



## SUITABILITY OF CANDIDATE FOR APPOINTMENT

The PCC must, amongst other things, provide to the PCP, information upon the criteria used to assess the suitability of the candidate for the appointment and further an explanation of why the candidate satisfies these criteria. This document sets out the criteria and the material which demonstrates how the criteria are satisfied.

### 1. Eligibility Criteria

- 1.1 Satisfactory completion of the Senior Police National Assessment Course.

*Completed in 2006 – Verified with College of Policing.*

- 1.2 Satisfactory completion of the Strategic Command Course.

*Completed in 2007 – Verified with College of Policing.*

- 1.3 At least 12 months experience at Deputy Chief Constable level or equivalent.

*Served as Deputy Chief Constable with Staffordshire Constabulary from 5 April 2010 to date.*

- 1.4 Evidence of personal commitment to continuous professional development.

*Continuous attendance at role appropriate training courses from 2004 to date.*

### 2. Key Personal Competencies (Role Profile Section 5 Part 1)

- 2.1 Operational competence particularly around Level 1 and Level 2 crime.

*Served as the Operations Manager for West Suffolk BCU and the BCU Commander for north Birmingham with responsibility for crime reduction and detections in a range of diverse community settings.*

*Served as ACC Territorial in Staffordshire with responsibility to deliver on the major performance outcomes from the Policing Plan. Command experience in a number of Counter-Terrorism operations as well as chairing Level 2 tasking and has commanded all of the covert assets within the Force.*

*Has commanded at gold and silver level in many disciplines for over 10 years including premiership football games and music festivals.*

- 2.2 Excellent verbal and written communication skills and the ability to communicate and inspire individuals to achieve organisational goals.

*The candidate is graded as an "A" by his Chief Constable (i.e. convincing evidence of outstanding ability) in effective communication. He has been a regular speaker at national and regional conferences. He has made a significant contribution to the communication of the Communities First change programme within the Staffordshire Police, where he has ensured clarity around objectives whilst also being responsive to the perceptions and concerns of staff from all levels and backgrounds.*

- 2.3 Evidence of managing and delivering successful strategic change and improved performance in a climate of change.

*The candidate has since April 2010 led the Communities First change programme for Staffordshire Police. This has secured transformational changes relating to structures, processes and services and he has ensured that the Force has successfully tackled a £38m budget deficit. Despite this, crime has fallen to its lowest level since comparable records began and victim satisfaction has never been higher (and best in the country). This achievement has been recognised in the Chief Constable's assessment.*

- 2.4 The ability to deliver transformational step change in times of slower funding growth.

*The candidate has a proven track record in delivery by different ways of working. He has, in Staffordshire, overseen a programme of work to achieve a reduction of 350 police staff posts with only a few compulsory redundancies.*

*He has also been involved in new and innovative approaches to delivery including:*

- Pathfinder stakes for developing a framework with the NHS for Force Medical Examination Services;*
- Being the pilot force for a Ministry of Justice framework for translation services;*
- New business systems incorporating HR, Finance, Payroll and Duty Management.*

- 2.5 A demonstrable ability to identify, lead and deliver improved productivity and efficiency across the force.

*The candidate has significantly increased productivity in his current Force. His aim has been to release as much time as possible for working more productively with the public whilst increasing morale. He has worked on a number of approaches in the last five years and which have included overhauling the Performance Development Review system, working with coroners to introduce a more family orientated service and working with charities and Safeguarding Boards to introduce a more risk based approach to Missing Persons enquiries. All of these initiatives have released a significant number of hours.*

- 2.6 A commitment to modernisation and an entrepreneurial and innovative approach to achieving change.

*The candidate's Chief Constable refers to the candidate's leading on the unprecedented organisational programme of change "Communities First" to tackle a £38m budget deficit and which has been done successfully. He engaged consultants in order to make the transformation quickly as the Force did not have the in-house capacity to support the programme of change. Staffordshire has, as a consequence, been recognised through HMIC support and challenge activity as demonstrating national best practice in delivering value for money.*

- 2.7 A high degree of sensitivity to public concerns and demonstrable evidence of addressing them.

*The candidates experience has shown that the current financial climate has led the public to be most concerned about their losing local neighbourhood offices and PCSOs. He has achieved results in Staffordshire to minimise these local impacts by improving productivity and efficiency through the Communities First change programme.*

*In developing the Staffordshire corporate strategy he has prioritised local resources to work with communities to identify what matters most to them.*

- 2.8 A proven track record of developing effective working relationships and partnerships with stakeholders, the community and a wide range of agencies and partner organisations.

*In the area of business crime the candidate developed a new performance indicator for business crime to feature in the top 10 objectives within the Policing Plan. This generated enthusiasm for more robust partnership working with the business community and he proceeded to commission the extension of a Business Crime Initiative from one part of the Force area across the county. A comparison of Force performance in relation to Business Crime shows significant year on year reductions in business crime over the last five years.*

- 2.9 Evidence of championing diversity and promoting racial equality.

*The applicant's Chief Constable grades the candidate's performance at a level "A" in the area of diversity. He says that the candidate was as ACC responsible for delivering high quality services and outcomes for the communities in Staffordshire. He identified that black and minority ethnic (BMA) victims were significantly less satisfied with service than their white counterparts. He revised the Force's strategy in relation to victim contact with BME victims. This led to a reversal of the trend of poor BME victim satisfaction and the county achieved parity across all strands of its communities.*

- 2.10 A track record and commitment to working in collaboration with both other forces and public sector partners.

*In late 2010 the candidate was appointed as the Programme Director for the collaboration involving West Midlands Police and Staffordshire Police. Working with others he drafted a strategy to deliver four major pieces of collaboration work:*

- *Central Justice Services for both Forces to reduce management costs, harmonise systems and processes;*
- *a uniform operations department to deliver management savings and providing greater resilience across firearms, public order, dog handlers and search teams;*
- *a fully combined legal services team;*
- *a harmonised ICT strategy covering both Forces with converged procurement timetables.*

*This demanding piece of work has been delivered without any start-up costs apart from the voluntary redundancies and which is now delivering efficiencies for both forces.*

- 2.11 Evidence of delivering culture change that is inclusive of police officers, police staff and the extended police family.

*The candidate has championed the development of leadership skills and professional development throughout the Staffordshire Police. This has been a 2 year programme of development beginning with an independent cultural survey undertaken in 2010. He has led a working group on transforming continuous professional development to ensure a far more meaningful interactive and personal engagement with staff.*

- 2.12 Demonstrable ability to enable officers to fulfil their potential on an individual and collective basis.

*There are two particular areas of work which demonstrate this competence area:*

- the candidate has actively sought to promote the use of professional judgement and discretion in the work of officers and staff allowing the workforce to shape the way they work and to make their time with the public more productive. Giving officers and staff the confidence to use their discretion has lifted morale and kept the public at the centre of what the police do.*
- As a High Potential Development Scheme (HPDS) overseer for the Force the candidate has ensured, after a barren period in Staffordshire, that by providing mentoring for high political officers, in his DCC role, Staffordshire officers have joined the national HPDS scheme in 2010, 2011, 2012.*

### 3. Policing Professional Framework Competencies (Role Profile Section 5 Part II)

#### 3.1 Serving the Public

*The candidate demonstrated clear evidence of his own actions in his current force to meet this competency. He was strong on transparency and accountability to the public. He saw great value in the further promotion of service recovery, i.e. recognition and admission where service was not as it should be, and the use of complaints as a valuable source of information to help drive improvement to the delivery of service. He was very supportive of whistleblowing and confidential reporting in playing their part in "getting it right" for the public.*

#### 3.2 Leading Strategic Change

*The candidate showed a clear awareness of the impacts of collaboration upon the organisation and of the need to present a specific and clear position to partners. He possessed great experience from his current force in identifying efficiencies and reducing bureaucracy, including business re-engineering.*

#### 3.3 Leading the Workforce

*Evidence of being a strong and inclusive leader, who is keen to celebrate good performance and excellence, was demonstrated. The candidate explained examples of developing those with the capability to achieve higher rank through the High Potential Development Scheme (HPDS) as well as his approach to dealing with wider performance.*



### 3.4 Managing Performance

*The candidate impressed the Panel by his clear vision as to what he wanted to achieve by way of performance as well as explaining some of the steps by which he would go about it. He recognised clearly the value of communication in achieving the required goals to enhance areas of performance.*

### 3.5 Professionalism

*The Panel noted the candidate's drive and passion to take on challenges to bring improvements whilst also valuing the highest standards of conduct and integrity. He demonstrated a willingness to learn from previous experiences and clearly showed his commitment to the delivery of a high standard public service.*

### 3.6 Decision-Making

*The candidate explained a complicated problem and what approach and action he would take to address it in a clear way whilst also showing a willingness to listen to and consider alternative viewpoints.*

### 3.7 Working with others

*The Panel was impressed with his knowledge and experience in this area. The candidate gave examples of working with partners to achieve solutions to problems and stressed the importance of communication in the delivery of positive outcomes.*

3.8 Overall during the Selection and Assessment day the Panel considered that the candidate provided evidence to a high level in terms of meeting the competency areas above.

## 4. References

4.1 The candidate provided two references. Firstly the reference from the Chief Constable came in the form of a "Chief Officer Assessment of Candidate's Suitability for Post". The assessment was made against a number of behavioural competencies. Each was graded at level A by the Chief Constable – indicating there was convincing evidence of outstanding ability to perform in the rank of Chief Constable. The overview by the Chief Constable stated:

*"Douglas has the confidence to make difficult strategic decisions consistently and see these through to a successful outcome. He has been a key player in the development of Staffordshire Police over recent years. He is forward thinking and has demonstrated the ability to take people with him. He has managed the complexity of delivering significant cultural change through Communities First, and has directed the force to achieve the financial challenge set by the Comprehensive Spending Review. During his time as Assistant and Deputy Chief Constable within Staffordshire, Douglas has earned an outstanding reputation, both within the force and with local and national stakeholders, for excellent judgement and first-class performance delivery. As well as managing a demanding portfolio within the force, he has been extremely active on the national scene and is a valued contributor to ACPO work. There is no doubt that Douglas is an outstanding Chief Officer who is now ready to become a highly successful Chief Constable."*

- 4.2 The reference received from the outgoing Chairman of Staffordshire Police Authority was similarly very positive:

*“He has been a tremendous asset to the Force with his qualities of diligence, application and intelligence”.*

*“He is very ready for the role of Chief Constable and will give his all to such an appointment. Staffordshire will miss his great qualities, his hard work and his leadership, but now is the time for Mr Paxton to seek to be the head of a Force”.*

5. Conclusions

- 5.1 The Panel concluded that the candidate comfortably met the competencies required for the role. Additionally, the candidate was supported by two solid references. The Panel was unanimously of the view that the candidate should be appointed to the role of Chief Constable