can be individually affected by it, so it is important that we consider how and why those around us may feel the way they do. Understanding this helps us to appreciate when others may not be able to fully express or articulate their own thoughts and feelings.

Understanding ourselves means that we can improve our own resilience and therefore cope more effectively during challenging and emotionally charged situations. It also allows us to recognise others who may be struggling and support them wherever we can.

Level 1

- I communicate effectively and compassionately, tailoring my communication so I can be easily understood by others.
- I seek to understand and manage my own emotions to remain effective, even under pressure.
- I seek out support to help me perform effectively.
- I recognise that some situations might affect my ability to deal with stress and pressure.
- I adapt my style and approach by understanding the emotional needs of the people I am working with and the public.
- I seek to understand the concerns of others even when they are unable to express themselves clearly.

Level 2

- I help other people learn from their experiences and emotional responses to support and improve their performance.
- I monitor the wellbeing of others, taking responsibility to ensure appropriate support is provided to help colleagues stay at their best, without stigma or judgement.
- I provide others with confidence by staying focused and composed in stressful situations.
- I recognise when my colleagues are affected by the demands, stresses and traumas that can exist in policing, and support them however I can.
- I role model reflecting on my own emotions to promote an open environment to discuss concerns.

- I role model effective communication, taking into account the needs of others.
- I promote a culture that values understanding difference and encourages speaking up.

Level 3

- I recognise my own emotions and the way they might impact on others and regulate this to provide and role model consistent leadership.
- I seek to understand influences on organisational culture and work to improve it where appropriate by role-modelling policing values.
- I champion behaviours and ways of working that promote wellbeing throughout my organisation.
- I understand how my style of leadership affects other people and use this insight to promote organisational effectiveness, inclusivity and ethical behaviour.
- I create a supportive and compassionate organisational culture that recognises and values all people.

We take ownership

Taking ownership is one of the six competencies in the **competency and values framework** (CVF).

What taking ownership means

We take personal responsibility for what we do ourselves and for making policing better and our force more effective.

Through our actions, we deliver tasks in a way that is timely and effective, and help others do the same.

We make decisions that are appropriate to our level and area of work, being clear why we do so (for example, by using decision-making models) and accepting responsibility for our judgements. We seek feedback without being defensive so that we can learn from our mistakes and reflect on opportunities to build on our strengths.

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 and try to address this. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why taking ownership is important

Our work is safety-critical and of huge public interest – so delivering it effectively and efficiently is of the highest priority to ourselves and to the public. We all face different kinds of challenges that are not always in our comfort zone, so every one of us needs to feel confident and able to take appropriate responsibility.

Not all decisions need senior leader approval: where necessary, we can respond more swiftly to challenges using our professional judgement, always ensuring we have a clear rationale for our decision making.

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

Level 1

- I approach tasks with enthusiasm and a positive attitude, adapting quickly from one situation to the next.
- I take responsibility for my own actions and decisions.
- I respond to demanding and tough situations, demonstrating commitment to tackling the issue.
- I seek appropriate advice and guidance on tasks and decisions when necessary.
- I take responsibility to regularly update people who are relying on me.
- I seek feedback to understand the quality of my work and the impact of my actions.

Level 2

- I delegate appropriately by giving clear direction that recognises people's strengths and potential to achieve more.
- I monitor progress of my team and work to ensure deadlines are met and my team are clear on their objectives.
- I take ownership of individual and team performance, not leaving it to others to address problems.
- I take personal responsibility for seeing events through to a satisfactory conclusion and dealing with any problems both promptly and openly.
- I am proactive in supporting actions that tackle the bias or prejudice that may be experienced by some groups of people.

Level 3

- I promote a culture of personal accountability in teams so that people strive for high standards of sustainable and ethical performance.
- I put in place measures that will allow others to take responsibility effectively and support them to improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and take responsibility for making these happen.
- I promote a culture that responds to mistakes with learning rather than with blame.

We collaborate

Collaboration is one of the six competencies in the **competency and values framework** (CVF).

What collaboration means

We can only deliver effective policing by working with others – not just with the colleagues we see daily, but across our whole force, with other organisations and with the public.

We take time to know our stakeholders and build sustainable and strong partnerships with them so we can make the most appropriate contribution to shared objectives. Often, our job means we need to establish effective ways of working with new people beyond our usual teams, including sometimes at great speed and under pressure.

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

Why collaboration is important

Demands on the police come from diverse sources and are not defined by organisational and geographical boundaries. We work together regardless of differing cultures, backgrounds, priorities and needs. We do this proactively to establish the networks needed to tackle the complex demands and operational needs we face and to make us more effective in urgent situations.

This means that we need to influence and negotiate to achieve positive outcomes for everyone. Working collaboratively allows us to harness strengths and resources for the good of all – but this requires us to build relationships and break down barriers.

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

Level 1

- I learn about stakeholders in other teams, organisations and the community so I can work with them effectively.
- I work to get to know others and build rapport so that we can achieve shared goals.
- I work flexibly with people across different levels, teams and backgrounds.
- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I actively seek to engage with and learn from a diverse group to improve the work I do.

Level 2

- I create a work environment that combines diverse styles, backgrounds and experiences to get better results.
- I build strong relationships across a broad range of stakeholders, including colleagues, partners and communities, and use these connections to accomplish goals.
- I work with partners to decide clear roles appropriate to each partner's remit.
- I include others in my thinking and understand their priorities to make collaboration more effective.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and the people we serve.
- I manage long-term partnerships, sharing information and building trust to find the best solutions.

Level 3

- I build strong partnerships by finding common ground with others, acknowledging their different priorities and negotiating effectively with them.
- I am politically astute and understand how national policy and politics affects our partners. This allows me to work effectively within decision-making structures.
- I use my knowledge of our partners' and stakeholders' interests and concerns to anticipate conflict before it happens.
- I support stakeholder relationships to enable things to get done by the most appropriate partners.
- I create a culture and environment in which partnership working flourishes and creates tangible benefits for all.

We support and inspire

Supporting and inspiring is one of the six competencies in the **competency and values framework** (CVF).

What supporting and inspiring means

We understand the vision for the organisation. We apply our organisation's values in our day-to-day activities to provide inspiration and clarity to others. 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 understand how we have an impact on the success of our organisation 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 to help 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 supporting and inspiring is important

To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service as a whole and individually.

We can all help to support and motivate each other to ensure that we are working as effectively as possible, enabling us and those around us to perform at our best. We should all act as organisational role models.

Level 1

- I take opportunities to share my positive commitment to policing and its values with others.
- I take steps to understand how my work contributes to the purpose of policing and the priorities of my force.
- I am conscientious in my approach, working hard to provide the best service and remove obstacles that could prevent or hinder delivery.
- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I support the efficient use of resources to create the most value and to deliver the right impact.

Level 2

- I support others to understand their aims and wider organisational goals so they can work more effectively.
- I help others understand organisational changes and help them adapt to and adopt these to deliver better results.
- I manage resources efficiently to create the most value and to deliver the right impact in my areas.
- I take time to understand and provide the support people need to work at their best.
- I show support that helps people feel safe and valued in raising concerns.
- I create opportunities to support the professional development of others through knowledge sharing, coaching, mentoring and feedback.

Level 3

- I communicate clear goals that give a compelling direction to people from a range of different backgrounds, to inspire them to work towards those goals.

- I anticipate issues that will hinder delivery and remove barriers to getting things done.
- 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 communicate how the overall vision links to specific plans and objectives, making it relevant to the work people are doing to provide the best possible service.
- I monitor changes in the external environment, taking action to influence where possible to adapt and ensure organisational goals are met.

We analyse critically

Analysing critically is one of the six competencies in the **competency and values framework** (CVF).

What it means to analyse critically

We analyse diverse information and the best available evidence to make decisions and understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide-ranging sources of other evidence to give ourselves 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 we will always try to gather facts and robust information to be able to think tactically and strategically.

Why analysing critically is 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 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 can 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.

Level 1

- I recognise the need to think critically about issues and challenge my assumptions, ensuring I find information and data that can help me make better decisions.
- I absorb and interpret information accurately and in an appropriate timeframe, separating what is relevant and not relevant.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and from my experiences to take action.
- I apply professional knowledge and decision-making frameworks, in addition to drawing on my personal experience and judgement, to make better decisions.
- I recognise where there may be gaps and inconsistencies in data and information and think about the potential implications of this.
- I keep clear and accurate records of information and data to support evidence-based decision making.

Level 2

- I help people be more effective by sharing the best available information and professional knowledge from diverse sources.
- I ask incisive questions to test assumptions and separate opinion from fact.
- I recognise when to take decisive action with incomplete information and plan for contingencies.
- I draw effective conclusions from diverse sources of information and evidence and apply these to deliver results.
- I assess options to make the best use of resources available, applying business and financial acumen to deliver best results.

Level 3

- I create a work environment that values the effective use of high-quality analysis and decision-making.
- I identify root causes, even in ambiguous or unclear situations, and ensure my organisation goes beyond treating only the symptoms.
- I use my knowledge of the strategic context, external environment and long-term trends 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 earn support.

We are innovative and open-minded

Being innovative and open-minded is one of the six competencies in the **competency and values framework** (CVF).

What being innovative and open-minded means

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 as flexible in our approach as required to ensure the best outcomes.

We seek to ensure we are open to new and different ways of working. 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. As leaders we create environments where innovation can thrive and support people in finding new ways of tackling the issues policing faces.

Why being innovative and open-minded is important

New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions and 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 pressure later.

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

Level 1

- I seek to learn from new ideas and experiences, including the diverse experiences of others.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I reflect on my experience of different situations and act on the learning this provides.
- I show that I am open to new ideas and ways of working.
- I adapt flexibly to change as the need arises, encouraging others to do the same.

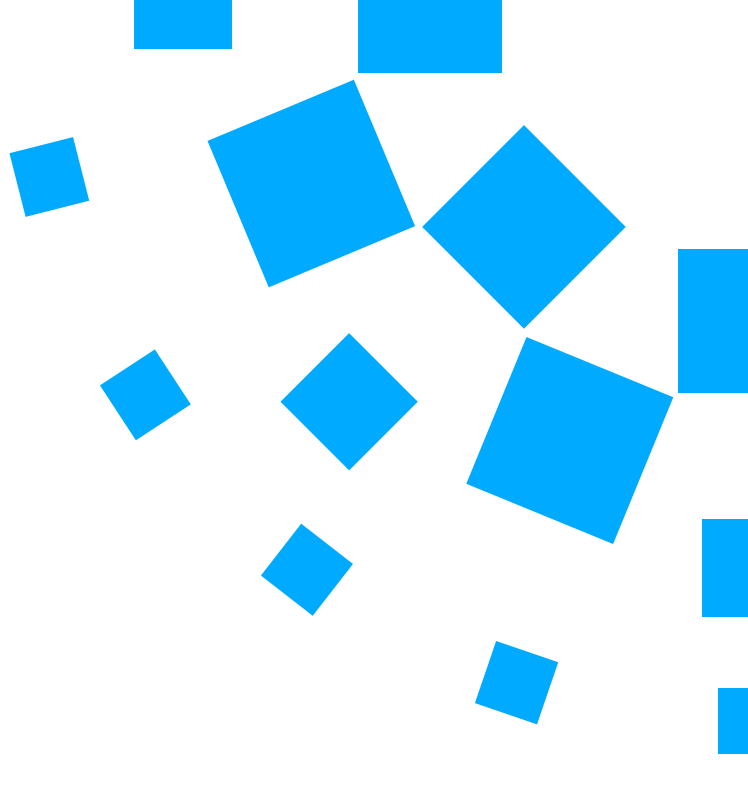
Level 2

- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I look for good practice that is not always from policing and consider how I can apply it in my role.
- I provide space and encouragement to help others stand back and review their objectives and approach. This helps them to adopt fresh perspectives and identify improvements.
- I anticipate future challenges and changes by using my knowledge of trends within and outside policing.
- I generate creative ways to harness opportunities or meet challenges that arise from changing trends in policing.

Level 3

- I implement, test and communicate new ways of working that can radically change our organisational cultures, attitudes and performance.
- I create a work environment where innovative learning and recognising and promoting innovative activities is embedded and valued.

- I lead, implement and evaluate new, complex and creative initiatives from inception to impact.
- I develop and support initiatives that involve multiple stakeholders, create significant improvements 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.



About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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2026 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 September 2025, prior to which I was Executive Director at Dorset Council.

I have received extensive training on senior management recruitment and am an experienced senior manager in the public sector.

I can confirm that in my opinion this was a rigorous and robust selection process, from the initial application process and shortlisting process, through to the final interviews which took place over an intensive day. 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 19th May 2026 all panel members were present, with Chair of the Police and Crime Panel 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.

Although only a single candidate was considered at the final stage, 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.



Aidan Dunn
Chief Executive of BCP Council and Independent Panel Member

21 May 2026