

Report of the
HAMPSHIRE POLICE AND CRIME PANEL
CONFIRMATION HEARING FOR THE ROLE OF CHIEF
EXECUTIVE

Friday 7 July 2017

1. Executive Summary

- 1.1. This document constitutes the report and recommendations of the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of Mr James Payne to the role of Chief Executive, and is submitted to the Commissioner in accordance with the requirements of Paragraph 10, Schedule 1 of the Police Reform and Social Responsibility Act 2011.
- 1.2. The report recommends that Mr Payne be confirmed in his appointment to the role of Chief Executive.
- 1.3. The Panel would like to thank Mr Payne for his attendance at the confirmation hearing on 7 July 2017.

2. Hampshire Police and Crime Panel

- 2.1. The Membership of the Panel for the Confirmation Hearing was as follows:
 - Councillor David Stewart (*Conservative, Isle of Wight*) (Chair)
 - Councillor Jan Warwick (*Conservative, Hampshire*) (Vice Chair)
 - Councillor Reginald Barry (*Liberal Democrat, Co-opted Member*)
 - Councillor John Beavis MBE (*Conservative, Gosport*)
 - Councillor Simon Bound (*Conservative, Basingstoke & Deane*)
 - Councillor Ryan Brent (*Conservative, Portsmouth*)
 - Councillor Ken Carter (*Conservative, East Hampshire*)
 - Councillor Adrian Collett (*Liberal Democrat, Hart*)
 - Mr Michael Coombes (*Independent Co-opted Member*)
 - Councillor Lisa Griffiths (*Conservative, Winchester*)
 - Councillor Ian Richards (*Conservative, Test Valley*)

- Councillor Frank Rust (*Labour, Co-opted Member*)
- Councillor Leah Turner (*Conservative, Havant*)

3. Powers of the Hampshire Police and Crime Panel

- 3.1. The Panel have the functions conferred by Schedule 1 of the Police Reform and Social Responsibility Act 2011 (Police and Crime Commissioners). This enables them to:
- (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
 - (ii) Make a report to the Commissioner on the proposed senior appointment;
 - (iii) Include a recommendation to the Police and crime commissioner as to whether or not the candidate should be appointed;
 - (iv) Publish the report to the commissioner made under this paragraph.

4. Confirmation Hearing for the role of Chief Executive

- 4.1. The Panel received notification from the Hampshire Police and Crime Commissioner (hereafter referred to as 'the Commissioner') of the proposed appointment to the role of Chief Executive on 26 June 2017. It was agreed that the Confirmation Hearing would be convened to take place after the Panel's scheduled formal meeting on 7 July 2017
- 4.2. The Confirmation Hearing was held at 2pm on 7 July, in the Ashburton Hall, Winchester, Hampshire County Council. The Hearing was held in public, with the Panel retiring to a closed session after this in order to agree their recommendation. The Panel agreed that if members of the press or public were present during this session, there could be disclosure to them of exempt information within Paragraph 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person.
- 4.3. During the public session, the Panel asked questions of the candidate which related to his professional competence and personal independence, the answers to which enabled the Members to evaluate their suitability for the role.

Professional Competence

4.4. The Panel explored the candidate's ability to undertake the role through an appraisal of the supporting documents provided by the Commissioner, and through questioning. The Panel asked the following questions:

1. What skills and qualities do you feel you would bring to the role of Chief Executive, which would enable you to support successful delivery of the Police and Crime Plan?
2. During your time as Interim Chief Executive, have you identified any areas in which you would need to develop new skills or enhance existing ones in order to fully meet the requirements of the role? How would you address these?
3. Within this role, how would you demonstrate that you are achieving value for taxpayers' money?
 - How do you intend to develop and innovate effective relationships with stakeholders to make the best use of those limited resources?
4. You have significant experience in the delivery of change programmes, what do you see as the single most significant change or challenge that will need to be addressed within the next 12 months and why?
5. How do you envisage the relationship between the OPCC and the PCP? How would you seek to develop that relationship?
6. What would you identify as the key challenges in maintaining effective engagement with the residents of Hampshire and the Isle of Wight? How would you seek to overcome these barriers?
7. How would you seek to ensure the governance arrangements of the OPCC are sufficiently robust to enable you to monitor, review and make suggestion on improving the performance of the office?
8. Can you give an example of where a decision you made led to a negative outcome. How did you respond and what did you learn from it?
9. What do you feel that you, as a leader, can bring to this role?
10. Is there anything further you wish to add or clarify?

Personal Independence

4.5. The Panel explored the candidate's ability to act in a manner that is operationally independent from the Commissioner through an appraisal of the supporting documents provided, and through questioning. The Panel asked the following questions:

1. How would you support the PCC in engaging with Hampshire residents about his vision and strategy, whilst maintaining appropriate independence in your role?
2. You state that you are not afraid to ask difficult questions and challenge the status quo. Can you provide an example of where you have challenged the course of action set out by a superior?
3. How would you ensure an open environment where members of staff at the OPCC can express their professional opinion and be heard, even when it may conflict with the views or strategy of the PCC?

5. Conclusions and Recommendation

- 5.1. The Panel, through discussions and examination of the evidence in the meeting and the closed session, agreed:
 - That the candidate clearly understood the role of the Chief Executive, and appreciated the distinction between the skills required in leading as Chief Officer of the OPCC, and operating as an advisor and support to the PCC.
 - That the candidate was clearly committed and enthused by the role of Chief Executive, and had a drive not only to develop personally, but to enable the team to succeed in being a leading OPCC.
 - That through the roles of Estates Director and Interim Chief Executive, the candidate had delivered significant change programmes on behalf of the PCC that had delivered best value from public resources.
 - That through openness, transparency, and the sharing of information, the candidate was dedicated to enhancing the scrutiny and support structures between the PCC and Panel, and would be a helpful conduit for ensuring a successful relationship going forward.
 - That the candidate gave answers which highlighted his commitment to team working, and promoting a constructive and open environment to work within.
- 5.2 On the basis of the information provided by the Commissioner, and the discussions held in the Confirmation Hearing, the Panel agreed the following recommendation unanimously in relation to the appointment of the preferred candidate to the role of Chief Executive.

RESOLVED:

That the proposed candidate, Mr James Payne, is recommended to be appointed to the position of Chief Executive.