

# Public Document Pack



## HAMPSHIRE AND ISLE OF WIGHT POLICE AND CRIME PANEL

<b>Date and Time</b>	Thursday, 7th December, 2023 at 10.00 am
<b>Place</b>	Chute Room, EII Court, Hampshire County Council, Winchester
<b>Enquiries to</b>	<a href="mailto:hampshire.iow.pcp@hants.gov.uk">hampshire.iow.pcp@hants.gov.uk</a>

### FILMING AND BROADCAST NOTIFICATION

This meeting may 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. WELCOME AND 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. QUESTIONS AND DEPUTATIONS**

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

- 4. CONFIRMATION HEARING FOR THE ROLE OF CHIEF OF STAFF (OPCC) (Pages 3 - 28)**

For the Hampshire and Isle of Wight Police and Crime Panel to hold a Confirmation Hearing in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011, following notification from the Hampshire Police and Crime Commissioner of her intention to appoint to the role of Chief of Staff of the Office of the Police and Crime Commissioner (OPCC).

## **5. 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.

## **6. CLOSED SESSION TO DISCUSS THE PROPOSED APPOINTMENT TO THE ROLE OF CHIEF OF STAFF (OPCC)**

Following notification from the Police and Crime Commissioner for Hampshire and Isle of Wight of her intention to appoint to the role of Chief of Staff of the OPCC, 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.iow.pcp@hants.gov.uk](mailto:hampshire.iow.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'.

## HAMPSHIRE AND ISLE OF WIGHT POLICE AND CRIME PANEL

### Report

Date:	7 December 2023
Title:	Confirmation Hearing Process for the role of Chief of Staff of the Office of the Police and Crime Commissioner (OPCC)
Contact name:	Democratic Services Officer to the Panel
Email:	<a href="mailto:hampshire.iow.pcp@hants.gov.uk">hampshire.iow.pcp@hants.gov.uk</a>

### Purpose of this Report

1. The purpose of this report is to explain the process to be followed by the Hampshire and Isle of Wight 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 of Staff of the Office of the Police and Crime Commissioner (OPCC).
2. This document summarises the Confirmation Hearing protocol, which is attached as Appendix one.

### Recommendations

3. That the Panel undertake the first part of the Confirmation Hearing in accordance with the steps set out in paragraph 9 and 10.
4. That the Panel note the process for the second part of the Confirmation Hearing as laid out in this report.

### Powers of the Hampshire & Isle of Wight Police and Crime Panel

5. The Panel have the functions conferred by Schedule 1 Part 10 of the Police Reform and Social Responsibility Act 2011 (Scrutiny of Senior Appointments). This enables them to:
  - (i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A 'confirmation hearing' is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;
  - (ii) Make a report to the Commissioner on the proposed senior appointment;
  - (iii) Include a recommendation to the Commissioner as to whether or not the candidate should be appointed;

(iv) Publish the report to the Commissioner made under (ii).

## **Confirmation Hearing for the role of Chief of Staff**

### *Prior to the Hearing*

6. The Panel received formal notification from the Hampshire & Isle of Wight Police and Crime Commissioner (hereafter referred to as 'the Commissioner') of the proposed appointment to the role of Chief of Staff on 29 November 2023.
7. This appointment is a permanent appointment, and therefore it is subject to the public scrutiny that is required as part of a proposed senior appointment within the meaning of Schedule 1 of the Police Reform and Social Responsibility Act 2011.
8. In order to assist the Panel in reviewing the suitability of the preferred candidate, the Commissioner has provided the following documentation, which has been attached as Appendix two a-d:
  - Name of the preferred candidate;
  - Statement/report from the Commissioner stating why the preferred candidate meets the criteria of the role;
  - Terms and conditions of appointment

### *At the Hearing*

9. 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.
  - 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.
10. The Panel will ask questions of the candidate which relate to their professional competence and personal independence, the answers to which will enable the Panel to evaluate their suitability for the role.

### *On the Close of the Hearing*

11. 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 of Staff at the end of the Confirmation Hearing session.
12. 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.
13. Where a candidate does not meet the minimum standards in the areas set out in paragraph 10, 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, the Panel may choose to not recommend the candidate to the role of Chief of Staff.
14. Where a candidate meets the standards but there is still cause for concern about their suitability, it may be appropriate to outline those concerns in the Panel's response to the Police and Crime Commissioner.

### *Following the Confirmation Hearing*

15. The recommendations relating to the outcomes of the Confirmation Hearing will be communicated to the Commissioner in writing by the next working day.
16. 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.

**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

None

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 notifies 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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## **What is the role of the Police and Crime Commissioner's Chief of Staff, and why you should do it?**

### **Why is this role being advertised as *Chief of Staff*?**

The Police Reform and Social Responsibility Act 2011 describes the Head of Paid Service in the Office of the Police and Crime Commissioner as the *Chief Executive*. It is important to understand, this role is slightly different to most Chief Executive positions, and that it is better described as a *Chief of Staff*.

In most organisations, the Chief Executive directs the day to day running of operations under the strategic leadership of a Chair and a Board, a good example being a local authority. In these situations, the Chief Executive would hold significant executive powers by virtue of their own appointment.

In this case, however, the Police and Crime Commissioner (PCC) is the Executive. In law, the PCC is a corporation sole which means that they embody the position and the organisation. Corporation soles are not common creations in the United Kingdom; possibly the most famous one is the Archbishop of Canterbury, and other examples include Chief Constables.

It is important that applicants understand these legal arrangements and the nature of the role.

### **Why should I apply to be Chief of Staff?**

The successful applicant will need to work closely with the PCC. Their primary role is to manage and support, and thereby ensuring the objectives set out in the Police and

Crime Plan are achieved. To do this, the Chief of Staff will need to be strong in the following areas:

1. Excellent leadership and management skills with the ability to motivate people and teams.
2. Assisting the PCC in influencing, persuading and managing activities to ensure Hampshire and Isle of Wight Constabulary meet the strategic objectives set out in the Police and Crime Plan.
3. Advising the PCC. Office holders need advice, and this advice is not political but is within a deeply political arena. Your advice will need to include what is the best way to achieve goals and objectives; identification of areas in policing and criminal justice that might need closer oversight; and suggesting areas of service that might benefit from commissioning resource. The key is being able to make the relationship with the current PCC work.
4. The legal aspects as Monitoring Officer also require a Chief of Staff to act independently and with integrity, as well as being able to identify and mitigate potential difficulties.

In short, as Chief of Staff, you will focus on two main areas:

1. Supporting the PCC in achieving their goals and objectives; and
2. Supporting and challenging the force to ensure it provides the best possible service to the public.

Being involved in policing is a rewarding and fascinating business. Each and every day, officers and staff help people, sometimes save lives, and more often than not impact lives by preventing harm or keeping people safe. To be a part of policing, and helping it to improve, is challenging but incredibly fulfilling.

## Appendix B

**ROLE PROFILE**

<b>Job Title</b>	Chief of Staff
<b>Job Grade</b>	SPOT salary
<b>Reporting to</b>	Police and Crime Commissioner
<b>Direct Reports</b>	Head of Business Head of Criminal Justice, Commissioning and Partnerships Executive Assistant to the Senior Leadership Team
<b>Relationships</b>	Police and Crime Commissioner Deputy Police and Crime Commissioner Joint Chief Finance Officer Senior Leadership Team Hampshire and Isle of Wight Constabulary, including Chief Officer Group, the Force Executive and, especially, the Deputy Chief Constable Police and Crime Panel Senior officers and officials in local government and partner organisations
<b>Job Purpose</b>	The overall purpose of the role is to provide organisational leadership within the Office of the Police and Crime Commissioner (OPCC). The post-holder is responsible for ensuring efficient and effective delivery of statutory functions and the agreed priorities of the Commissioner, as well as ensuring appropriate oversight and scrutiny of the Constabulary's activities. Carrying out the powers and duties established within the enabling 2011 Act, the post-holder also provides the statutory Monitoring Officer function pursuant to the Local Government and Housing Act 1989 (as amended).
<b>Context</b>	The post-holder is the senior leader responsible for ensuring organisational structure, resource and focus align with the Commissioner's statutory powers and priorities.

### Key Responsibilities

#### Leadership and senior accountable officer

- In support of the Commissioner, to coordinate office activities to develop a Police and Crime Plan, also ensuring alignment between the OPCC and Constabulary performance frameworks to allow effective 'holding to account'
- To act as the Commissioner's lead advisor on policy, strategy and delivery
- To carry out the duties and responsibilities of head of staff, ensuring staff objectives are focused on the Police and Crime Plan and relevant statutory provisions
- To build and maintain strong and effective collaborative partnership working with local partners and other relevant organisations
- To support the Commissioner and Joint Chief Finance Officer with budget and precept setting
- To lead the continuous development and delivery of the OPCC team to ensure people and activities remain current, focused and able to deliver
- To discharge the duties of Monitoring Officer in a manner that promotes organisational values, ethical standards and legal requirements, including drawing the Commissioner's attention any actual or possible contravention of law or code of practice, maladministration or injustice; ensuring the setting and maintenance of high standards of conduct in accordance with the Nolan Principles and the APCC's *PCC Ethical Good Practice Framework*; and balancing the responsibilities of Chief of staff with those of Monitoring Officer.

#### Strategy and resource planning

- In conjunction with the Joint Chief Finance Office, to lead the OPCC in the areas of governance, business and information management, risk and mitigation, human resources and people development
- Specifically in relation to risk management, and as delegated by the Commissioner, to fulfil responsibility for active oversight of all organisational risks, championing risk culture and management processes, and working collaboratively with Hampshire & Isle of Wight Constabulary to promote understanding and management of shared risks
- To ensure the OPCC has lead officers in place to support effective partnership working, including community safety partnerships and criminal justice
- To develop formal strategy on behalf of the Commissioner for Communications & Engagement, Criminal Justice, Estates & Facilities Management, and Commissioning & Grants





<p><b>Partnerships, commissioning and service delivery</b></p>	<ul style="list-style-type: none"> <li>• To ensure effective arrangements are in place to oversee and scrutinise force performance, as well as supporting continuous improvement in the OPCC</li> <li>• To prepare the OPCC for inspection by relevant audit bodies</li> <li>• In consultation with the Commissioner, to develop the short, medium and long-term preparedness of the OPCC</li> <li>• To support the Commissioner in maintaining and developing effective working relationships with stakeholders, including the Police and Crime Panel and key strategic partners</li> </ul>
<p><b>Engagement and information</b></p>	<ul style="list-style-type: none"> <li>• To ensure effective and efficient engagement with internal and external partners and stakeholders in relation to commissioning and service delivery at local, regional and national level</li> <li>• To assist the Commissioner, as required, with appropriate contributions to national issues relating to policing and reducing crime</li> <li>• To represent the Commissioner at relevant meetings at local, regional and national levels, ensuring the voice of the OPCC is heard at an appropriately senior level.</li> </ul>
<p><b>Oversight, complaints and panels</b></p>	<ul style="list-style-type: none"> <li>• To undertake regular strategic needs assessments to ensure the OPCC continues to develop its services in support of the Commissioner’s statutory and office responsibilities, as well as working to toward existing or adjusted priorities and budgetary provision</li> <li>• To ensure appropriate communication and engagement strategies are developed and delivered relative to key initiatives, achievements and confidence issues, as well as discharging statutory consultation requirements and otherwise obtaining feedback from communities</li> <li>• To assist the Commissioner in developing and maintaining effective strategic partnerships with relevant public, private sector and voluntary organisations</li> <li>• To assist the Commissioner in developing and implementing effective two-way engagement with wide sections of the community</li> <li>• To ensure the OPCC operates in a transparent manner that is also compliant with legislation and good practice.</li> </ul>

<p><b>Other statutory responsibilities</b></p>	<p>audit, along with other aspects of internal control or external inspection</p> <ul style="list-style-type: none"> <li>• To develop effective working relationships with the Joint Audit Committee, ensuring reports, updates and improvements are made in a timely manner</li> <li>• To ensure statutory compliance and effective and efficient management of complaints systems, taking ownership of responses and lessons learned, as required</li> <li>• To establish and maintain effective independent scrutiny panels as agreed with the Commissioner</li> <li>• To ensure organisational policies and procedures are maintained, and that all staff act in accordance with those provisions.</li> </ul> <ul style="list-style-type: none"> <li>• To provide appropriate advice to the Commissioner on discharging statutory powers, duties and responsibilities, being cognisant of liabilities and other policy considerations</li> <li>• To discharge the duties of Monitoring Officer, as defined by legislation, to enable and assist the Commissioner and the OPCC to fulfil their functions effectively, efficiently and lawfully</li> <li>• To coordinate production and publication of an annual report, setting out delivery against the Police and Crime Plan, as well as compliance with statutory functions</li> <li>• To support and advise the Commissioner on the appointment of the Chief Constable, as well as all statutory matters relating to the Chief Constable's performance</li> <li>• To ensure an efficient and effective Independent Custody Visitors Scheme</li> <li>• To ensure OPCC safeguarding policy and related procedures are implemented, monitored and consistently reviewed</li> <li>• In conjunction with the Joint Chief Finance Officer, to ensure compliance with standing orders and propriety in the conduct of the Commissioner's office, including making proper arrangements for tendering and contracts</li> <li>• To ensure the OPCC meets its duties and responsibilities in relation to the Equalities Act 2010.</li> </ul>
<p><b>Key decision making areas</b></p>	<p>Manage the effectiveness of all the areas under the post-holder's control, including through clear leadership and performance management</p> <p>Make decisions in-line with the agreed Scheme of Delegation and Consent</p>



	<p>Set the general direction for the OPCC in-line with the Commissioner’s priorities, ensuring focus and developing organisational policy, as required</p> <p>Take an overview of crime, policing and partnerships, seeking out areas of interest to and/or for development by the Commissioner.</p>
<p><b>Role dimensions – financial and non-financial</b></p>	<p><b>Financial</b> The post-holder has financial autonomy over day-to-day office expenses and budgets in-line with the agreed Scheme of Delegation and Consent, and will enter into contracts as required and approved by the Commissioner</p> <p><b>Non-financial</b> The post-holder has diverse and significant responsibilities, and will manage office activities and ensure statutory compliance in all office functions; specialising in relationship management, the post-holder will also provide innovative and forward-thinking direction commensurate with the Commissioner’s priorities and responsibilities.</p>
<p><b>Role requirements for operational effectiveness</b></p>	<p><b>The post-holder will be required to display evidence of the following:</b></p> <p>Extensive experience of working in strategy development</p> <p>Substantial experience in people management, including effective people development and business management skills</p> <p>Significant experience in change, performance management, risk management and governance, as well as an aptitude for learning and developing specialist knowledge in other areas</p> <p>Competency of operating in the public sector (essential) and a political environment (desirable)</p> <p>Commitment to collaborative and partnership working</p> <p>Commitment to change, continuous improvement, service delivery and innovation</p> <p>Excellent interpersonal and communication skills, written and spoken</p>

	<p>Highly self-motivated with the ability to inspire others</p> <p>A strong commitment to team working and avoiding silo working</p> <p>Proactive with the ability to think creatively</p> <p>Extensive experience of writing reports for internal and external use</p> <p>Superior time management skills and the ability to manage multiple tasks and deadlines simultaneously</p> <p>Resourceful and able to take the initiative with minimal direction</p> <p><b>The following are also desirable:</b></p> <p>Educated to degree level, or substantial comparative workplace experience</p> <p>Additional management or professional qualifications, or evidence of other continuing professional development</p> <p>Good working knowledge of Microsoft Office and other relevant IT systems.</p>
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### **Working Conditions**

On occasion, there will be a need to work in the evening or at weekends, but this can be taken as 'time off in lieu' at a later date or in-line with other agreed policies.

The post-holder will operate in accordance with their agreed terms and conditions, as well comply with and role model organisational policies and procedures.

## Personal Summary

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Kate is an innovative and delivery-focused leader who combines strategic thinking with a proven record of hands-on achievement in complex, volatile and uncertain fields. Working with tenacity and attention to detail in regulated industries and against challenging time, resource and legislative constraints, Kate leads diverse teams to ensure exceptional operational and organisational performance.

Leading large-scale change alongside a diverse portfolio underlines Kate's skill as an adaptable, resilient problem-solver who raises standards and influences a wide range of internal and external stakeholders with compelling communication skills.

## Key Skills and Achievements

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- **Communication** – strong relationship builder across sectors with the ability to understand the perspectives of others and develop shared solutions; advocates collaborative approach.
- **Innovation** – leads programmes that span people, process and technology to enable performance and service improvements with a tangible positive impact for society.
- **Leadership** – combines formal training with proven operational experience in leading response to critical incidents as well as driving improved service standards; and developing others.
- **Delivery** – career success in safety-critical roles shows ability to find compliant solutions and balance a high workload through effective prioritisation and decision-making.
- **Seeing the Big Picture** – understands the wider strategic context of decisions and actions, comfortable working in roles with significant political, public and media interest.
- **Problem Solving** – whether leading high-profile criminal investigations or future proofing the structures of complex organisations, harnesses data and insights to resolve issues.

## Professional History

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### Hampshire and Isle of Wight OPCC

**Head of Criminal Justice, Commissioning and Partnerships**

**August 2022 – Present**

- Senior Responsible Officer for delivery of the Police and Crime plan. Providing the PCC strategic advice and driving performance against priorities. Leading Oversight and Scrutiny of Hampshire and Isle of Wight Constabulary.
- Commissioning lead for services to support Victims, prevent crime and tackle offending. Budget management for commissioned services.
- Policy advisor on Criminal Justice, statutory responsibilities of the PCC.

### Police Service

**August 1995 – July 2022**

Selected roles, responsibilities and achievements:

**Senior Police Liaison – Office of Police and Crime Commissioner Hampshire and Isle of Wight - October 2021 – August 2022.**

- Detective Chief Inspector providing strategic support and advice to the Police and Crime Commissioner for Hampshire and the Isle of Wight. Interface with Hampshire Constabulary Chief Officer group and operational command team.
- Advisor for NPCC Violence against Women and Girls (VAWG) task group and OPCC VAWG task group.

#### **Senior Leader, Criminal Justice – Hampshire Constabulary - March 2020 – October 2021**

- Lead the Force Crisis Negotiation team, negotiating for 12 years in high risk to life situations making critical decisions under extreme pressure.
- Detective Chief Inspector led on behalf of Hampshire Police, the COVID recovery at a critical time for criminal justice performance.
- Implemented the process change required for directors guidance 6 on charging and Attorney generals guidelines on disclosure, leading to National recognition for compliance and best practice.
- Senior responsible officer delivering digital change programmes, two way interface with CPS partners and digital evidence management system.
- As Senior Investigating Homicide Detective I lead murder investigations setting critical fast time actions and policy.

#### **Leader – Criminal Investigations Department – Hampshire Constabulary – July 2018 – March 2020**

- Detective Inspector leading a team of 70 investigators, overseeing the Policing response to serious and complex crime and volume crime investigations.
- Established the domestic abuse support function, working with partners to ensure victim focussed investigation.

#### **SEROCU - Thames Valley Police – October 2015 – July 2018**

- Completed the strategic review in line with the requirements of the public enquiry.
- Implemented new capabilities to assist the Regions Forces in tackling child sexual exploitation.
- Worked across agencies - NCA, UKBA, and Counter Terrorism to target current threats of immigration crime, modern day slavery and county lines.

#### **Awards, Qualifications and Personal Development**

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- Current student on the College of Policing’s Executive Leadership Programme
- In-depth knowledge and application of legislation and risk management standards across law enforcement (such as PACE, RIPA) as well as wider issues (such as ECHR and GDPR legislation)
- BSc Hons Social Policy and Administration

#### **Professional training and accreditations**

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- National, Kidnap/ Extortion Negotiator
- Graduate of Police ‘OSPRE’ process of exams and work-based assessment
- Accredited Senior-Investigating Officer - Major Crime and Kidnap and Extortion

**HAMPSHIRE AND ISLE OF WIGHT POLICE AND CRIME PANEL  
07 DECEMBER 2023**

**CONFIRMATION HEARING FOR THE PROPOSED APPOINTMENT OF  
THE CHIEF OF STAFF OF THE OFFICE OF THE POLICE AND  
CRIME COMMISSIONER FOR HAMPSHIRE AND ISLE OF WIGHT**

**1. PURPOSE OF THE REPORT**

- 1.1 To provide notification of the Police and Crime Commissioner's selection of a Chief of Staff of the Office of the Police and Crime Commissioner (OPCC), and to seek ratification of this proposed appointment through a confirmation hearing 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 Kate Gunson as Chief of Staff of the OPCC for Hampshire and Isle of Wight.

**3. INTRODUCTION**

- 3.1 Under Schedule 1 Paragraph 6, the Commissioner must appoint a person to act as head of staff for the OPCC.
- 3.2 Further, under Schedule 1 Paragraph 9, the Commissioner must notify the Police and Crime Panel of this proposed appointment, as well as provide the following information:

- The name of the person the Commissioner is proposing to appoint (the 'candidate')
- The criteria used to assess the suitability of the candidate for the appointment
- Why the candidate satisfies those criteria
- The terms and conditions on which the candidate is to be appointed.

3.3 The Police and Crime Panel must review this information and make a report to the Commissioner on the proposed appointment (Schedule 1, Paragraph 11).

#### **4. BACKGROUND**

4.1 As the Commissioner continues to improve efficiency and effectiveness within the OPCC, the Chief Executive post within the OPCC has been replaced by that of a Chief of Staff; *Appendix A* refers.

4.2 The outgoing Chief Executive of the OPCC supported the Commissioner throughout the process to ensure it was legally and procedurally compliant, and that the principles of merit, fairness and openness were embedded into its design and delivery.

#### **5. RECRUITMENT AND APPLICATION**

5.1 Supported by Hampshire County Council Shared Services, the Chief Executive ensured the recruitment process was developed in accordance with approved human resources policy and recognised practice. The Chief Executive also performed the role of Monitoring Officer throughout the process.



5.2 The post was advertised between Thursday 26 October and Friday 10 November 2023. In addition to the corporate recruitment website ('Success Factors'), used extensively by local authority partners, the vacancy was advertised on the Office of the Police and Crime Commissioner website; the College of Policing 'Hub'; the national Association of Police and Crime Commissioners (APCC) website; and via various social media platforms, including LinkedIn.

5.3 In addition to the role profile (*Appendix B*), the recruitment information pack including details of the terms and conditions relevant to the appointment and the Commissioner's selection procedures. All candidates were given the opportunity to speak informally with the Police and Crime Commissioner during the open recruitment phase. To support an application, candidates were required to submit a current curriculum-vitae (CV), a covering letter summarising why they were right for the role, as well as evidence of their knowledge, experience and skills against the following key responsibilities:

- Leadership of people and organisations
- Strategy and resource planning
- Working in partnership
- Governance and statutory compliance.

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

6.1 Seventeen applications were received. Shortlisting took place on Monday 13 November 2023, and four candidates were invited to interview.

6.2 The Commissioner convened an appointment panel on Friday 17 November 2023 and, given the significance of the role, it comprised suitably skilled and experienced senior people as follows:

- Donna Jones, Police and Crime Commissioner for Hampshire and Isle of Wight
- Gemma Gair, Assistant Chief Officer, Head of Human Resources and Organisational Development, Hampshire and Isle of Wight Constabulary
- Jason Kenny, Chief Executive and Monitoring Officer, Office of the Police and Crime Commissioner for Hampshire and Isle of Wight.

6.3 It was confirmed that no panel member had a conflict of interest that either necessitated declaration or would warrant disqualification.

6.4 Members of the appointment panel had the opportunity to ask questions of each candidate. Questions and assessment 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 a recognised framework and scoring criteria.

## **7. DECISION**

7.1 Assessment by the appointment panel supports the Commissioner's selection of Kate Gunson as Chief of Staff.

## **8. THE CANDIDATE**

8.1 The candidate is already employed by the Office of the Police and Crime Commissioner and is vetted to the required level. A member of the Senior

Leadership Team, the candidate has been the Head of Criminal Justice, Commissioning and Partnerships since August 2022.

- 8.2 The candidate is responsible for delivering key aspects of the Police and Crime Plan 2021-2024. Driving performance against the Commissioner's priorities, the candidate also holds the portfolio that supports holding the Chief Constable to account (the 'Oversight, Performance and Scrutiny Programme').
- 8.3 The candidate leads the commissioning of services for victim support, crime prevention and tackling offending, and is the OPCC's strategic lead for partnership working.
- 8.4 The candidate provides policy advice in criminal justice. Not only supporting the Commissioner's local delivery of the associated statutory functions, the candidate works across regional collaborations, as well as alongside the Home Office and Ministry of Justice to secure the additional funding that impacts local crime and policing.
- 8.5 The candidate has a long-standing career history in policing, not least managing serious and complex crime investigations and high-risk operational situations; *Appendix C* refers.
- 8.6 The candidate is a student on the national Police Executive Leadership Programme (PELP).
- 8.7 In summary, the candidate has demonstrated her ability to support the Commissioner in the ongoing development of the OPCC, as well as in depth knowledge, experience and skills in all aspects of the Chief of Staff Role Profile.

## 9. TERMS AND CONDITIONS OF APPOINTMENT

9.1 The proposed terms and conditions are as follows:

- Permanent contract of employment
- A full-time post, located at the OPCC, Fareham
- Salary of £97,969 per annum
- Annual leave in-line with OPCC Policy.

## APPENDICES

- A Why a Chief of Staff
- B Chief of Staff Role Profile
- C Candidate's CV.

### Contact for further information, if required:

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**Report prepared on: 23 November 2023.**