

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:

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Report prepared on: 10 November 2022.

