1. Executive Summary

1.1 The Chief Constable of Hampshire Constabulary, Alex Marshall, will be leaving the force following his appointment as the Chief Executive Officer of the College of Policing. The Commissioner has conducted a recruitment process to find a replacement that he believes to be a fair, open and merit-based, and his preferred candidate is Andy Marsh, the current Deputy Chief Constable of Hampshire Constabulary.

1.2 As set out in the Police Reform and Social Responsibility Act 2011 (Schedule 8), the role of the Police and Crime Panel is to review the proposed appointment and make a report to the Commissioner with a recommendation as to whether or not the candidate should be appointed. The purpose of this report is to assist the panel in this process.

2. Recommendation

2.1 It is recommended that the Police and Crime Panel agree the appointment of Andy Marsh as the new Chief Constable of Hampshire Constabulary, and approve the terms of appointment.

3. Background

3.1 The current Chief Constable of Hampshire Constabulary, Alex Marshall, was offered the role of Chief Executive Officer of the College of Policing, and informed the Police Authority on 24 October that he would be resigning from his post to take up this national role. Due to the imminent election of a Police and Crime Commissioner, the Police Authority made a decision not to begin an immediate recruitment process for his replacement, allowing the new Commissioner to appoint his own Chief Constable as set out in Section 38 of the Police Reform and Social Responsibility Act 2011.

4. The appointments panel

4.1 In exercising his duty to appoint a Chief Constable as set out in the Police Reform and Social Responsibility Act 2011 (Schedule 8), the Commissioner selected a number of individuals to sit on his appointments panel, to assist in the appointment process by giving him valuable experience and opinions from a diverse range of people from the two counties:

- Khalid Aziz – Chairman of the Naomi House hospice;
4.2 Sir Hugh Orde, President of the Association of Chief Police Officers and former Chief Constable of the Police Service of Northern Ireland, was selected as the policing advisor to the Commissioner, giving senior, independent and qualified professional operational advice during the process.

4.3 Liz Mackenzie was appointed as the independent member of the appointments panel to produce a report that expressly and explicitly addresses the appointment principles of merit, fairness and openness, as set out in Home Office Circular 020/2012. The report must also detail the extent to which the appointments panel were able to fulfil their purpose of challenging and testing candidates. The report of Liz Mackenzie can be found as appendix I.

4.4 Human Resources advice was provided by officers from Hampshire County Council under existing arrangements between the authority and the Office of the Police and Crime Commissioner.

5. The recruitment process
5.1 In the absence of any statutory guidance governing the recruitment process, the Commissioner used a service-wide guidance document to steer the process. The document has been produced by the College of Policing, in partnership with Police Advisory Board England and Wales which has membership of all policing stakeholders. The Chief Executive of the Office of Police and Crime Commissioner, Jenni Douglas-Todd, was also involved in its development. With all Commissioners using this guidance, it will create some degree of national consistency around the use of standard competences and is helpful in ensuring a more strategic joined up police service.

5.2 The criteria used to judge candidates in Hampshire were the competencies set out in the person specification. The first seven are nationally-set competencies for all chief officers, with the final three – effective communications, respect for diversity, and ‘why me’ – added by the Commissioner to ensure the right candidate for Hampshire and the Isle of Wight was selected.

5.3 These competencies were tested at each stage of the process in a range of ways as set out below. A copy of the person specification is available at appendix D.
5.4 Stage one – applications. Part Two of Annex B of the Secretary of State’s determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

5.5 The vacancy was advertised in the Police Professional publication and on their website, and on the websites of the Police and Crime Commissioner for Hampshire, the Association of Police and Crime Commissioners and the Association of Chief Police Officers. The application period opened on 3 December 2012 and closed on Wednesday 2 January 2013.

5.6 Stage two – short listing. This took place on Friday 11 January 2013. Each member of the panel scored the responses from the applicants to the questions posed in the application form.

5.7 From the six applications received, four candidates were put forward for the final interview.

5.8 Stage three – final interview. The candidates were assessed against the competencies listed in the person specification in four exercises across two days, Thursday 17 and Friday 18 January. Those exercises were:

- Stakeholder meeting – an opportunity for senior officials representing other emergency services, the third sector, community safety partnerships, the NHS and victims of crime to seek the views of the candidates about the future relationship of the police service with partner agencies.
- Media scenario – candidates were given a brief about a fictitious incident in Hampshire and the Isle of Wight, and were asked to give a TV interview in their role as a Chief Constable to respond to public criticism.
- Presentation – candidates were asked to prepare a presentation on a topic given to them on the day of the interview, and present it to and answer questions from the appointments panel.
- Formal interview – each candidate were asked a range of questions posed by the appointments panel.

6.0 The preferred candidate

6.1 Andy Marsh is the current Deputy Chief Constable of Hampshire Constabulary, and joined the force in July 2010. He started his career with Avon and Somerset Police before transferring to Wiltshire Police as an Assistant Chief Constable in 2007. He returned to his former force in 2009 before moving to Hampshire Constabulary.

6.2 The Commissioner believes Mr Marsh meets the criteria set out at the beginning of the process. During the final interview phase, he was the
equal-highest scoring candidate in the stakeholder meeting, and the highest scoring candidate in the media scenario, presentation and formal interview. A copy of the final scoring sheet is attached as appendix J.

6.3 Part I of Schedule 8 to the Police Reform and Social Responsibility Act 2011 prescribes that a Commissioner must not appoint a person to be a Chief Constable unless that person is, or has been, a constable in any part of the United Kingdom. Mr Marsh satisfies this criterion as he currently holds the police rank of Deputy Chief Constable.

6.4 Police Regulations 2003, Regulation 11, Part 1 of Annex B, states that a person may only be appointed to the rank higher than that of Chief Superintendent if they have completed the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC). Mr Marsh has completed these courses – he undertook the Senior PNAC in September 2006 and his initial SCC in September 2006, with a further refresher in September 2011.

7. **Terms and conditions of appointment**

7.1 These can be found attached as appendix D. The majority of the terms are standard for chief officers across the country, and some are applicable to every police officer.

7.2 Chief constable salaries are set in determinations using a ‘spot rate’ which varies depending on the force. The spot rate is calculated using a formula which considers the size of population in the force area and the type of policing challenges faced by the force. The Commissioner has the discretion to offer a salary range which varies no more than 10% up or down from the relevant spot rate.

7.3 In determining the salary offered, the Commissioner took into consideration the need to reduce costs in the police service, and balanced this with the need for a salary to reflect the size of the policing area, the challenges within it, and the relative scale of the salary when compared to other Chief Constables leading smaller forces. The role was advertised with a minimum salary that is 5% below the spot rate, with more available for an exceptional candidate. It is the view of the Commissioner that Mr Marsh is an exceptional candidate, as evidenced during the two-day interview process, and would like to offer him a starting salary of £146,521 (5% below the spot rate), rising to £154,233 (spot rate) after one year in post subject to the achievement of performance targets to be set by the Commissioner through the PDR process, and a further rise to £161,945 (5% above the spot rate) after two years in post, also subject the achievement of performance targets through the PDR process.
8. **Starting date**

8.1 As Mr Marsh is already employed within Hampshire Constabulary, it is the hope of the Commissioner that he can take up the role of Chief Constable as soon as practicable. The exact date will be discussed if the formal offer of appointment is to be made.

9. **Reference**

9.1 In order to assess the suitability of Mr Marsh for the role of Chief Constable, and in line with standard recruitment procedures, a reference was sought from his current line manager, Chief Constable Alex Marshall of Hampshire Constabulary. In his reference, Mr Marshall gave his full support to Mr Marsh’s application, saw no reason why he should not progress to the rank of Chief Constable, and said Mr Marsh is ready to take up the role of Chief Constable in Hampshire and the Isle of Wight.