1. Executive Summary

1.1. This document constitutes the report and recommendations of the Hampshire Police and Crime Panel (hereafter referred to as 'the Panel') in respect of the proposed appointment of DCC Olivia Pinkney (of Sussex Police) to the role of Chief Constable, and is submitted to the Commissioner in accordance with the requirements of Paragraph 4, Schedule 8 of the Police Reform and Social Responsibility Act 2011.

1.2. The report recommends that DCC Pinkney be confirmed in their appointment to the role of Chief Constable.

1.3. The Panel would like to thank DCC Pinkney for her attendance at the confirmation hearing on 11 March 2016.

2. Hampshire Police and Crime Panel

2.1. The Membership of the Panel for the Confirmation Hearing was as follows:

- Councillor David Stewart (*Conservative, Isle of Wight*) (Chair)
- Councillor John Beavis MBE (*Conservative, Gosport*)
- Councillor Ken Carter (*Conservative, East Hampshire*)
- Councillor Trevor Cartwright MBE (*Conservative, Fareham*)
- Councillor Steve Clarke (*Conservative, New Forest*)
- Councillor Keith Dibble (*Labour, Co-opted Member*)
- Councillor Alison Johnston (*Conservative, Test Valley*)
- Councillor John Kennett (*Conservative, Hart*)
- Councillor Peter Latham (*Conservative, Hampshire*)
- Councillor Peter Mason (*Liberal Democrat, Co-opted Member*)
- Councillor Ken Muschamp (*Conservative, Rushmoor*)
3. **Powers of the Hampshire Police and Crime Panel**

3.1. The Panel have the functions conferred by Schedule 8 Part 1 of the Police Reform and Social Responsibility Act 2011 (Appointment of Chief Constables). This enables them to:

(i) Review the proposed appointment, by holding a Confirmation Hearing within three weeks of notification being given. A ‘confirmation hearing’ is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment;

(ii) Make a report to the Commissioner on the proposed senior appointment;

(iii) Include a recommendation to the Police and crime commissioner as to whether or not the candidate should be appointed;

(iv) Publish the report to the commissioner made under this paragraph.

3.2. The Panel have the power to veto the proposed appointment. A veto would mean that the Panel, by the required majority, have decided that the candidate should not be appointed as Chief Constable. If it takes this course of action, the Panel:

(i) Will include a statement within their report confirming that the Panel have vetoed the appointment;

(ii) Will provide a reason for the veto of the appointment (as per the Confirmation Hearing protocol);

(iii) Will provide evidence from the proceedings of the Confirmation Hearing in support of the reason for vetoing the appointment (as per the Confirmation Hearing protocol).

3.3 Should the Panel not veto the appointment, the following steps shall be taken:

(i) The Police and Crime Commissioner may accept or reject the Panel’s recommendation as to whether or not the candidate should be appointed.

(ii) The Police and Crime Commissioner must notify the Panel of the decision whether to accept or reject the recommendation.

3.4. Should the Panel veto the appointment, the following steps shall be taken:
(i) The police and crime commissioner must not appoint that candidate as chief constable.

4. **Confirmation Hearing for the role of Chief Constable**

4.1. The Panel received notification from the Hampshire Police and Crime Commissioner (hereafter referred to as ‘the Commissioner’) of the proposed appointment to the role of Chief Constable on 26 February 2016. It was agreed that the Confirmation Hearing would be convened to take place after the Panel’s scheduled formal meeting on 11 March 2016.

4.2. The Confirmation Hearing was held at 11.40am on 11 March, in the Ashburton Hall, Winchester, Hampshire County Council. The Hearing was held in public, with the Panel retiring to a closed session after this in order to agree their recommendation. The Panel agreed that if members of the press or public were present during this session, there could be disclosure to them of exempt information within Paragraph 3 of Part I Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person.

4.3. During the public session, the Panel asked questions of the candidate which related to their professional competence and personal independence, the answers to which enabled the Members to evaluate their suitability for the role.

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

**Professional Competence**

1. What qualities do you offer which make you the best candidate to lead Hampshire Constabulary?

* _Serving the public_*

2. How will you make local communities feel that they are involved in Policing? Specifically, how will you understand and meet the needs of local communities in Hampshire and the Isle of Wight?

3. What experience do you have of communicating with the wider public to increase confidence in local policing?

* _Working with Others_*
4. Can you provide an example which demonstrates your ability to strategically plan and collaborate with other Forces?

5. Partnership working is now commonplace between public sectors and the Government is exploring what greater blue-light collaboration might look like. What experience would you bring to the role which would enable you to work collaboratively and innovatively to bring about further efficiencies and greater effectiveness between partners?

6. Can you provide an example of a time when you’ve had to react to, and lead on the approach to, the outcome of an inspection report or similar?

7. The recent ‘PEEL Police effectiveness 2015’ inspection highlighted that a recent increase in recorded crime has seen higher than anticipated workloads for officers. What steps would you take to tackle this issue, and any resultant impact on morale this may have had?

Leading Strategic Change

8. Can you tell us about a time when you have had to deal with a new threat or public safety concern, and how you went about strategically planning for this?
   - What was your role in Operation Kite?

Leading the Workforce

9. How will you work to improve service delivery with a workforce that may have ‘change fatigue’ and ‘morale failure’?

10. How will you effectively communicate and engage with all levels of staff throughout Hampshire Constabulary, and involve them in the future direction of the Force?

Professionalism, Decision Making and Effective Communication

11. Chief Constables do not always make popular decisions. Can you give a recent example of when you have had to make such a decision? What process did you follow?

12. How will you ensure substantial operational decisions taken by yourself are communicated effectively to staff and partners affected by these?

13. What is your experience of effectively handling major critical incidents?
   - How would you support officers to deal with the aftermath of such events?

Respect for Diversity
14. How will you ensure that the Constabulary takes into account the needs of diverse and hard to reach communities across Hampshire and the Isle of Wight?

15. How would you seek to make Hampshire Constabulary a more diverse workforce (over the next two years)?
   o Specifically, how would you deal with the Force diversifying recruitment, retention and promotion?

**Personal Independence**

16. Can you confirm that you are aware of the Policing protocol?
   o How will you ensure that staff are aware of and support the Policing protocol?

17. Can you explain your understanding of the terms ‘operational independence’ and ‘personal independence’, and how these apply to the role of the Chief Constable?

18. What steps would you take if, hypothetically, you felt the Commissioner was preparing to do something you felt strayed into operational policing?

19. You are being appointed at a time of potential change, with an upcoming election for Police and Crime Commissioners, and the possibility of a new strategic direction for Hampshire policing through their Police and Crime Plan. How will you work with the Commissioner to deliver their Plan, whilst also ensuring that Hampshire Police continues to perform well and the independence of the Constabulary to reduce crime and make communities safer is maintained?

5. **Conclusions and Recommendation**

5.1. The Panel, through discussions and examination of the evidence in the meeting and the closed session, agreed:
   - That the candidate had a clear energy and enthusiasm for Hampshire Constabulary and a long-held desire to lead the Force as the Chief Constable for Hampshire and the Isle of Wight.
   - There is a benefit in appointing a Chief Constable who had a lengthy police background in similar Constabularies, bringing a fresh perspective; but who had worked closely with Hampshire Constabulary and knew the challenges faced by the Force.
   - That the candidate’s commitment to a long-service in the role of Chief Constable, for as long as required, was helpful in a continued time of change.
   - The candidate demonstrated a desire for transparency and honesty within the Force, and the need for this to be reflected in communications with the public.
That the answers provided gave the impression of a passion and commitment for nurturing talent and leadership within the Constabulary.

That there was a clear recognition of the requirements of modern policing by the candidate, and empathy towards the needs and demands of communities and staff.

The candidate had excellent knowledge and experience of handling major critical incidents, working strategically across borders, and in partnership with other agencies.

5.2 On the basis of the information provided by the Commissioner, and the discussions held in the Confirmation Hearing, the Panel agreed that DCC Pinkney was an outstanding candidate, and the following recommendation unanimously in relation to the appointment of the preferred candidate to the role of Chief Constable:

RESOLVED:

That the proposed candidate, DCC Olivia Pinkney, is recommended to be appointed to the position of Chief Constable.