

# Public Document Pack



**Date and Time** Monday, 21st November, 2022 at 2.00 pm

**Place** Council Chamber, Hampshire County Council, Winchester

**Enquiries to** [hampshire.pcp@hants.gov.uk](mailto:hampshire.pcp@hants.gov.uk)

## FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast live on Hampshire County Council's website and available for repeat viewing, it may also be recorded and filmed by the press and public. Filming or recording is only permitted in the meeting room whilst the meeting is taking place so must stop when the meeting is either adjourned or closed. Filming is not permitted elsewhere in the building at any time. Please see the Filming Protocol available on Hampshire County Council's website.

## AGENDA

**1. APOLOGIES FOR ABSENCE**

**2. DECLARATIONS OF INTEREST**

To enable Members to declare to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in their appointing authority's register of interests, and any other pecuniary or personal interests in any such matter that Members may wish to consider disclosing.

**3. MINUTES OF THE PREVIOUS MEETING (Pages 5 - 16)**

To confirm the minutes from the previous meeting.

**4. QUESTIONS AND DEPUTATIONS**

To receive any questions or deputations in line with Rule 31 and 31A of the Panel's Rules of Procedure.

**5. POLICE AND CRIME PANEL - GOVERNANCE UPDATE (Pages 17 - 20)**

To receive a report from the Democratic Services Officer recommending the name of Panel be changed to the "Hampshire and Isle of Wight Police and Crime Panel", to align with the recent renaming of the police force area.

**6a. CONFIRMATION HEARING FOR APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF HAMPSHIRE AND ISLE OF WIGHT CONSTABULARY (Pages 21 - 90)**

Following notification from the Police and Crime Commissioner of her intention to appoint the preferred candidate, Mr Scott Chilton, to the role of Chief Constable of Hampshire and Isle of Wight Constabulary, for the Panel to hold a Confirmation Hearing in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

**Exclusion of the Press and Public**

To resolve that the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item there would 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 (including the authority holding the information) and, further, that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

While there may be a public interest in disclosing this information, namely openness in the deliberations of the Panel in determining its recommendation regarding the proposed appointment, it is felt that, on balance, this is outweighed by other factors in favour of maintaining the exemption, namely enabling a full discussion regarding the merits of the proposed appointment.

**6b. CLOSED SESSION TO DISCUSS THE PROPOSED APPOINTMENT TO THE ROLE OF CHIEF CONSTABLE OF HAMPSHIRE AND ISLE OF WIGHT CONSTABULARY**

Following notification from the Police and Crime Commissioner of her intention to appoint, to the role of Chief Constable of Hampshire and Isle of Wight Constabulary, for the Panel to hold a closed session to agree its recommendations.

**ABOUT THIS AGENDA:**

On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.

**ABOUT THIS MEETING:**

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact [hampshire.pcp@hants.gov.uk](mailto:hampshire.pcp@hants.gov.uk) for assistance.

Appointed Members of the Police and Crime Panel attending this meeting qualify for travelling expenses in accordance with their Council's 'Member's Allowances Scheme', as set out in the agreed Police and Crime Panel Arrangements.

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**HAMPSHIRE POLICE AND CRIME PANEL**

**Friday, 21st October, 2022 at 10.30 am  
Held in Ashburton Hall, Winchester  
(Hampshire County Council)**

**Councillors:**

Chairman

p Simon Bound  
(Basingstoke & Deane Borough Council)

Vice Chairman

p Dave Stewart  
(Independent Co-opted Member)

p Stuart Bailey  
(Hart District Council)  
p Narinder Bains  
(Havant Borough Council)  
p Joanne Bull  
(Fareham Borough Council)  
a Geoffrey Blunden  
(New Forest District Council)  
a Tonia Craig  
(Eastleigh Borough Council)  
a Jason Fazackarley  
(Portsmouth City Council)  
a Philip Lashbrook  
(Test Valley Borough Council)

p Karen Lucioni  
(Isle of Wight Council)  
p Lesley Meenaghan  
(Hampshire County Council)  
a David McKinney  
(East Hampshire District Council)  
p Martin Pepper  
(Gosport Borough Council)  
p Margot Power  
(Winchester City Council)  
p Matthew Renyard  
(Southampton City Council)  
p Maurice Sheehan  
(Rushmoor Borough Council)

**Co-opted Members:**

Independent Members

p Shirley Young

Local Authority

p John Gledhill  
p Tony Jones  
p Sarah Vaughan

**At the invitation of the Chairman:**

Peter Baulf  
Donna Jones  
Pete Jones

*Legal Advisor to the Panel  
Police and Crime Commissioner for Hampshire  
Programmes & Performance Senior Manager, Office of  
the Police and Crime Commissioner*

## **BROADCASTING ANNOUNCEMENT**

The Chairman announced that the press and members of the public were permitted to film and broadcast the meeting. Those remaining at the meeting were consenting to being filmed and recorded, and to the possible use of those images and recordings for broadcasting purposes.

### **87. APOLOGIES FOR ABSENCE**

Apologies were received from:

- Councillor Geoff Blunden, New Forest District Council
- Councillor Tonia Craig, Eastleigh Borough Council
- Councillor David McKinney, East Hampshire District Council

### **88. DECLARATIONS OF INTEREST**

Members were able to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in their appointing authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

No declarations were made.

### **89. MINUTES OF THE PREVIOUS MEETING**

It was noted that Councillor Margot Power's name had been misspelt under items 73 and 74 of the minutes.

The Minutes from the previous meeting were otherwise confirmed as a correct record and signed by the Chair.

### **90. POLICE AND CRIME PANEL - PROPOSED APPOINTMENT OF MEMBERS**

Members received a report from the Democratic Services Officer to the Panel setting out the proposed appointment of the two Conservative local authority co-opted members, Councillor John Gledhill and Councillor Sarah Vaughan.

Both Members were invited to introduce themselves to the Panel.

#### **RESOLVED:**

- That the Panel noted its Membership for the 2022/23 municipal year, as laid out in Table 2 of the report.
- That Councillor John Gledhill and Councillor Sarah Vaughan are appointed to the Hampshire Police and Crime Panel, as a Local Authority Co-opted Members representing the Conservative Group.

- That the Panel noted its Membership was, at the time of the meeting, politically proportionate for the purpose of the balanced appointment objective as outlined within Table 3 of the report.

## 91. **QUESTIONS AND DEPUTATIONS**

As the Commissioner was not yet present at the meeting, the Chairman announced that item 5 would be considered after item 8 to allow the Commissioner's inclusion.

The Panel received two public questions in advance of the meeting from Mr Bob Purkiss, as noted within the appendix to the minutes.

The Chairman announced that the Commissioner had provided commentary on the questions, in advance of the meeting, which stated that whilst the Commissioner welcomed questions from members of the public, to ensure meetings operated in accordance with standing orders, the Commissioner requested questions directed to her, be sent either in writing or email to her office and not through the Police and Crime Panel.

To allow the Panel to further understand how the Commissioner was supporting and promoting Equality and Diversity across Hampshire and the Isle of Wight (IOW) the Chairman proposed bringing forward the thematic update on Equality and Diversity, from the Panel's work programme, to the next meeting in January, which was supported unanimously by all Members present.

Mr Purkiss was invited to raise a further supplementary question, to which he declined.

## 92. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Councillor Karen Lucioni, who had been appointed as the representative of Isle of Wight Council since the last meeting.

Following notification from the Commissioner that Olivia Pinkney would be stepping down as Chief Constable next year, the Chairman advised that the Panel's supporting officers had been working with the Commissioner's team to prepare the necessary arrangements for a confirmation hearing for the PCC's proposed candidate for Chief Constable. The Chairman noted that once notification was received from the Commissioner of her proposed candidate, a date for the confirmation hearing would be set and published on the Panel's webpages.

The Chairman, on behalf of the Panel, offered thanks to Ms Pinkney for her dedication to the residents of Hampshire and the Isle of Wight. At the suggestion of Dave Stewart, it was agreed that the Panel would write to Ms Pinkney, to formally offer the Panel's thanks and best wishes for the future.

93. **POLICE AND CRIME PANEL - UPDATE FROM WORKING GROUP**

The Chairman provided an update from the first meeting of the Policy and Performance Working Group, which had been held in September. Members heard that the working group raised concerns about the lack of data being provided to the Panel to demonstrate delivery against the Police and Crime Plan and had proposed the Commissioner bring an update to the Panel, under item 10 of the agenda, on her priorities to deliver 600 more police officers, better outcomes for victims and to tackle anti-social behaviour.

An updated work programme, as presented under item 12 of the agenda, was proposed by the working group to enable the Panel to hear an update against delivery of all priorities within the Police and Crime Plan, before the end of the Commissioner's current term, and included a programme of thematic updates.

94. **POLICE AND CRIME COMMISSIONER'S ANNOUNCEMENTS**

The Chair invited announcements from the Commissioner, who highlighted the following to the Panel:

- Progress to recruit a new Chief Constable, following notification from Ms Pinkney of her intention to leave the force in early 2023, was on track with interviews being held on 3 and 4 November. The Commissioner confirmed that the Panel would receive notification of the proposed candidate in due course.
- An increase in the South East allowance for Hampshire and IOW police officers had been agreed, in consultation with the Chief Constable. Members heard that an increase to the allowance was necessary to bring Hampshire Constabulary in line with other neighbouring forces and had been well received by the Police Federation.
- The Commissioner alongside the acting Chief Constable had recently pledged a commitment that Hampshire Constabulary would attend all domestic dwelling burglaries.
- Funding had been provided by the Commissioner to provide six unmarked police bikes for Hampshire Constabulary to support officers to tackle anti-social behaviour in urban areas and apprehend offenders more quickly.
- Hampshire and the IOW had been one of the most successful areas nationally in being awarded funding under round four of Safer Streets. The Commissioner noted her thanks to partner Councils in bringing together strong bids for funding.
- A landmark pilot had been launched in Portsmouth, the Co-op Navigator scheme, to tackle growth in retail crime and aimed to address underlying causes of offending behaviour.
- Over the summer months the Commissioner had undertaken a very successful joint campaign with Hampshire County Council focussed on child protection entitled 'is your child safe?'.  
• The Commissioner's office had relocated, as planned, on 7 October which would enable the savings previously reported to the Panel to be realised.
- Black Ethnic And Minority (BEAM) reviews were being undertaken across the Criminal Justice System as part of the national race action, co-



ordinated via the Local Criminal Justice Board, chaired by the Commissioner. The Commissioner had, as part of the annual BEAM conference, hosted a contingent from Albania at request of Home Office in recognition of the success of the Youth Commission. Members heard that the Commissioner and her team had forged links with the visiting mayor from Albania and would be supporting them to tackle youth offending. The Commissioner agreed to bring an update to future panel meeting on the progress of the reviews.

- The impact of recent strike action by barristers had been felt across Hampshire and IOW, particularly on Crown Courts. The Commissioner recognised that delays in court hearings could have a significant impact on victim confidence.

## 95. **POLICE AND CRIME COMMISSIONER - ANNUAL REPORT 2022**

Members received a draft copy of the Commissioners Annual report for 2021-22. The Chairman invited the Commissioner to introduce the report, after which Members were invited to raise comments and recommendations in accordance with Section 28(4) of the Police Reform and Social Responsibility Act.

The Commissioner noted that the annual report provided an insight in activities undertaken during the year by the Commissioner and her office to successfully deliver the Police and Crime Plan. Members heard the report highlighted the significant savings made during the Commissioner's first year in office, which were being re-invested in operational policing delivery.

In response to Members questions it was heard that:

- The format and colour used throughout the report met with corporate branding. To reduce printing costs it was anticipated that very few printed copies would be produced, with an accessible version of the report published online. The report would be shared with local authorities, MPs and town and parish councils. Members suggested the use of QR codes in key visible locations, such as police stations, to enable ease of access and raise awareness with residents.
- Recruitment of over 600 additional police officers for Hampshire Constabulary, as pledged within the Police and Crime Plan, was on track to be completed by Spring 2023. The Commissioner confirmed that, through both uplift funding and precept contributions from residents, the necessary funds were secured within the policing budget to meet ongoing costs for the new officers.
- Whilst it was positive to hear of the efforts taken to enhance the diversity profile of new recruits, the Panel observed that more needed to be done to enable the force to be fully representative of the communities they serve, and welcomed the Commissioner's call for more black officers in British policing.
- The pay award of £1,900 for police officers equated to roughly a 5% pay rise. 3.5% had been budgeted for in January by the Commissioner and central government had provided sufficient additional funding to cover 2% of the increase, so overall the costs would be met from the existing budget, with any savings to be contributed to delivering the 600 additional police officers. The Commissioner met with the Police Federation

monthly, and had maintained an ongoing dialogue with them in the lead up to the pay award being set. Agreement had not yet been reached on the pay award for policing staff, and the Commissioner and her team were in dialogue through with Unison through regular meetings.

- With the new officers recruited as part of the uplift programme, Response and Patrol Teams now had sufficient capacity to meet the commitment to attend all home dwelling burglaries. Each Police Investigation Centre (PIC) held an Operation Hawk team who investigated burglaries. It was noted that whilst the IOW did not have a dedicated Operation Hawk team, their Criminal Investigations Department (CID) were able to call upon the Operation Hawk team based at Southampton PIC for support as needed.
- A number of thematic inspections had been undertaken of Hampshire Constabulary, as part for His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection programme. One of these reviews had recommended improvements to the Violence Reduction Unit, which the Commissioner subsequently reviewed and remodelled in response. The Commissioner had appointed dedicated staff within her office to capture any recommendations made by HMICFRS and monitor how they were being addressed by the Constabulary.
- The Commissioner and her team used a variety of methods to survey residents to measure the perception of police visibility, both online and in person as well, as via the Victim Care Service (VCS). It was further noted that all Neighbourhood Policing Teams had increased their social media presence to enhance online visibility and raise public awareness of policing visibility.
- Outcome 22 was a recently introduced out of court disposal for first or second time lower level youth offenders, which would see the young person agreeing to a contract of activity to prevent re-offending. The Commissioner agreed to bring an update on the use of the measure to a future meeting, once it had been in use for long enough for the outcomes to be assessed.
- The Commissioner's team used targeted recruitment to attract young people from a broad range of ages and backgrounds to join the Youth Commission. The team had met challenge in recruiting representation from some ethnic, religious and neurodiverse groups, but continued to seek interest.
- A gold group had been set up for the 101 service, as it was recognised that improvements had not met the level required, as a result of both IT delays and insufficient staffing levels. Following a return to the pre-pandemic employment conditions, many staff who had joined the call centre had returned to roles in the leisure and travel industry, which was a significant employer in the Southampton area. Members heard the Commissioner had lent support to the Constabulary's recruitment programme and that 100 new applications had been received. The Commissioner was also driving enhancements to reporting systems, to enable enhanced feedback to those reporting crimes, and looking to set up a new victim care hub, both with anticipated to reducing calls into the 101 service. The Panel asked the Commissioner to provide ongoing updates on the impact of these approaches to levels of public confidence in the 101 service.

- In response to Members questions, the Commissioner would provide the Panel with details of the number of occasions Hampshire Constabulary had utilised new powers to disperse unauthorised encampments.
- The Commissioner met with Wessex Crown Prosecution Service (CPS) on a bi-monthly basis and noted that there had been significant improvement in charge rates for rape and serious sexual offences, with the Wessex area now only marginally behind the national average. The Commissioner offered to share more detailed figures of conviction rates with the Panel for information.
- The Panel welcomed the Commissioner's commitment to open dialogue in response to concerns raised by Members regarding delays in sentencing for first time youth offenders.
- Speed prevention cameras had not in yet been installed on the A32 and A272, as ongoing responsibility for the running costs were to be agreed with Hampshire County Council. In reply to concerns that the installation of cameras may move the problem to other parts of the county, it was heard that much of the issue was caused by drivers coming from outside the county to utilise the favourable conditions on the road to speed, although the Commissioner was conscious this could see problem behaviour move to other bordering force areas.
- Members of the Panel commented upon improved engagement by the Commissioner's team with Community Safety Partnerships when reviewing bids for commissioned funding. The Commissioner explained that funding was allocated under four commissioning streams, with each having a lead manager responsible for managing and monitoring performance of grant funded projects.
- Members observed that the 2021/22 financial performance figures within the report did not differentiate the costs for the running of the Commissioner's office, from those required to maintain and develop the policing estate. The Panel suggested these figures be noted separately in the report, for transparency and fairer representation of the costs of the office of the Police and Crime Commissioner and that page numbers be added to allow for ease of reference.

The Chairman thanked the Commissioner for sharing the draft report with the Panel for comment, the format of which was commended by the Panel for providing an informative, accessible and comprehensive update on activity over the previous 18 months.

#### **RESOLVED:**

- That the Panel received the draft Annual Report of the Police and Crime Commissioner for Hampshire.
- That delegated authority be given to the Democratic Services Officer to the Panel, in consultation with the Chairman of the Panel, to submit a report to the Commissioner setting out the Panel's review of and recommendations on the draft annual report, in line with Section 28(4) of the Police Reform and Social Responsibility Act.

96. **POLICE AND CRIME COMMISSIONER - POLICE AND CRIME PLAN PERFORMANCE AND DELIVERY**

Members received a presentation from the Commissioner outlining delivery against the Police and Crime Plan. Through the presentation and in response to Members questions it was heard that:

- The Deputy Police and Crime Commissioner conducted regular case reviews for out of court disposals, to ensure that they were being used appropriately.

Councillor Tony Jones left the meeting at this point.

- Where victims of crime were better informed regarding the police response, surveys indicated greater satisfaction in the service. Whilst household burglaries represented less than 1% of overall crime type, it was hoped that the commitment to attend all dwelling burglaries would lead to enhanced outcomes and victim satisfaction.
- In response to the Panel's observation that victim satisfaction levels for victims of domestic abuse were far higher than other crime types; the Commissioner explained that significant wrap around support was provided for victims of domestic abuse and sexual violence, which it wasn't currently possible to provide for victims of other serious crimes such as attempted murder and grievous bodily harm.
- To provide enhanced support for all victims the Commissioner was looking to introduce a new victims hub. Members heard that variations of a victims hub currently operated in 12 other force areas, and the Commissioner had hosted an online conference to learn from the experiences of these other forces. It was intended that the hub would be hosted within Hampshire Constabulary, funded by existing victim care funding. Hosting the hub in this way would enable access to the forces RMS (Records Management System). Members heard the hub would be far better equipped to support victims, both practically and emotionally, and that Frankie workers and Independent Sexual Violence Advisors (ISVA) and Independent Domestic Violence Advisors (IDVA), already funded by the Commissioner, would also be based within the hub. In response to the Panel's request, the Commissioner confirmed she would be happy to provide the Panel with further detail of the current levels of victim satisfaction for all victims of non-domestic/sexual abuse crimes, to enable the Panel to observe the impact of the new victims hub, once in operation.
- The Hampshire policing area was a leader in the use of Restorative Justice and was evolving to increase referrals through expanding eligible crime types. The Commissioner observed that Restorative Justice could be life changing both for the victim and the offender and was a significant tool to prevent reoffending. The Commissioner further noted that the contract for Restorative Justice would go out to tender in April 2023.
- There were currently 16 defined projects being undertaken through the Commissioner's Office to tackle anti-social behaviour. One such project involved the provision of community trigger training, to ensure statutory

partners were enabled to undertake their duties in relation to anti-social behaviour.

- Hampshire Constabulary were broadly meeting their recruitment targets in relation to the ethnicity profile of new recruits. Particular success had been noted in attracting officers from Asian communities, however the force continued to meet challenge in recruiting more black officers. The Commissioner noted her duty to promote diversity in policing, and to support the Constabulary to be representative of the communities it served. In response to questions the Commissioner confirmed that details of the diversity profile of the Constabulary would be shared with the Panel following the meeting.
- The Commissioner was also reviewing how to attract more ex armed forces personnel to the Constabulary, as it was noted that many would have good transferrable skills and Hampshire benefitted from a number of ex-forces communities, including Nepalese former Gurkhas. The Commissioner considered that the requirement to undertake the Policing education qualifications framework (PEQF) may have dissuaded such individuals from joining policing, and was lobbying central government to introduce tailored routes to attract ex-forces personnel to policing.

The Chairman remarked upon the detailed level and breadth of the Commissioner's commentary, noting that the Commissioner's responses demonstrated that she was well abreast of the activities and issues across the broad ranging areas of her responsibilities and that victims were at heart of approaches being taken.

**RESOLVED:**

That the update on the delivery of the Police and Crime Plan was noted.

**97. POLICE AND CRIME PANEL - WORKING GROUP ARRANGEMENTS**

Members received a report from the Democratic Services Officer to the Panel, proposing arrangements for a Precept Task and Finish Group, as agreed at the previous meeting, and appointment to the vacant position on the Policy and Performance Working Group

Members were invited to express an interest in membership of the Task and Finish Group and Sub-Committee. Nominations were noted as follows:

Policy and Performance Working Group

- Councillor Karen Lucioni

Precept Task and Finish Group

- Councillor Karen Lucioni
- Councillor Martin Pepper
- Councillor Sarah Vaughan
- Shirley Young
- Vacancy

**RESOLVED**

- That the Panel agreed the introduction of the Precept Task and Finish Group 2023/24, in accordance with the Terms of Reference set out in appendix one of the report.
- That the Panel agreed the membership of the Precept Task and Finish Group 2023/24, as noted in the minutes.
- The Panel agreed appointment of Councillor Karen Lucioni to the vacancy on the Policy and Performance Working Group for the 2022/23 municipal year.

98. **POLICE AND CRIME PANEL - WORK PROGRAMME**

Members received a report from the scrutiny officer to the Panel setting out the proposed work programme for the Panel for the 2022/23 municipal year.

**RESOLVED:**

That the work programme was agreed.

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Chairman,

## HAMPSHIRE POLICE AND CRIME PANEL – 21 OCTOBER 2022

### PUBLIC QUESTIONS SUBMITTED IN ACCORDANCE WITH RULE 31A OF THE RULES OF PROCEDURE

1. Would the Panel please ask the PCC whether the recent interview given on 24 August to GB News, given by the PCC, where she equate the rise in knife crime to immigrants, has any factual basis or statistical analysis, upon which to make these statements and if she believes that the message contained (whether she believes it or not) between the increase in crime and refugees and asylum seekers sends the wrong message about attitudes within the Hants Constabulary. It is noticeable that she has garnered support from followers of Enoch Powell and Nigel Farage. If this is her belief has she issued any policy instructions to Hampshire and IOW police, and what has been the result in the number of knife crimes in the two counties?
2. Would the Panel please ask the PCC whether, given the recent attitudes discovered at the Basingstoke PIC, does not the possible interpretation allow officers to increase even more the justification to stop and search, an even more disproportionate number of black people than they have already admitted?

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## HAMPSHIRE POLICE AND CRIME PANEL

### Report

<b>Date:</b>	21 November 2022
<b>Title:</b>	Police and Crime Panel – Governance Update
<b>Report From:</b>	Democratic Services Officer to the Panel

**Tel:** 0370 779 6176

**Email:** [hampshire.pcp@hants.gov.uk](mailto:hampshire.pcp@hants.gov.uk)

### Purpose of this Report

The purpose of this report is to recommend the name of Panel be changed to the “Hampshire and Isle of Wight Police and Crime Panel”, to align with the recent renaming of the police force area.

### Recommendation(s)

1. That recognising the updated name of the Constabulary and title of the Commissioner, the Panel agrees to be known henceforth as the Hampshire and Isle of Wight Police and Crime Panel.
2. That delegated authority be given to the Democratic Services Officer, in consultation with the Chairman of the Panel, to implement this change, including making updates to the Panel’s logo and branding.

### Contextual Information

3. When elected, the Police and Crime Commissioner (the Commissioner) made a commitment to effect the legal change required to reflect the Isle of Wight within the name of the Constabulary.
4. Following parliamentary approval, the Police Act 1996 (Amendment and Consequential Amendments) Regulations 2022 was made on 12 July 2022, changing the name of the Constabulary to Hampshire and Isle of Wight Constabulary, with the same reflected within the Commissioner’s title.
5. The Home Office has confirmed that this change also applies to the Panel, which is the Police and Crime Panel for the Hampshire and Isle of Wight police force area. The Home Office has advised that all documentation be updated to reflect this change.

6. This report recommends that the Panel formally recognises the new name of the Constabulary and updated title of the Commissioner and agrees to align the Panel's name accordingly.

**REQUIRED LEGAL INFORMATION:**

**Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Title</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>	
<a href="#">The Police Act 1996 (Amendment and Consequential Amendments) Regulations 2022 (legislation.gov.uk)</a>	<u>Date</u>

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

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## HAMPSHIRE POLICE AND CRIME PANEL

### Report

<b>Date considered:</b>	21 November 2022
<b>Title:</b>	Confirmation hearing for appointment to the role of Chief Constable of Hampshire and Isle of Wight Constabulary
<b>Contact:</b>	Democratic Services Officer to the Panel

**Tel:** 0370 779 6176

**Email:** [hampshire.pcp@hants.gov.uk](mailto:hampshire.pcp@hants.gov.uk)

### Purpose of this report

The purpose of this report is to support the Police and Crime Panel's (the Panel) consideration of the Commissioner's preferred candidate for the role of Chief Constable of Hampshire and Isle of Wight Constabulary, through holding a Confirmation Hearing in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

### Recommendations

1. That the Panel considers the follow recommendation, as proposed by the Police and Crime Commissioner:
  - That the Police and Crime Panel confirm the appointment of Mr Scott Chilton as Chief Constable of Hampshire and Isle of Wight Constabulary.
2. That delegated authority be given to the Democratic Services Officer, in consultation with the Chairman of the Panel, to submit a report to the Commissioner setting out the outcome of the confirmation hearing, in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011.

**REQUIRED LEGAL INFORMATION:**

**Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Title</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>	
<a href="https://www.legislation.gov.uk/ukpga/2011/13/schedule/8/enacted">https://www.legislation.gov.uk/ukpga/2011/13/schedule/8/enacted</a>	<u>Date</u>

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

## HAMPSHIRE POLICE AND CRIME PANEL

### Report

<b>Date considered:</b>	21 November 2022
<b>Title:</b>	Confirmation Hearing Process for the role of Chief Constable of Hampshire and Isle of Wight Constabulary
<b>Contact:</b>	Democratic Services Officer to the Panel

**Tel:** 0370 779 6176

**Email:** [hampshire.pcp@hants.gov.uk](mailto:hampshire.pcp@hants.gov.uk)

### Purpose of this Report

1. This document explains the process to be followed by the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of the preferred candidate to the role of Chief Constable of Hampshire and Isle of Wight Constabulary.
2. This document summarises the Panel's Confirmation Hearing protocol, which is attached as appendix one.

### Powers of the Hampshire Police and Crime Panel

3. The Panel have functions conferred by Schedule 8 of the Police Reform and Social Responsibility Act 2011 (the Act) and Part 3 of the Police and Crime Panels (Precepts and Chief Constable Regulations 2012 (the Regulations) which require the Panel to:
  - a) 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.
  - b) Make a report to the Commissioner on the proposed appointment, which must include a recommendation as to whether the individual should be appointed and may include exercising the power of veto
  - c) Publish the report to the Commissioner made under (b).

### Confirmation Hearing for the role of Deputy Police and Crime Commissioner

#### *Prior to the Hearing*

4. The Panel received formal notification from the Hampshire Police and Crime Commissioner (hereafter referred to as 'the Commissioner') of the proposed appointment to the role of Chief Constable of Hampshire and Isle of Wight Constabulary on 7 November 2022.

5. This appointment is a permanent appointment, and therefore it is subject to the public scrutiny that is required under Schedule 8 of the Act 2011.
6. In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner has provided the following documentation:
  - Name of the preferred candidate;
  - Statement/report from the Commissioner stating the criteria used to assess the suitability of the preferred candidate and how they meet the requirements of role;
  - Terms and conditions of appointment.

#### *At the Hearing*

7. The first part of the meeting will be conducted in public and structured as follows:
  - a. The candidate will be welcomed to the meeting.
  - b. The Commissioner will have the opportunity to make any comments on the candidate and the proposed appointment.
  - c. The candidate will have an opportunity to present to the Panel their understanding of the role.
  - d. The Panel will have the opportunity to ask questions of the candidate, including those which relate to their professional competence and personal independence, the answers to which will enable the Members to evaluate their suitability for the role.
  - e. The candidate will be given opportunity to clarify any answers given during the hearing and ask questions of the Panel about the next stage of the process.

#### *On the Close of the Hearing*

8. The Panel will hold a closed session in order to decide on its recommendations to the Commissioner regarding the appointment of the preferred candidate to the role of Chief Constable of Hampshire and Isle of Wight Constabulary at the end of the Confirmation Hearing session.
9. The Panel will discuss the following:
  - Whether the candidate has the professional competence to exercise the role.
  - Whether the Panel feels that the candidate has the personal independence to exercise the role.
10. Where a candidate does not demonstrate the minimum standards required to competently undertake the role, this would suggest a significant failure in the appointments process undertaken by the Commissioner. If the Panel believes that there has been a significant failure in the appointments process it may consider exercising its power of veto. A decision to veto the proposed appointment requires agreement by a minimum of two-thirds of the Panel's Membership.



11. Where a candidate meets the requirements of the role, but there is still cause for concern about their suitability, the Panel should outline those concerns in the Panel's response to the Commissioner and the Panel may choose to not recommend the candidate to the role of Chief Constable of Hampshire and Isle of Wight Constabulary.

*Following the Confirmation Hearing*

12. The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner, by the Panel, in writing by the next working day.
13. It is suggested that a period of three working days should elapse before the embargo is lifted and the recommendations of the Panel are made public. This timeframe may, however, be varied through agreement between the Chairman of the Panel and the Commissioner, in accordance with the Panel's Confirmation Hearing protocol.

**REQUIRED LEGAL INFORMATION:**

**Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Title</u>	<u>Date</u>
<b>Direct links to specific legislation or Government Directives</b>	
<a href="https://www.legislation.gov.uk/ukpga/2011/13/schedule/8/enacted">https://www.legislation.gov.uk/ukpga/2011/13/schedule/8/enacted</a>	<u>Date</u>
<a href="https://www.legislation.gov.uk/uksi/2012/2271/contents/made">https://www.legislation.gov.uk/uksi/2012/2271/contents/made</a>	

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

Hampshire Police and Crime Panel  
Confirmation Hearing Protocol

Schedule 1 and 8 Appointments

Notification

- When the Police and Crime Commissioner (PCC) commences a recruitment exercise (in whatever form that may take) with a view to making:
  - (a) a Schedule 1 appointment i.e. that of the PCC's Chief Executive, Chief Finance Officer or a Deputy Police and Crime Commissioner; or
  - (b) a Schedule 8 appointment i.e. that of a Chief Constable,they will inform the Panel's democratic support officer that such steps are being taken, and the likely timeframe involved, so that preliminary arrangements can be made to schedule a confirmation hearing.
- When, in accordance with the Police Reform and Social Responsibility Act 2011 (the Act), the PCC notifies the Panel of a proposed Schedule 1 or 8 appointment, the PCC must provide the Panel with the following information:
  - (a) the name of the person whom the PCC is proposing to appoint (the candidate);
  - (b) the criteria used to assess the suitability of the candidate for the appointment;
  - (c) why the candidate satisfies those criteria; and
  - (d) the terms and conditions on which the candidate is to be appointed.
- At the same time as they notify the Panel of the proposed appointment, the PCC will also normally provide the Panel with the background information that the PCC has had access to during the rest of the appointment process e.g. the role profile, the candidate's CV, application and/or personal statement (suitably redacted of any sensitive personal or operational information), any references etc. The PCC will advise the candidate's referees that the references they submit will be put on public deposit to assist the Panel in the performance of its duties.

Immediate steps following notification

- The Panel must, within three weeks of receiving the PCC's notification, hold a confirmation hearing for the Panel to review the proposed appointment and make a report on it to the PCC. Therefore, on receipt of

the PCC's notification, the Panel's democratic support officer will by the end of the next working day after receiving the PCC's notification:

- convene a public meeting of the Panel to be held within 19 days of receiving the PCC's notification (this meeting will not normally be used for any other business) and confirm the date of the confirmation hearing to the Members of the Panel;
- arrange a private pre-meeting for the Chair and Vice-Chair of the Panel normally to take place at least three working days before the confirmation hearing (not normally to be held immediately before the confirmation hearing to allow sufficient time for any unexpected issues, or gaps in information provided, to be addressed) and confirm the date of the pre-meeting to the Chair and Vice-Chair. The Panel's democratic support officer will notify the Panel's legal adviser and a senior HR representative (from the lead authority) of the date of the pre-meeting so that specialist and technical advice will be available to the Panel; and
- prepare a letter to the candidate which:
  - (a) requests them to appear at the confirmation hearing for the purpose of answering questions relating to the appointment;
  - (b) advises them of the date of the hearing;
  - (c) notifies them of the principles on which the Panel will normally evaluate the candidate (see below);
  - (d) refers to the relevant statutory provisions; and
  - (e) advises them that the information provided by the candidate will normally need to be put on public deposit (as if it were a standard report going to the Panel).

#### Preparing for the confirmation hearing

- Prior to the private pre-meeting, the Panel's democratic support officer will draw together a list of relevant issues for the Chair and Vice Chair to consider, in particular highlighting possible question topics and themes, and background information on which Members might wish to focus. The Chair and Vice Chair will consider these at their private pre-meeting and determine a final draft for the Panel's consideration.
- Following the pre-meeting, the Panel's democratic support officer will circulate this information electronically to all Members of the Panel for their consideration and comment. The aim of this process is to enable the necessary preparatory work to be undertaken as efficiently as possible within the tight timescale but to ensure that all Members of the Panel have the opportunity to consider the relevant issues and lines of questioning, and raise any queries, prior to the confirmation hearing itself. The Panel's democratic support officer will also remind Members of the process taken at the hearing.

### At the confirmation hearing

- The Chair will open the meeting and will outline the key themes that the Panel hopes to explore. The Chair will explain the process for approval, refusal or, where the proposed appointment is that of Chief Constable, veto of appointments and will allow the candidate to ask any procedural questions.
- The Panel will normally focus on issues of professional competence (this relates to the candidate's ability to carry out the role, his/her professional judgment and insight) and personal independence (this relates to the need for a candidate to act in a manner that is operationally independent of the PCC, the ability to advise the PCC effectively and to understand the need to respond constructively in situations where they might be held to account by the Panel).
- At the end of the session, the candidate will be given the opportunity to clarify any answers given and ask any questions of the Panel. Immediately following the hearing, the Panel will go into closed session to decide on its recommendations, taking legal and HR advice as necessary.

### Decision-making by the Panel

- The Panel's decision-making process, will normally comprise two linked steps:
  - Taking account of the minimum standards of professional competence and personal independence, does the candidate meet the criteria set out in the role profile?
    - (a) do they have the professional competence to carry out the role?
    - (b) do they have the personal independence to carry out the role?
  - Should, consequently, the Panel:
    - (a) recommend that the candidate should be appointed; or
    - (b) recommend that the candidate should not be appointed or,
    - (c) in the case of a Chief Constable appointment, use its power of veto
- Where a candidate does not meet the minimum standards, it will normally be self-evident (thus indicating a failure in the appointments process to date) and, in the case of a Chief Constable appointment, the Panel may decide to exercise its power of veto. Where the candidate meets these standards, but there is still cause for concern about their suitability, the Panel may outline these concerns in its response to the PCC. Where a Schedule 1 candidate does not meet the minimum standards, the Panel has no power of veto but may provide advice to the PCC in the form of a letter.

## Making recommendations on Schedule 1 and Chief Constable appointments

- The Panel may decide to recommend to the PCC that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not, as in the case of a Chief Constable appointment, the same as a veto (see below) and the PCC can still choose to appoint the candidate.
- The Chair will make an informal communication on the decision of the Panel to the PCC by the end of the working day on which the Confirmation Hearing is held.
- By the next working day after the Panel has made its decision, the Panel's democratic support officer will, in consultation with the Chair of the Panel, send a report on the proposed appointment to the PCC confirming the Panel's recommendation as to whether or not the candidate should be appointed. The report will be copied to the candidate. Where the Panel is recommending refusal, a summary of the principal reasons will be included.
- The Panel will normally publish its decision and report three working days after the Confirmation Hearing has taken place. In exceptional circumstances, the PCC may request to the Chair that the Panel bring forward or delay publication of the decision. In such cases, the Chair will liaise with the PCC in such cases to agree a proposed way forward, and a final decision on any such proposal will be taken by the Panel.
- In response to the Panel's report, the PCC must notify the Panel whether they will accept or reject the Panel's recommendation. Where the Panel has recommended refusal and the PCC continues with the appointment, they will normally make a response at the same time as the publication of the Panel's report, focusing on why they felt that the candidate did in fact meet the minimum standards for the post. If, before the result of the appointments process is made public, the candidate withdraws from the process only the Panel's report, and no other information from either the PCC or the Panel, will be published. Where the PCC decides not to appoint, the Panel's report will normally be published alongside a statement by the PCC setting out a timetable and process to make a new appointment.
- The Panel will not liaise with the candidate, either directly or through any officer, in relation to the Panel's decision

## The veto (for Chief Constable appointments only)

- The veto will normally only be exercised in exceptional circumstances, e.g., where it is clear to the Panel that there has been a significant failure of the 'due diligence' checks carried out earlier in the appointments process, to the extent that the candidate is not 'appointable'.

- The Panel has the power to veto a Chief Constable appointment only in the three-week period starting with receipt of the PCC's notification.
- Where the Panel decides (on a two-thirds majority of the total Panel membership) to veto the proposed appointment, on the next working day after the Panel has made its decision, the Panel's democratic support officer will, in consultation with the Chair of the Panel, send a report on the proposed appointment to the PCC confirming the Panel's decision to veto the appointment and including a summary of the Panel's principal reasons for its decision. Following this, the PCC must not appoint the candidate. The PCC will be responsible for notifying the candidate. The parties will liaise with each other over the issue of public communication of the Panel's decision. At the same time as the publication of the Panel's report, the PCC will normally publish information setting out the steps that will be taken to make another appointment.
- Following a veto of the proposed appointment, the PCC must propose another individual for appointment as Chief Constable. The PCP must, within three weeks of receiving a notification by the PCC, review the proposed appointment. The process is the same for an initial candidate and any reserve candidate following a veto, however the PCP's power of veto only applies to the first candidate.

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**Hampshire and Isle of Wight Police and Crime Panel**  
**21 November 2022**

**CONFIRMATION HEARING FOR THE PROPOSED APPOINTMENT OF  
CHIEF CONSTABLE OF HAMPSHIRE AND ISLE OF WIGHT  
CONSTABULARY**

**1. PURPOSE OF THE REPORT**

- 1.1 To provide notification of the Police and Crime Commissioner's preferred candidate for the role of Chief Constable of Hampshire and Isle of Wight Constabulary, and to seek ratification of this proposed appointment through a confirmation hearing conducted by the Police and Crime Panel, as required by the Police Reform and Social Responsibility Act 2011.

**2. RECOMMENDATION**

- 2.1 That the Police and Crime Panel confirm the appointment of Mr Scott Chilton as Chief Constable of Hampshire and Isle of Wight Constabulary.

**3. INTRODUCTION**

- 3.1 Under the Police Reform and Social Responsibility Act 2011 ('PRsRA'), the Police and Crime Commissioner ('the Commissioner') for a police area is responsible for appointing the Chief Constable for that police area (section 38).
- 3.2 Following a rigorous and robust selection process, the Commissioner presents Mr Scott Chilton as the preferred candidate for the role of Chief Constable for Hampshire and Isle of Wight Constabulary.

3.3 The PRSRA 2011 sets out a range of information that the Commissioner must supply to the Police and Crime Panel as part of the confirmation process (Schedule 8, Part 1, paragraph 3) as follows:

- the name of the person whom the Commissioner is proposing to appoint, ‘the candidate’ [provided in paragraph 2.1, above];
- the criteria used to assess the suitability of the candidate for the appointment [provided in sections 6 and 7, below];
- why the candidate satisfies those criteria [provided in section 9, below]; and
- the terms and conditions on which the candidate is to be appointed [provided in Section 11, below].

3.4 The Police and Crime Panel must review this information and make a report to the Commissioner on the proposed appointment (Schedule 3, Part 1, paragraph 4).

## **4. BACKGROUND**

4.1 Following the decision by the current Chief Constable Olivia Pinkney QPM to retire from the role, the Commissioner undertook a comprehensive and open recruitment process to identify a new Chief Constable for Hampshire and the Isle of Wight in accordance with the requirements of the PRSRA 2011.

4.2 The Chief Executive of the Office of the Police and Crime Commissioner supported the Commissioner throughout the process and ensured the core principles of merit, fairness and openness were adhered to in the design and delivery of the process, and that all relevant legislative requirements were embedded.

4.3 The Commissioner also met with the Chief Executive of the College of Policing on 14 September 2022 to quality assure the process.

## 5. RECRUITMENT

- 5.1 The recruitment process for Chief Constables is set out in the Police Reform and Social Responsibility Act 2011; Police Regulations 2003; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012; Home Office Circular 013/2018; and the College of Policing 'Guidance for appointing Chief Officers (January 2021)'. The Commissioner's process was compliant with all aspects.
- 5.2 The Chief Executive of the Office of the Police and Crime Commissioner ensured the recruitment process was developed in accordance with the latest version of the College of Policing guidance and performed the role of Monitoring Officer in-line with that guidance.
- 5.3 An Independent Member was appointed in-line with the legislative and other Home Office requirements. Suitably qualified and experienced, the Independent Member played an active role in the process from the outset to ensure compliance with the three core principles, and a separate written report has been prepared and submitted to the Police and Crime Panel.
- 5.4 A Senior Police Advisor was appointed to provide the Commissioner with professional guidance and support in accordance with the College of Policing Guidance, including in the design and development of the appointment process and on candidates' experience and skills fit relevant to policing and the organisational requirements.
- 5.5 The post was advertised between Wednesday 07 September and Sunday 09 October 2022, a period of four weeks and five days. The vacancy was advertised extensively and, in addition to the corporate recruitment website ('Success Factors'), Hampshire Police Recruitment used the Office of the Police and Crime Commissioner website; Police Professional (on-line and in print); Police Oracle; the College of Policing 'Hub'; National Police Chiefs' Council networks; and various

social media publications. Subsequent feedback confirmed the national chief officer cohort knew about the vacancy.

- 5.6 A comprehensive Recruitment Information Pack was provided for candidates to review. In addition to supporting information, the pack also included details of the terms and conditions relevant to the appointment, the Commissioner's selection procedures, as well as confirming adherence to the recognised College of Policing role profile and assessment criteria; Appendix A refers.
- 5.7 The Police Advisor proactively undertook environmental scanning of the national professional candidate pool to assist the Commissioner identifying the highest quality applicants possible. The Police Advisor met with or otherwise contacted twenty-one potential candidates from across the senior policing landscape and the Commissioner subsequently undertook eight conversations during the recruitment window in-line with the advertised criteria.

## **6. APPLICATION, SHORTLISTING AND APPOINTMENT PANEL**

- 6.1 The Commissioner was supported throughout the process by Hampshire Police Recruitment and all candidates were required to meet the minimum eligibility requirements set out both in law and by the College of Policing. Shown in full within Appendix B, the criteria included holding the rank of at least Assistant Chief Constable/Commander; having successfully completed the Senior Police National Assessment Centre (SPNAC) and the Strategic Command Course (SCC); and having undertaken Authorised Officer Training.
- 6.2 A bespoke application form was designed to pose questions in relation to the core competencies of Chief Constable and to allow candidates the opportunity to provide evidence of their suitability, skills, experience and continuing professional development. Set against the national framework, candidates were asked questions specific to the role in Hampshire and the Isle of Wight and permitted a 500 word limit for each answer; Appendix C refers.

- 6.3 The Commissioner convened an Appointment Panel in-line with the criteria set out by the College of Policing. The panel underwent bespoke training from an acknowledged College of Policing expert and was responsible shortlisting and interviewing. The purpose of this training was for the panel to gain a shared understanding of the Chief Constable role profile and assessment criteria; to discuss and agree how to determine effective and ineffective performance; and to understand the core selection principles and how to apply them consistently.
- 6.4 Given the significance of the Chief Constable role, the panel comprised suitably skilled and experienced senior people as follows:
- Donna Jones, Police and Crime Commissioner for Hampshire and Isle of Wight (Appointing Officer)
  - Lou Taylor, Sales and Marketing Entrepreneur (Non-Executive Director, Hampshire and Isle of Wight Constabulary, and Communities Representative)
  - Gemma Gair, Head of Human Resources and Organisational Development (Hampshire and Isle of Wight Constabulary)
  - Sara Glen, former Deputy Chief Constable of Hampshire and Isle of Wight Constabulary (Police Advisor)
  - Brian Johnson, UK Business Development Director, BAE Systems Naval Ships (Portsmouth), and Chair of the Solent Freeport Consortium (Independent Member).
- 6.5 It was confirmed that no panel member had a conflict of interest that either necessitated declaration or would warrant disqualification.
- 6.6 A comprehensive shortlisting process was undertaken on 14 October 2022 whereby the Appointment Panel assessed applications against the Competency and Values Framework (CVF) and shortlisted candidates using the recognised criteria approved by the College of Policing. Shortlisting was independently overseen by the Deputy Monitoring Officer, Louise Read (Hampshire Legal Services).

- 6.7 Three candidates were shortlisted for interview, although one candidate eventually withdrew having been named as the preferred candidate for appointment as Chief Constable of Thames Valley Police.
- 6.8 Shortlisted candidates were invited to a two-day Assessment Centre and, to support the Commissioner with timely recruitment, background checks were initiated immediately after candidates had confirmed their attendance. Ensuring compliance with the required criteria, these checks included a review of applicants' discipline record and the Barred and Advisory list. Health assessments and references were similarly initiated at this time, both candidates being strongly endorsed by their respective referees.

## **7. ASSESSMENT CENTRE AND ASSESSMENT CRITERIA**

- 7.1 Two candidates presented for final assessment at Strategic Fire and Police Headquarters on Thursday 03 and Friday 04 November 2022.
- 7.2 The Assessment Centre comprised recognised tools set out by the College of Policing for recruiting chief officers, the components being described in paragraphs 7.3 to 7.10, below.
- 7.3 Hampshire Constabulary Briefing: The Assessment Centre commenced with a collective briefing to the candidates from all members of the force's Chief Officer Group; informal and conversational, this element was not scored and was designed to bring the candidates up-to-speed with current challenges and developments within the organisation (Day 1).
- 7.4 People Panel: Unscored but with qualitative feedback being presented to the Appointments Panel, candidates underwent questioning on a range of internal, organisational-related topics from a cross-section of the workforce; the panel was facilitated by an independent and experienced person nominated by Hampshire Police Recruitment (Day 1).

- 7.5 Stakeholder Panel: Similarly unscored and with qualitative feedback, senior leaders from key partners and other agencies assembled to seek candidates' views on future challenges and solutions, as well as their commitment to partnership working; facilitation was also provided as at 7.4, above (Day 1).
- 7.6 Informal Dinner: Candidates were given the opportunity to meet community, ceremonial and other local dignitaries relevant to post in an informal, relaxed and unscored setting (Day 1).
- 7.7 SWOT Analysis: Prepared by the Police Advisor, panel members were presented with a comprehensive input on the strengths, weaknesses, opportunities and threats within the organisation's Chief Office Group as perceived by key internal and external stakeholders; unscored, the SWOT supported the panel in identifying the key characteristics needed in the new Chief Constable (Day 2).
- 7.8 Insights Colour Works: Candidates were asked to provide a copy of their Insights Discovery Profile at the point of application; unscored, profile summaries were shared to allow the panel to understand more about the leadership styles and preferences of both candidates (Day 2).
- 7.9 Presentation: Having been given the topic in advance, candidates were required to explain their plan for improving organisational performance and service delivery prior to in-depth questioning by the Appointment Panel; formal assessment was undertaken in-line with the approved College of Policing framework and scoring criteria (Day 2).
- 7.10 Interview: Through rigorous enquiry, each member of the Appointment Panel had the opportunity to ask questions of the candidate. Questions were grounded in the core competencies and values relevant to this senior appointment. Notes were taken and, at the end of the process, these were used to assess the performance and suitability of each candidate against the approved framework and scoring criteria (Day 2).

NB: Although the College of Policing were unable to support Day 1 of the Assessment Centre, a senior representative supported the Commissioner with quality assurance during the planning phase.

## **8. DECISION**

8.1 Rigorous assessment by the Appointment Panel and review by the Monitoring Officer supports the Commissioner's decision to nominate Mr Scott Chilton as the preferred candidate.

## **9. THE PREFERRED CANDIDATE**

9.1 The preferred candidate is already a substantive Chief Constable and meets all aspects of the approved College of Policing profile for that rank and role.

9.2 The preferred candidate meets all the criteria for appointment as a Chief Constable set out in law, not least having been a constable in any part of the United Kingdom; having been of the rank of Assistant Chief Constable/Commander or more senior in any part of the United Kingdom; and having completed Senior PNAC and the SCC.

9.3 The preferred candidate has been selected through a thorough process that fully adhered to the College of Policing guidelines, including independent internal and external scrutiny, and which met the principles of merit, fairness and openness.

9.4 The preferred candidate has had a considerable and long-standing career in policing, understands the local and organisational needs, and has a proven operational and strategic background at a senior level, including through his national portfolios.

9.5 The preferred candidate demonstrated throughout the application and assessment process that he has unquestionable ability, not only to lead Hampshire and Isle of



Wight Police but to also deliver the improvements being sought by the Commissioner.

- 9.6 The preferred candidate demonstrated that he met the behaviours, competencies and values set out in the College of Policing Competency and Values Framework.
- 9.7 In summary, and supported by the Appointment Panel, the Commissioner is of the firm opinion that Mr Scott Chilton is the right and most suitable appointment to the position of Chief Constable of Hampshire and the Isle of Wight. He performed to an excellent standard throughout the process, has been rigorously challenged and tested against the criteria set out by the College of Policing, and has demonstrated the breadth and depth of his policing and leadership abilities.

## **10. PREFERRED CANDIDATE BIOGRAPHY**

- 10.1 Mr Chilton is currently the Chief Constable of Dorset Police and, during his tenure, Dorset has become the seventh safest area in the country having seen notable reductions in anti-social behaviour and county lines networks, not least through his introduction of Neighbourhood Enforcement Teams. He is a strong champion of equality, diversity and inclusion having personally led the delivery of a new strategy and the challenging governance regimes that have steered organisational improvement.
- 10.2 Through a three year financial strategy, Mr Chilton has addressed gaps in funding provision to support investment in local policing areas that the public expect, including community engagement and contact management. Positive inspections have been undertaken by HMICFRS during his senior leadership of Dorset Police, and he has been instrumental in the success of collaborative policing in the South West Region.
- 10.3 As Chief Constable, he has developed a new Chief Officer team in Dorset and introduced programmes for people and talent development that are yielding tangible organisational improvements in performance and a rise in standards.

- 10.4 Mr Chilton served local communities in Hampshire and the Isle of Wight at all ranks up to and including Assistant Chief Constable between 1992 and 2020. As a detective, he qualified to lead major investigations, including extortion and kidnap, and worked across the force area in some of its most challenging community and crime locations. He led collaborative policing across the Hampshire and Thames Valley forces and, as an Assistant Chief Constable, he was responsible for Local Policing.
- 10.5 Mr Chilton successfully completed the Strategic Command Course in 2016/2017 and also has extensive 'Gold Command' experience in firearms, public order, protest and public safety policing. He is accredited to command major incidents, covert and sensitive operations, as well as crisis and emergency situations.
- 10.6 Mr Chilton is the National Police Chiefs' Council lead for 'Public Order and Public Safety Tactics, Training and Equipment' and the 'Investigations' portfolio, and also holds a Master of Studies (MSt) in Applied Criminology with the University of Cambridge.

## **11. TERMS AND CONDITIONS OF APPOINTMENT**

11.1 Proposed terms and conditions were given in the Recruitment Information Pack (Appendix A) and, post-selection, these are now confirmed as:

- Four year contract
- Full-time post, located at Strategic Fire and Police Headquarters, Eastleigh
- Salary £175,164 per annum, plus Housing Allowance
- Availability of a 10% bonus payment over four years, dependent upon achieving the performance objectives to be set by the Commissioner (in accordance with national pay guidance)

- Annual leave in-line with Police Regulations
- Fleet vehicle for use and private medical insurance.

## 12. APPENDICES

A Recruitment Information Pack

B Assessment Criteria (College of Policing Competency & Values Framework, CVF)

C Application Form.

### **Contact for further information, if required:**

Jason Kenny

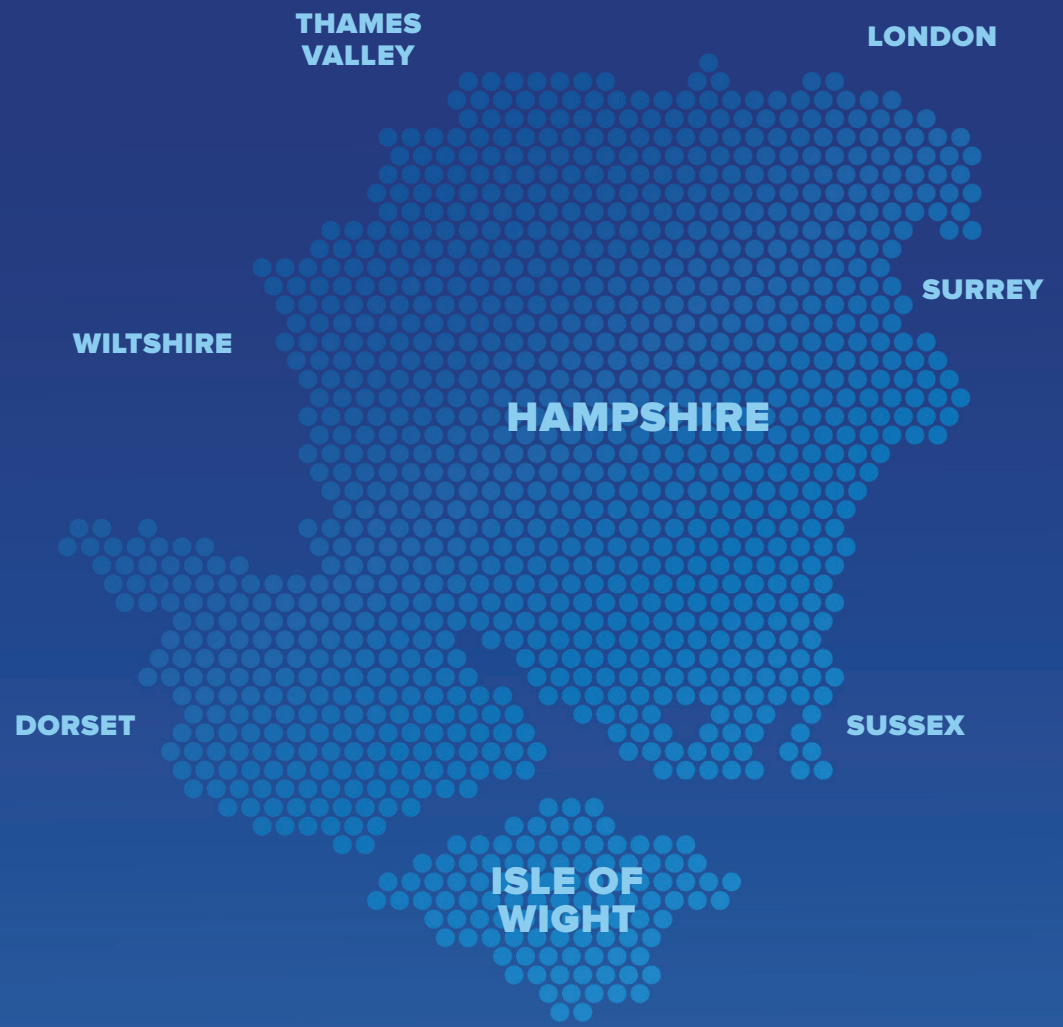
Chief Executive and Monitoring Officer

Office of the Police and Crime Commissioner of Hampshire and Isle of Wight

[jason.kenny.49951@hampshire.police.uk](mailto:jason.kenny.49951@hampshire.police.uk)

**Report prepared on: 10 November 2022.**





# Chief Constable Recruitment Information Pack

Donna Jones PCC

**MORE POLICE  
SAFER STREETS**



HAMPSHIRE & ISLE OF WIGHT

**CONSTABULARY**

## Contact us

If you would like to talk about this opportunity, please contact OPCC Chief Executive Jason Kenny [Jason.kenny.49951@hampshire.police.uk](mailto:Jason.kenny.49951@hampshire.police.uk) who will make an appointment for you to talk to the Police and Crime Commissioner Donna Jones.



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# FOREWORD

On the 13th May 2021, I was honoured to start my term of office serving the two million people of Hampshire and the Isle of Wight as their Police and Crime Commissioner.



**Donna Jones**  
Police and Crime  
Commissioner for  
Hampshire and the  
Isle of Wight

**I have been fortunate in the Chief Officer group I inherited, and the welcome and support I have received from the force. I have learnt a great deal from police leaders locally and nationally. Looking ahead to the future, Hampshire and the Isle of Wight Constabulary is about to embark on a new chapter starting with the appointment of a new Chief Constable.**

Together, I want us to formulate a shared vision for the people we will collectively serve, to deliver a reduction in crime, and improvement in detection and prevention to make the two counties some of the safest places to live in Britain. You can find out more about my vision in my police and crime plan, More Police, Safer Streets – [www.morepolicesaferstreets.com](http://www.morepolicesaferstreets.com)

To support you in delivering the agreed vision of policing, I have ensured no further senior appointments are made, enabling you to select a Local Policing ACC with the skills that best meet the need of the force and you. It is vital you are able to select and build the best team to assist you in these challenging and exciting times that lay ahead for policing both locally and nationally.

I am conscious that some police leaders have been dissuaded by the appointment of Police & Crime Commissioners. With this in mind, I would like to explain more about my motivations and passion for the opportunity ahead. I am Hampshire born and bred and I have chosen to remain living here with my husband to raise our two sons in one of the most beautiful parts of the country, whilst still giving us easy access to the capital for career purposes. Living by the sea is a blessing. My professional background is in banking (FTSE 50 bank 1997 – 2010). Since then I have started two business and served on the board of several companies including a shipping company and a Local Enterprise Partnership <https://solentlep.org.uk/>

Alongside this I have pursued my passion for helping people and serving the public through a political role as the Executive Leader of Portsmouth City Council (2014-2018). Shortly after being appointed as a Magistrate by the then Lord Chancellor, Lord Falconer in 2005, my passion quickly turned to policing and the causes of criminality. I sat on the South East Hampshire Bench for 16 years, serving as a bench chair for 13 of those years, until May 2021. Understanding the complexities of repeat offending led me to want to do more. The role of Police and Crime Commissioner enables me to service the public in a part of the country I love, and continue my passion for politics.

**“ I want a safer Hampshire and Isle of Wight; I want the people that live in this area to have the best outcomes in life and I want the vulnerable, especially children to be protected always. ”**

By supporting each other and working with partners I believe these aspirations are deliverable. I want to see a good quality, high performing force that ensures justice is delivered effectively for victims and our society as a whole.

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My desire for this extends beyond our county borders. In order to deliver change across Britain I need to use my relationships to influence the government and ensure I am shaping new legislation and policies. That's why I have taken on two national portfolios as the National Police & Crime lead for Victims including VAWG, and Serious Organised Crime. I work closely with Chief Constable Steve Jupp as the NPCC National Lead for SOC and Graeme Biggar as the Director General of the NCA as well as the Home Office and the Ministry of Justice.

I am aware that achieving my vision is a challenging one and also a great opportunity. This is why the appointment of a new Chief Constable is the start of a new chapter. This appointment is one of the most important relationships for us both and a strong partnership will help deliver excellence across our communities.

Being a directly elected person, representing two million people, is often not easy. Politics has always had many challenges and getting the balance right between vision, purpose and power takes experience and skill; I hope you will see these qualities in me and see my role as a vital asset to assist you in delivering a first class police force.

Your choice to take on one of the top jobs in British policing and to make a difference is also not an easy one. We will have that in common. I wholly understand my role as the Police & Crime Commissioner and yours as the Chief Constable in charge of operational policing. I want you to be the best you can be, and I want you to want me to be best I can be. If this remains, we will be able to drive up standards and deliver the vision for policing in the years to come.

Whilst I have high standards and expect the best from everyone in Hampshire and the Isle of Wight Constabulary, I am also aware of the pressure and demands of public service and modern day policing. This is why I am wholly invested in the wellbeing and resilience of you and your workforce. One of the first projects I want us to consider is how to build long-term resilience in the workforce. I am aware of the recent report CPOSA has undertaken, and await its publication, but the recruitment of a new Chief Constable is an opportunity for Hampshire and Isle of Wight Constabulary to get ahead of the game and be national leaders in this space.

For the Constabulary to be exceptional, a symbiotic relationship is required with the best leadership working alongside a high performing OPCC. I have spent my first year as the PCC ensuring my office is able to support me in delivering the needs and vision I have for the future.

It is key that the relationship between the Police & Crime Commissioner and the Chief Constable is based upon transparency and trust. Therefore, I am looking for an ambitious, straight-talking, operationally effective, strategic police leader. Hampshire and the Isle of Wight needs a Chief Constable who can influence at a national level whilst also displaying a total commitment to our local communities, with an expectation of improved performance in areas of the Police & Crime Plan. I hope that my vision, drive and passion for outstanding policing resonates with you.

I am a Police & Crime Commissioner who can support and hopefully inspire you to ensure exceptional delivery, and in return I am looking for a Chief Constable who can inspire me and the whole force to deliver for local communities!



Donna Jones  
Police and Crime Commissioner  
for Hampshire and the Isle of Wight

# ABOUT HAMPSHIRE & ISLE OF WIGHT CONSTABULARY

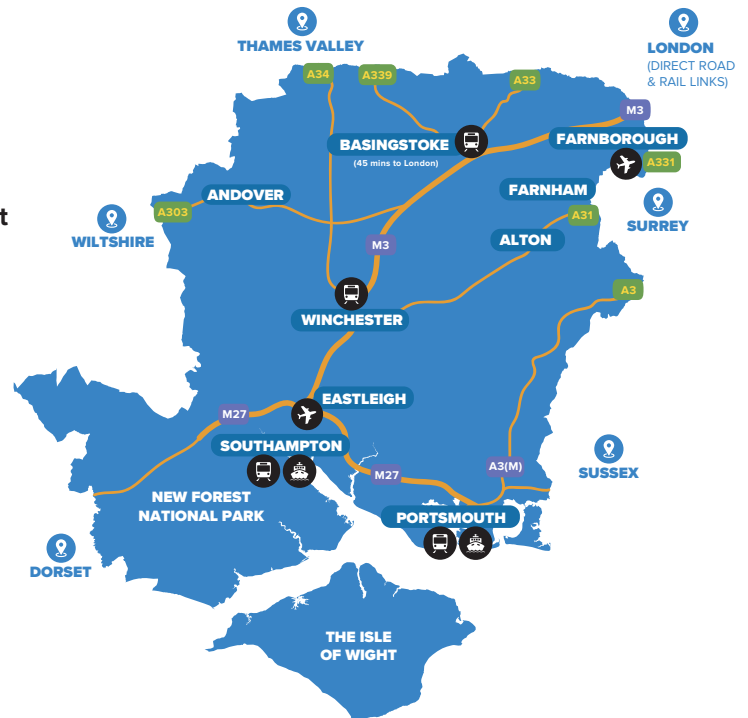
We are one of the biggest forces in the country, delivering policing services to more than two million people with 6,000 officers and staff.

At 1,602 square miles, Hampshire and the Isle of Wight is one of the largest police areas in England and Wales. The contrast between the growing cities of Portsmouth and Southampton, countryside, the historic city of Winchester, and northerly parts that give direct road and rail access to London means that the area is neither urban nor rural but, instead, a mix of both. This brings unique challenges.

As well as four universities, during summer months the population swells with tourists bringing yet more complexity to the job of keeping the public safe. The county is also home to critical national infrastructure including major ports, air ports and oil refineries, and Premier League Football.

Co-location with the fire service and councils is well-established, and almost 2,000 of the force's officers and staff work in teams that are collaborated with Thames Valley Police. The Joint Operations Unit (JOU) remains the largest non-metropolitan joint specialist unit in the UK. The force is one of the thirteen Op Soteria Bluestone forces, and there is growing investment in Violence Reduction Units as part of our response to serious violence in our growing cities.

The forces' ICT and Information Management teams are collaborated, and the forces share an ambitious digital vision. New buildings, including state of the art Police Investigation Centres in Portsmouth and Basingstoke, investment in custody facilities on the Isle of Wight and a new response base on a site now shared with the military, mean that the force estate is ever improving to meet staff and officer needs. The integration of HR and finance systems with the local fire service and council is now well established.



There are significant minority ethnic groups in Portsmouth (11.7 per cent of the population) and Southampton (14.2 per cent) and noteworthy Eastern European and Nepalese communities in the north of the county. A big challenge for the constabulary is building stronger links with these communities and becoming more representative of all of those that we serve.

Applicants may also be interested to know that Fareham, Hart, Winchester, the New Forest and Basingstoke all made the top 50 places to live in 2020.

You can find out more about Hampshire as a place to live [here](#).

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# WHY SERVE WITH US?

There are many good reasons to join Hampshire & Isle of Wight Constabulary, and we've highlighted just some of these below:

## 1) A high quality service to build on

Recent [HMIC Peel inspections](#) underline the strong position that the force has in delivering services for the public. We are one of the few forces to be graded 'Good' in every category and sub-category and we are ambitious for even better.

## 2) Performance and resourcing

In terms of crime, the force is mid-table with 69.95 crimes per 1,000 population. The highest force is 109.6, with 47.2 the lowest. Tackling serious violence is a focus in the growing cities of Southampton and Portsmouth, with the influence of County Lines and organised crime felt beyond those urban centres.

The force's outcomes per officer are the 4th highest nationally, at 50.27 behind only South Yorkshire Police, West Yorkshire Police and Durham.

New recruits into force are the 2nd highest nationally (behind only the City of London, percentage wise). When factoring in leavers as well as those joining, the force has had a net gain in officers of 9.1% from Uplift years, compared to national average of just 3.9%. This offers great future potential.

## 3) Innovation, digital and data

Hampshire Constabulary officers and staff are highly productive, delivering through relentless attention to what matters and wide-reaching innovation. To take this to the next level we are focused on a better use of our data and developing our digital capability, including new approaches to digital intelligence and investigation, control room technology and mobile working.

## 4) Motivation and wellbeing

The Constabulary's last staff survey shows high levels of motivation to serve the public. Our work on wellbeing is recognised nationally, and we have an ambition to offer the finest wellbeing offer in policing and we are well on our way to achieving that.



# JOB SUMMARY AND PERSON SPECIFICATION

We are looking to complement our chief officer team with a high-calibre candidate who wants to lead the provision of effective, efficient and innovative policing services. In particular, and throughout the process, you will need to evidence your leadership, professionalism, commitment to public service, working with others, as well as the desire to make a difference.

<b>Salary:</b>	£172,000 to £182,000 per annum. (Housing allowance or South East Area Allowance, as per eligibility)
<b>Location:</b>	Strategic Headquarters, Eastleigh
<b>Hours:</b>	Full-time
<b>Benefits:</b>	An attractive benefits package is on offer, including a vehicle for use and private medical insurance. Further details are available upon request.
<b>Duration</b>	Initial period would be for up to 4 years.

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## Role purpose

As the Chief Constable, you will have overall responsibility for leading the Force, creating a vision and setting direction and culture that builds public and organisational confidence and trust, and enables the delivery of a professional, effective and efficient policing service.

You will hold direct accountability for the operational delivery of policing services and the effective command and leadership of the policing response to crime, and major and critical incidents.

You will be responsible for influencing the development of regional and national policing and may be accountable for national operations or standard setting.

As a Corporation Sole, the Chief Constable is responsible for fulfilling all statutory and legal obligations of the office of Chief Constable and complying with any Schemes of Governance or Consent that exist, which determine force governance arrangements.

## Relocation

We are keen to attract the right candidate to Hampshire and the Isle of Wight, and for that reason, the successful candidate will be required to live in Hampshire, or within a reasonable commuting distance of the Force Strategic Headquarters in Eastleigh. To support candidates from further afield to join our team, a relocation package is available.

**Further details can be provided upon request.**

## Key accountabilities

### You will:

Set and ensure the implementation of organisational and operational strategy for the Force, having due regard to the Police and Crime Plan and Strategic Policing Requirement and any wider plans and objectives, in order to provide an effective and efficient policing service that meets current and future policing demands.

Develop a mutually productive strategic relationship with the Police and Crime Commissioner in line with the requirements of the Policing Protocol, whilst fulfilling all statutory and legal obligations as Corporation Sole.

Develop and maintain governance arrangements and processes within the force, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.

Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.

Lead, inspire and engage the Chief Officer Team; setting and role modelling approaches to a workforce culture that promotes wellbeing, facilitates impactful professional development and performance management to create empowered teams that effectively enable the achievement of the Force vision and goals.

Hold accountability for Force financial management and determine functional budgets within the agreed framework as issued by the Police and Crime Commissioner, to ensure the effective use of public spending and maximise value for money.

Fulfil the authorising responsibilities of a Chief Constable e.g. authorisation of intrusive surveillance and maintain operational oversight, holding accountability for effective, compliant policing responses, in order to protect the public and further develop the Force's operational strategies.

Lead and command the operational policing responses on occasion, in the most high risk and high profile instances, in order to protect the public and ensure an appropriate and effective response.

Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.

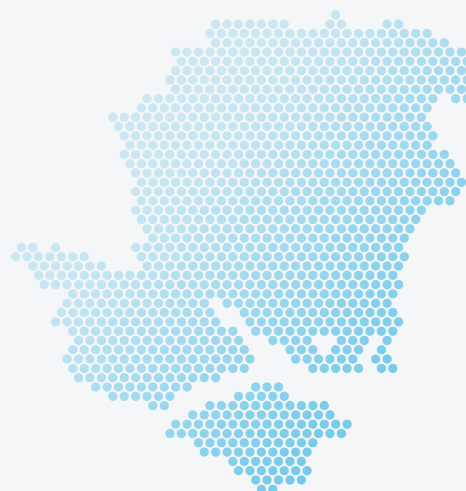
Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating to contribute to improvements and change in the broader operating context and enable the achievement of the Force objectives.

Represent the Force at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.

Lead national thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective policing practice.

Create and drive a culture of development, change and innovation to ensure enhanced productivity, value for money and continuous improvement in evidence based policing.

Play an active role in national decision making on the development of the Police Service to enable the effective co-ordination of operations, reform and improvements in policing and the provision of value for money.



## Education, qualifications, skills and experience

### Prior education and experience:

- Has completed Senior PNAC and the SCC.
- Has held rank of ACC/Commander or a more senior rank in a UK Police Force
- Wide ranging operational law enforcement experience.
- A demonstrable track record of successful experience of working at a strategic level, including the leadership of law enforcement officers and staff at senior leadership level.
- Experience of successfully engaging with and influencing multi-agency partnerships.
- Experience of implementing an effective performance management framework.
- Experience of implementing successful organisational development, change and innovation.
- Experience of accountability for management of significant budgets.
- Up to date operational/technical policing knowledge.
- Authorising Officer Training.
- Knowledge of developing legal, political, economic, social, technological, and environmental factors and an understanding of the implications for strategic planning.
- Knowledge of relevant local, regional and national policies, strategies and initiatives and an understanding of the implications within the policing context.

### Skills:

- Highly skilled in the development of ambitious vision, strategy and policy, aligned to operational realities and wider plans/goals.

- Able to operate with high levels of commercial acumen, skilled in effective organisational financial management which balances conflicting resource demands and drives value for money.
- Able to create strategic organisational change, to deliver appropriate responses to emerging trends and issues.
- Able to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning.
- Able to operate with high levels of political astuteness, skilled in impacting the internal and external political landscape effectively.
- Able to use a wide range of highly effective communication, problem solving and influencing techniques and methods to successfully negotiate, collaborate and influence change at the most senior levels and across a diverse range of stakeholders and partners.
- Skilled in building and maintaining strategic stakeholder relationships at the most senior levels, being able to resolve issues and to reconcile conflicts of interest.
- Skilled in leading, developing and inspiring people, engaging the organisation with strategic priorities, values and behaviours.
- Able to reflect on and hold themselves, individuals and the organisation to account for performance and behaviours.
- Able to identify, commission and implement new or improved technologies/services that have a transformational impact on Force service delivery and/or cost.

### Continuing Professional Development (CPD)

All senior officers are expected to undertake CPD, and should reflect upon their existing knowledge skills and experience to identify and plan their ongoing professional development. This should include, personal, professional and business skills, as well as all mandatory training required for occupational and operational competency and accreditation.

## Competency and Values Framework

### Behaviours

All roles are expected to know, understand and act within the ethics and values of the Police Service.

Candidates will be required to evidence all 6 competency areas of the framework in their application at level 3, these are;

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

A description and a list of examples of the types of behaviours that are expected in each competency area can be found via the following link:

<https://profdev.college.police.uk>

## How do I apply?

Candidates should apply by completing the word based application and additional details forms and uploading them to our online recruitment system via the link below:

[Hampshire Constabulary Jobs](#)

Candidates are asked to provide a copy of their Insights discovery profile at the point of application if they have one. Those that do not yet have a profile will be asked to complete one as part of the process.

## Selection process

Applications will be shortlisted against the eligibility requirements and the CVF competency areas detailed.

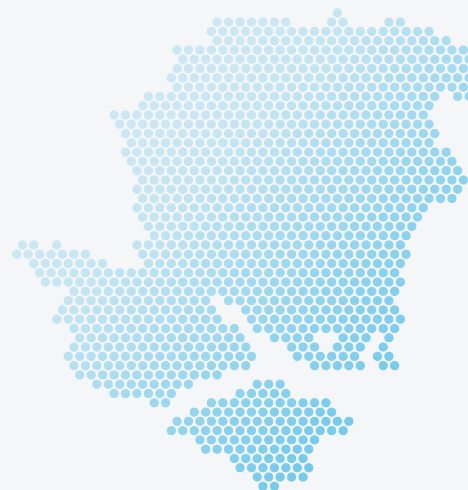
Successful candidates will be invited to attend a two day selection process at Police & Fire Headquarters, Leigh Road, Eastleigh, SO50 9SJ.

Day 1 will comprise a force familiarisation briefing, an internal People Panel, an external Stakeholders Panel, and an informal dinner with the Police & Crime Commissioner and her guests. Candidates should note that although Day 1 will not be scored, we value the perspectives of our workforce, partners and communities.

Day 2 will comprise an assessed presentation and interview with the Appointment Panel.

## Timelines

- Closing date for applications:  
**Sunday 09 October 2022 (midnight)**
- Familiarisation, People and Stakeholder panels:  
**Thursday 03 November 2022**
- Appointment Panel:  
**Friday 04 November 2022**



[www.hampshire.police.uk](http://www.hampshire.police.uk)

Donna Jones PCC

**MORE POLICE  
SAFER STREETS**



HAMPSHIRE & ISLE OF WIGHT

**CONSTABULARY**





# Competency and Values Framework for policing

## Overview of framework

**BetterProfessionals**<sup>™</sup>  
for **BetterPolicing**

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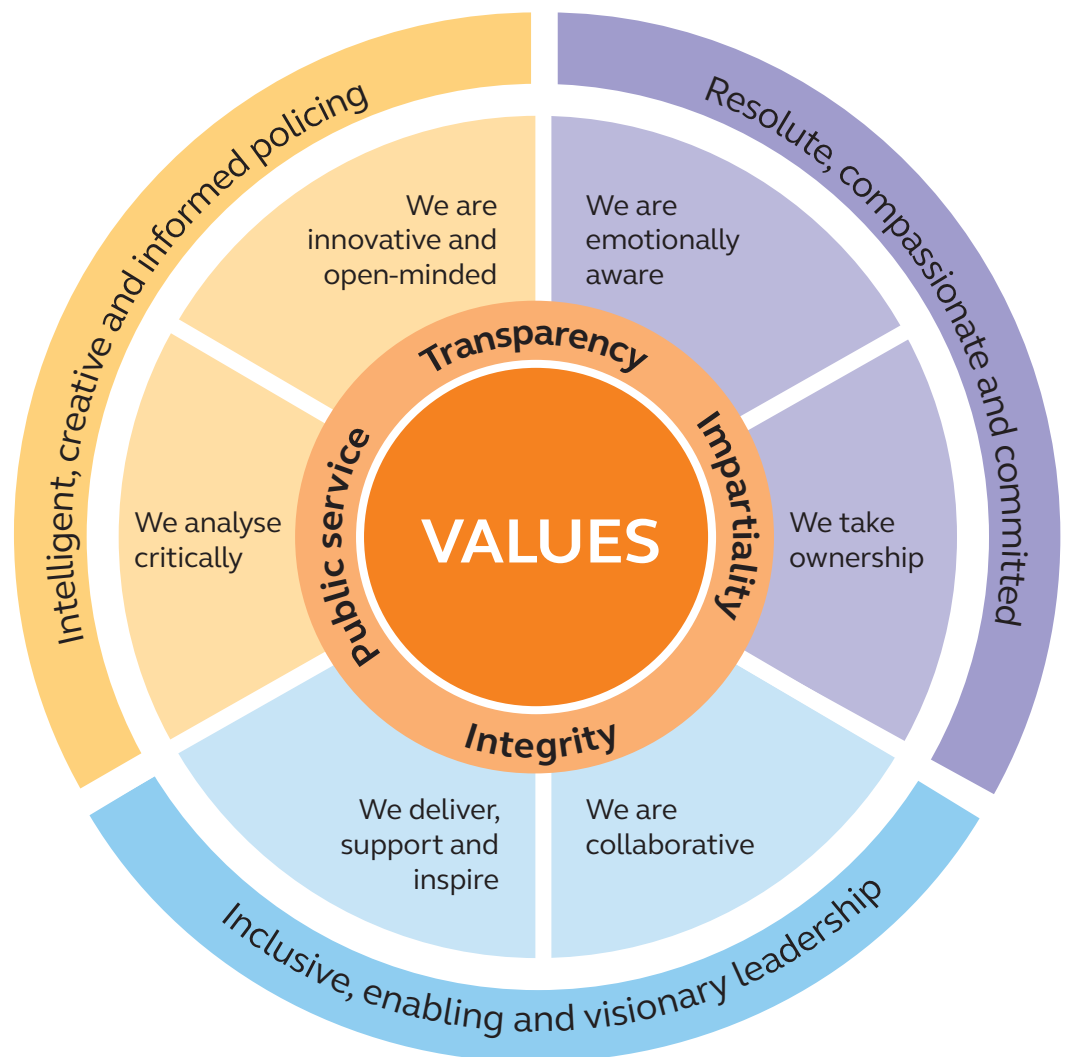
For enquires about this document, or to request an alternative format, please email **[contactus@college.pnn.police.uk](mailto:contactus@college.pnn.police.uk)**

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# Introduction

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



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

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

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

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

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

# Values

## Impartiality

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

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

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

## Behaviours

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

## Integrity

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

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

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

## Behaviours

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

## Public Service

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

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

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

## Behaviours

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

## Transparency

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

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

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

## Behaviours

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

# Cluster

## Resolute, compassionate and committed

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

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

# Competency

## We are emotionally aware

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

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

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

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

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

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

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



## We are emotionally aware

### Level 1

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

### Level 2

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

### Level 3

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

# Competency

## We take ownership

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

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

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

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

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

## We take ownership

### Level 1

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

### Level 2

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

### Level 3

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

# Cluster

## Inclusive, enabling and visionary leadership

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

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

# Competency

## We are collaborative

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

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

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

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

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

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

## We are collaborative

### Level 1

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

### Level 2

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

### Level 3

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

# Competency

## We deliver, support and inspire

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

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

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

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

## We deliver, support and inspire

### Level 1

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

### Level 2

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

### Level 3

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

# Cluster

## Intelligent, creative and informed policing

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

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

# Competency

## We analyse critically

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

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

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

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



## We analyse critically

### Level 1

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

### Level 2

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

### Level 3

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

# Competency

## We are innovative and open-minded

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

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

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

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

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

## We are innovative and open-minded

### Level 1

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

### Level 2

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

### Level 3

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

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## Protecting the public Supporting the fight against crime

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

[college.police.uk](https://college.police.uk)



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## Hampshire & Isle of Wight Constabulary Application for Chief Constable

### 1. Applicant details

<b>Name:</b>	Click here to enter text.		
<b>Rank:</b>	Click here to enter text.	<b>Collar no:</b>	Click or tap here to enter text.
<b>Current post:</b>	Click here to enter text.	<b>Current location</b>	Click here to enter text.
<b>Length of service:</b>	Click here to enter text.		
<b>Current force:</b>	Click here to enter text.		
<b>Contact Telephone number:</b>	Click here to enter text.		
<b>Contact email address:</b>	Click here to enter text.		

### 2. Professional Qualifications Training and Development

Please detail any professional qualifications, training and development you have undertaken that you feel is relevant to your application (up to 500 words)

Click here to enter text.

### 3. Other relevant skills or academic qualifications: (up to 500 words)

Click or tap here to enter text.

### 4. Please provide details of your last 3 roles, as well as the key areas of responsibility and your achievements

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<b>Role:</b>	Click or tap here to enter text.		
<b>Force:</b>	Click or tap here to enter text.		
<b>Start date:</b>	Click or tap to enter a date.	<b>End date:</b>	Click or tap to enter a date.
<b>Key areas of responsibility and achievements in this role:</b> (up to 300 words)			
Click or tap here to enter text.			
<b>Role:</b>	Click or tap here to enter text.		
<b>Force:</b>	Click or tap here to enter text.		
<b>Start date:</b>	Click or tap to enter a date.	<b>End date:</b>	Click or tap to enter a date.
<b>Key areas of responsibility and achievements in this role:</b> (up to 300 words)			
Click or tap here to enter text.			
<b>Role:</b>	Click or tap here to enter text.		
<b>Force:</b>	Click or tap here to enter text.		
<b>Start date:</b>	Click or tap to enter a date.	<b>End date:</b>	Click or tap to enter a date.
<b>Key areas of responsibility and achievements in this role:</b> (up to 300 words)			
Click or tap here to enter text.			

**5. Personal Statement (not scored)**

Please provide up to 800 words to outline why you feel that you should be considered for this role and why now in your career. You should include what is personal to you, and how your personal values reflect this decision. Please also consider the service values of transparency, impartiality, public service and integrity.

Click here to enter text.
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**6. Evidence (this section is scored)**

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Please use this section of the form to provide evidence against the required CVF competency areas. Please use specific examples of your professional experience, skills and knowledge in relation to the questions below. You have a maximum 3000 Words for this section. All responses should be at level 3 of the CVF framework, full details of the framework can be found [here](#)

<p><b>We take ownership (up to 500 words)</b></p> <p>What have you done to ensure the confidence of your workforce and the public in relation to investigations carried out by your Professional Standards Department and the Independent Office for Police Conduct?</p>
<p>Click or tap here to enter text.</p>
<p><b>We are collaborative 3 (up to 500 words)</b></p> <p>How have you demonstrated political astuteness when dealing with a difficult partnership in delivery of your PCC's priorities?</p>
<p>Click or tap here to enter text.</p>
<p><b>We analyse critically (up to 500 words)</b></p> <p>How can you evidence leadership of reviewing and delivering value for money, and how did this improve performance against your organisational objectives?</p>
<p>Click or tap here to enter text.</p>
<p><b>We are innovative and open minded (up to 500 words)</b></p> <p>What are you doing to innovate in relation to the prevention and detection of violence against the person?</p>
<p>Click or tap here to enter text.</p>
<p><b>We are emotionally aware (up to 500 words)</b></p> <p>What have you done to create a positive organisational culture that values wellbeing and ensures resilience, and how have you tracked this performance?</p>
<p>Click or tap here to enter text.</p>
<p><b>We deliver support and inspire (up to 500 words)</b></p> <p>How have you generated excitement and commitment about your force's vision, and how have you tracked the performance and delivery of your staff (for example answering calls, solving crime, responding to public confidence issues and dealing with anti-social behaviour)?</p>
<p>Click or tap here to enter text.</p>

**7. Candidate declaration**

The information I am submitting is true and correct;

- If it is found I have provided false or misleading information during the recruitment process I understand that any offer of employment may be withdrawn or appropriate actions taken under the Police Complaints and Misconduct Regulations.
- I confirm I am eligible to apply for this position, and have successfully completed the Senior PNAC and the SCC, and in line with Police Regulations I have held the rank of ACC, Commander, or a more senior rank in a UK police force.
- I understand that as part of the vetting process for this role, should I be selected, 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 understand pre-employment checks will be undertaken for all candidates who are shortlisted and invited to interview, this will include the completion of medical forms, vetting and references.

<b>Name:</b>	<a href="#">Click here to enter text.</a>	<b>Date:</b>	<a href="#">Click here to enter a date.</a>
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**8. Referees**

Please provide names, contact details and occupations of two persons willing to give you a reference. One of these must be your current line manager. <b>References will be requested for all candidates invited to interview following shortlisting.</b>	
<b>Referee Name:</b>	
<b>Occupation:</b>	
<b>Relationship to candidate:</b>	
<b>Email address:</b>	
<b>Contact Phone number:</b>	
<b>Referee Name:</b>	



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<b>Occupation:</b>	
<b>Relationship to candidate:</b>	
<b>Email address:</b>	
<b>Contact Phone number:</b>	

**Candidate upload instructions:**

**For instructions on how to add this document to your application please read the guidance entitled 'attaching a document to your application'.**

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## **Hampshire and Isle of Wight Police and Crime Panel**

**21 November 2022**

### **INDEPENDENT MEMBER'S REPORT RECRUITMENT OF CHIEF CONSTABLE FOR HAMPSHIRE & ISLE OF WIGHT CONSTABULARY**

#### **1. Introduction**

1.1 This is the Independent Member's report relating to the appointment process for the next Chief Constable for Hampshire & Isle of Wight Constabulary. It provides my assessment of the appointment process used by the Office of the Police and Crime Commissioner for Hampshire & Isle of Wight (HIOW) which I consider to have been conducted fairly, openly and based on merit. It also details the extent to which members of the Appointment Panel interview fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role.

#### **2. Independent Member's role**

2.1 The role of the Independent Member is laid out in Home Office Circular 013/2018. It is described more fully in the Guidance for Chief Officer Appointments produced by the College of Policing.

2.2 Home Office Circular 013/2018 outlines that it is for the Police and Crime Commissioner (PCC) to decide how they wish to run their appointment process for a Chief Constable. However, the PCC should involve an Independent Member in the assessment, shortlisting and interviewing of candidates. It is for the PCC to decide at the end of the process which candidate they wish to appoint, subject to confirmation by the Police and Crime Panel.

2.3 The independent panel member should not be a:

- PCC
- member of the PCC's staff
- member of the PCP
- Member of Parliament
- Member of the European Parliament
- local councillor
- serving or retired police officer or member of police staff
- civil servant
- member of the National Assembly for Wales
- member of the Northern Ireland Assembly
- member of the Scottish Government
- employee of Her Majesty's Inspectorate of Constabulary

- employee of the Independent Police Complaints Commission
- employee of the College of Policing

2.4 The types of people suitable for the role of independent panel member might include, but is not limited to, Magistrates, Chief Executives of local authorities, and representatives of community organisations.

2.5 The role as set out in College of Policing Guidance for Appointing Chief Officers requires the independent member to:

- be suitably experienced and competent in assessment and selection practices
- undertake appropriate briefing/assessor training
- be aware and have an understanding of the needs and interests of the recruiting force and local community
- in collaboration with the PCC and other panel members, shortlist and assess applicants against the agreed appointment criteria and consider which candidate most closely meets the appointment criteria
- produce a written report on the appointment process, to be submitted to the Police and Crime Panel at the same time as the name of the preferred appointee
- expressly and explicitly address the appointment principles of merit, fairness and openness and the extent to which the panel was able to fulfil its purpose (e.g. to challenge and test that the candidate meets the necessary requirements to perform the role).

It is important that the Independent Member is suitably experienced in selection and assessment practices, so they can determine the extent to which the appointment process is conducted in line with the principles of merit, fairness and openness.

As a UK Business Development Director, BAE Systems Naval Ships (Portsmouth) and Chair of the Solent Freeport Consortium, I meet the specified criteria as an Independent Member and was selected by the Police & Crime Commissioner for this purpose. The Appointment Panel (see 3.3 below) specifically reviewed my independence and were entirely satisfied that I met the requirements.

2.6 I was invited by the Police and Crime Commissioner (PCC) to become involved in this appointment process prior to the Chief Constable advert being placed. The application pack with the role requirements and person specification was assembled by the Office of the Police and Crime Commissioner (OPCC). It adhered to the Guidance for Chief Officer Appointments and was supported by the College of Policing who provided guidance and advice.

2.7 The PCC and her staff actively demonstrated from the outset that in the interests of public accountability, they were committed to adhering to the principles of openness, fairness and merit.

### **3. Appointment Panel**

3.1 The role of the Appointment Panel is set out in the Guidance for Chief Officer Appointments. This outlines that the panel should be convened by the PCC before any stage of the appointment process takes place. There should be no conflicts of interest between panel members and the applicant pool.

3.2 The purpose of the Appointment Panel is to challenge and test if the candidates meet the necessary requirements to perform the role, and that the PCC should select a panel capable of discharging this responsibility. The PCC should also ensure that panel members are diverse, suitably experienced and competent in selection practices. They must adhere to the principles of merit, fairness and openness. All members were provided with a copy of this guidance when they were invited to join the panel to ensure they are familiar with its content prior to the beginning of the appointment process.

3.3 It is the PCC's responsibility to ensure that appropriate briefing/assessor training is undertaken by all panel members, and this was arranged by the Chief Executive of the Office of the Police and Crime Commissioner. This training specifically covered all aspects of the appointment process and the CVF framework. This was a good session and absolutely underpinned the Appointment Panels' suitability and understanding of the openness and fairness required for the task.

3.4 It is suggested that a panel of approximately five members is convened, but this is at the discretion of the PCC. Donna Jones PCC for Hampshire & Isle of Wight actively followed this advice. Within this appointment process the panel had been agreed at the outset as consisting of the following members:

- Donna Jones - PCC for Hampshire and Isle of Wight
- Brian Johnson - UK Business Development Director, BAE Systems Naval Ships and Chair of the Solent Freeport Consortium
- Sara Glen - previous Deputy Chief Constable of Hampshire and Isle of Wight Constabulary
- Lou Taylor - Sales and Marketing Entrepreneur
- Gemma Gair - Hampshire and Isle of Wight Constabulary, Head of Human Resources and Organisational Development

All panel members scored the candidates in the final interview stage.

3.5 The panel included an appropriate range of stakeholders from different parts of the public sector, while Sara Glen also brought extensive experience from local policing within H10W.

3.6 All panel members were identified for their strategic leadership experience to allow them to challenge and test others at executive level. Noting the briefing and access to a copy of the College of Policing Guidance, this ensured they were well informed on their duties in this appointments process. I consider the panel to be sufficient diverse in terms of ethnicity, sex and experience.

3.7 All panel members were provided with a detailed pack before the interview which included the application forms, results of Behavioural Preference Testing, College of Policing Competencies, information on unconscious bias and a set of interview questions which had been drafted by the Police and Crime Commissioner. All question clearly reflected the assessment and scoring criteria set out by the College of Policing.

3.8 Support and advice from the College of Policing Senior Leaders Hub was used throughout, including at the interview stage. The College of Policing did not have a role in the decision-making process.

3.9 The role of the Chief Executive (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment procedure is properly conducted in line with the requirements set out in legislation and meeting the principles of fairness, openness and selection on merit. In addition, the Chief Executive is required to ensure appropriate monitoring of the procedures.

3.10 Jason Kenny, Chief Executive of the OPCC, worked consistently to maintain standards, collaborating openly and helpfully with all of the panel members on the main panel and stakeholder panels' members throughout the planning and administration of the appointment process.

#### **4. Recruitment Advert**

4.1 College of Policing guidelines refer to the overall time lines for the process being agreed in advance. I observed that this was completed and approved by the Appointment Panel prior to the advertisement of the post.

4.2 The application pack was drawn up in line with the national guidance. The post was advertised on the 7<sup>th</sup> September 2022 with applications closing on 9<sup>th</sup> October 2022.

4.3 My observation was that every effort was made to be transparent about the availability of the post and to encourage all potential applicants to consider it. The aim was to attract the strongest possible field of applicants. In this way all eligible applicants in the UK pool were made aware of the opportunity.

4.4 I reviewed the published application pack and consider it to have been comprehensive, with links offering more detail, the pack included terms of appointment and met legal requirements.

4.5 I also reviewed the application form that was used and deem that it was in line with the College of Policing guidance. It required details of the professional qualifications, training and development the candidate had undertaken, evidence of roles, responsibilities and achievements in the last three years. In being based on evidence of previous achievements, it was an appropriate tool to support merit-based judgements. Candidates were also asked to provide evidence against the required Competency and Values Framework (CVF).

4.6 The application form included setting a word limit for each answer, thereby being fair to candidates in giving them clear expectations of the length of response required.

## **5. Role profile**

5.1 The Appointment Panel received a briefing on the role profile as advertised. This reflected the national guidance, including primary accountabilities, the competencies required and the terms and conditions offered. In the introduction to the candidate pack by the Police and Crime Commissioner, she was very clear about her expectations of the role.

## **6. Shortlisting**

6.1 Shortlisting was undertaken by all panel members. However it should be noted that one panel member was not able to be present for the shortlisting discussion owing to a personal commitment. Final decisions were therefore based on the four other members scores and the discussion that followed.

6.2 At the meeting all members were asked whether they had a conflict of interest with any of the candidates and none were identified. I can confirm that I did not know any of the candidates being shortlisted. The PCC and some panel members had met some of the candidates previously in a professional capacity. In order to ensure fairness of the process, it was noted that judgements would be based only on the evidence available in front of the panel, not on prior knowledge. This was to ensure impartiality, consistency and fairness.

6.3 Three candidates were shortlisted for interview and were provided the following documents to prepare for their presentation and understanding of Hampshire & Isle of Wight Constabulary;

- structure chart
- summary of the Chief Superintendents and their areas of responsibility
- short statement in relation to shared services
- copy of the latest Peel assessment
- The force management statement.

Both candidates were provided with identical information throughout the process.

## **7. Behavioural Preference Testing**

7.1 Insights Colour Works were completed by the candidates, but this was not a scored part of the process. Appropriate information and briefing regarding its use and purpose was provided to the candidates and panel members.

## **8. Stakeholder Panels**

8.1 Two stakeholder panels were used the day before the formal interviews.

- (i) Internal Stakeholder Panel The composition of the internal stakeholder forum included a mix of representatives of workforce representatives.
- (ii) External Stakeholder Panel The composition of the external stakeholder forum included a mix of representatives from partner agencies from across Hampshire and the Isle of Wight.

8.2 A common set of questions was put to each candidate, to ensure consistency and fairness. The two stakeholder forums were supported by an independent facilitator and a chair was selected from within each group by its members. Each stakeholder forum spent 45 minutes with each candidate, with timing spread equally between the question areas. Feedback was captured by the independent facilitator and reported to the Appointment Panel the following day, including to inform areas which might need further exploration by the Appointment Panel. This was further evidence of how the process sought to be fair to all.

8.3 Questions asked by stakeholders were well considered, appropriately challenging and probing. The feedback comments collated afterwards were balanced and insightful. The sessions were well chaired and managed, with good time management, again to ensure consistency and fairness.



8.4 It was agreed in advance that the opinions of the two stakeholder forums would not be scored or totalled numerically in such a way as to rank candidates, this was because members were not measuring responses linked to the competency areas. They were to be advisory only to ensure that all final assessments and decisions were merit based. The observing panel's comments were fed back to the final Appointment Panel.

## **9. Assessment design**

9.1 The interview questions produced by the PCC in liaison with Hampshire Police Recruitment were of good quality in that they were open questions, allowed opportunities to probe, and were linked to the Competency and Values Framework and to local priorities.

9.2 The choice of interview questions were based on demonstration of evidence against the Competency and Values Framework for policing, with a focus that spanned all 6 competency areas and 4 core values. Panel members were asked to rate candidates on a four-point scale against each competency. This was designed to give transparent evidence of a fair and equal process for all candidates.

9.3 The timetable for the semi-structured stakeholder panels and final interview allowed adequate time for each element spread over two days. The carefully planned timetable helped to ensure that the process would be objective, fair to all shortlisted candidates, and clearly based on merit.

## **10. Assessment decision making**

10.1 Each panel member first scored separately at the interview stage. Scores were collated and any differences of opinion were discussed, in order to agree a moderated consensus view. This enabled the candidates to be carefully assessed on merit, with reference to evidence throughout. Consensus was reached throughout after objective, evidence-based discussion, leading to a jointly agreed recommendation regarding the preferred candidate, Mr Scott Chilton. The successful candidate achieved high scores on all the selected areas of the Competency and Value Framework and was considered to be the best fit with local priorities.

10.2 Overall consensus scores were reviewed by the Chief Executive including verification with the PCC.

10.3 The Police and Crime Commissioner undertook the delivery of the final decision to candidates and to co-ordinate feedback as required to the unsuccessful applicant.

## 11. Conclusions

11.1 Through the steps outlined above, the Police and Crime Commissioner fulfilled her responsibility to ensure the selection process was properly put in place in accordance with the responsibilities set out in the national guidance. Well planned use of the Competency and Values Framework throughout the process allowed clear evidence to be recorded and evaluated in order to make objective decisions. The panel rigorously challenged and tested the candidates against the necessary requirements for the role, giving assurance that the recommended appointment was appropriate. There was also carefully considered discussion between panel members before coming to a conclusion.

11.2 As the Independent Member I found that the process was demonstrably open and fair, with good efforts applied to seek the best available field of candidates. It was clearly based on merit, with decisions taken on careful analysis of evidence. Adherence to the highest standards throughout was taken seriously.

11.3 I can also confirm that the representative from the College of Policing acknowledged the validity of the recruitment and selection processes that were put in place by the Chief Executive of the OPCC.

11.4 Therefore as the Independent Member I can confirm that the selection of the preferred candidate to be Chief Constable of Hampshire & Isle of Wight Constabulary met the principles of fairness, openness and merit.

**Brian Johnson** (UK Business Development Director, BAE Systems Naval Ships (Portsmouth) and Chair of the Solent Freeport Consortium)

Dated – 9<sup>th</sup> November 2022