

# **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

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## **CONFIRMATION HEARING – CHIEF CONSTABLE**

### **MINUTES OF THE MEETING HELD ON FRIDAY 9<sup>TH</sup> DECEMBER 2016 AT 11.00am AT COUNTY HALL**

#### **MEMBERS PRESENT**

(A denotes absent)

Chairman - Christine Goldstraw OBE – Independent Member  
Vice-Chairman Councillor Debbie Mason – Rushcliffe Borough Council

Rizwan Araf – Independent Member  
Councillor Mick Barton – substitute for Executive Mayor Kate Allsop, Mansfield District Council  
Councillor Cheryl Butler – Ashfield District Council  
Councillor Dave Challinor - Bassetlaw District Council -A  
Councillor Azad Choudhry – Nottingham City Council -A  
Councillor Michael Edwards – Nottingham City Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Glynn Gilfoyle, Nottinghamshire County Council  
Councillor Keith Girling – Newark and Sherwood District Council -A  
Councillor John Handley – Nottinghamshire County Council -A  
Suma Harding – Independent Member  
Councillor Tony Harper – Broxtowe Borough Council  
Councillor Nicola Heaton – Nottingham City Council  
Councillor Keith Longdon – Nottinghamshire County Council -A  
Councillor Francis Purdue-Horan – Nottinghamshire County Council  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council

#### **OFFICERS PRESENT**

Keith Ford – Team Manager, Democratic Services	) Nottinghamshire
Pete Barker – Democratic Services Officer	) County Council
Sue Bearman – Legal Services	) (Host Authority)

#### **OTHERS PRESENT**

Paddy Tipping – Police and Crime Commissioner (PCC)  
Charlotte Radford – Interim Chief Executive, Office of PCC (OPCC)  
Sallie Blair – Office of Police and Crime Commissioner  
Craig Guildford – Deputy Chief Constable, Gwent Police  
John Cooke OBE – Independent Member of Selection Panel

## **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Executive Mayor Kate Allsop, Councillor Dave Challinor, Councillor Azad Choudhry, Councillor Keith Girling, Councillor John Handley and Councillor Keith Longdon.

## **2. DECLARATIONS OF INTEREST**

No declarations of interest were made.

## **3a. PROCEDURE FOR CONFIRMATION HEARING**

Keith Ford introduced the report and explained the procedure for the meeting.

### **RESOLVED 2016/029**

- 1) That the contents of the report be noted.**

## **3b. REPORT OF THE INDEPENDENT MEMBER ON THE SELECTION PROCESS**

John Cooke OBE, the independent member of the selection Panel, introduced his report which provided an assessment of the extent to which the appointment process had been conducted fairly and openly and whether the preferred candidate had been selected on merit. Mr Cooke explained that his report also contained details of the extent to which the selection Panel fulfilled their responsibility to challenge and test the candidates' suitability against the requirements of the role. Mr Cooke informed the Panel that in his opinion, from start to finish, the selection process had been open and fair and had met all the standards detailed in the regulations and that the preferred candidate had been selected on merit and had been assessed by the whole of the selection Panel as the best candidate from a very strong field of applicants.

Following the report's introduction the Panel asked the independent member a number of questions:

- In reply to whether he felt the recruitment process had been too lengthy, Mr Cooke replied that although previous processes in which he had been involved had been shorter and there had been some scope to shorten the process this time, given the requirements of the Commissioner Mr Cooke told the Panel that he felt the time taken had been reasonable.
- The Panel asked Mr Cooke why the vacant post had attracted such a high number of quality candidates compared to other Forces. Mr Cooke replied that he was surprised that as many as 6 people had applied but told the Panel that he thought the diverse nature of the area, the challenges presented by the post and the ambitious programme of the Commissioner all had an influence.
- The Chair informed the Panel questions regarding the latest HMIC report were for the Commissioner to answer rather than Mr Cooke.

## **RESOLVED 2016/030**

**That the contents of the report be noted.**

### **3c. CHIEF CONSTABLE RECRUITMENT OUTCOME**

The Commissioner introduced the report and confirmed to the Panel that 6 candidates had originally applied, 2 had subsequently withdrawn their applications and that following the selection process Crag Guildford was unanimously selected as the preferred candidate. The Commissioner spoke about the reference made earlier to the length of the section process and explained that he was determined to convene a strong Panel and attract a good field of candidates and was pleased with the quality of both.

The Chair welcomed Craig Guildford and the Panel asked the following questions:

- In your opinion, why are you the best person to lead Nottinghamshire Police?

Mr Guildford replied by stating that during his career he had tried to observe the values of integrity, compassion and equality; he made a point of speaking to the front-line staff annually; he had the experience of working in small forces and large ones including in a large metropolitan area dealing with organised crime, that he started as a volunteer in Derby and worked his way through the ranks, that he was confident of pursuing criminals for the upper echelons of the criminal world, that he was a fan of local policing both as a professional and as a consumer, that the size of Nottinghamshire was a perfect blend given his experience; and that it was a good move from a family point of view as Nottinghamshire was a good place to live and work.

- What do you think are the main policing issues nationally and how do these relate to Nottinghamshire?

Mr Guildford replied that he thought there was a national issue with confidence in the Police but that when the Press concentrated on past sins it was important to emphasise today's values and standards and focus on the way the service needs to be delivered today. Mr Guildford also told the Panel that he felt that the nature of crime was changing and spoke of the following:

- computer enabled crime
- the approach to street level offences was now much more joined up
- some crime types were now hidden and Mr Guildford gave the example of CSE where Forces' resources continued to be stretched
- counter-terrorism/extremism, which was a problem all over the country and where the 'iceberg' principle applied, where much work was being undertaken that the public was not aware of
- the importance of partnership working where austerity had had a major impact with budgets contracting. Mr Guildford informed the Panel that Local Authorities and the Police had to work together at a

time where demand is insatiable, that needed managing, and a different way of working was required.

- Can you tell the Panel your view on the amount of time the Police spend on non-crime issues?

Mr Guildford replied that the time spent in this area was crucial as part of the police's job was to protect the vulnerable and that he was humbled by the work carried out by those on the frontline, especially the help given to those with mental health issues and also the work undertaken with those who are difficult to engage such as the elderly and victims of domestic abuse and child sexual abuse.

- Moving into a new Chief Constable role, what thought have you given to the challenge of maintaining your operational independence whilst developing your ongoing relationship with the PCC?

Mr Guildford emphasised the importance of the values he had referred to previously and told the Panel that though he was responsible for delivery he was aware that the political angle was always there and that though his office and that of the Commissioner's may have different policies it was essential that they worked together. Mr Guildford confirmed to the Panel that ultimately all operational issues were his responsibility.

- Based on your previous experiences, what sort of involvement would you expect to have with the Nottinghamshire Police and Crime Panel?

Mr Guildford replied that transparency was the key and that the Panel brings a challenge that ensures the system works. Mr Guildford told the Panel that he believes in the importance of members seeing how the Force works and gave the example of inviting Panel members to see how the control room works in Gwent, stating that he would seek the involvement and feedback from the Notts Panel in his new post.

- As Chief Constable, you will have responsibility for operational policing but how will you seek to consult key partners around operational activity and how will you manage these partners' expectations and demands?

Mr Guildford referred members to his proven track record and shared with the Panel his belief in the importance of meeting people and understanding their agendas and informed the Panel that he had spoken to Nottingham City Council and the Leader of Nottinghamshire County Council. Mr Guildford informed the Panel that he was aware of the debate that had been going on regarding the structure of the Notts Force but maintained that everyone involved in the debate had more in common than issues that divided them. Mr Guildford told the Panel that he was committed to partnership working and emphasised the importance of investing in early intervention, giving the examples of DV, CSE and Youth Offending and spoke of his desire to build on the success already achieved in Notts through such initiatives as the MASH and project Arora. Mr Guildford also spoke of the need to work with other partners, such as the Crown Prosecution Services (CPS) and the probation service, to ensure that justice for victims was swift allowing them to move on

with their lives. Mr Guildford also spoke of the key partnership between local Councillors and Communities and the need for the two sides to come together. Finally, Mr Guildford informed the Panel that it was hoped to employ 60 more officers in the recruitment drive beginning in January and informed the Panel that he would like this figure to rise and the diversity of the Force to change as a result but that with the finance available recruitment would need to be carried out creatively.

- Based on your experience with Gwent and West Yorkshire Police, how do you think you can help extend collaboration across the East Midlands region, whilst managing the tension between the Government's demands for increased collaboration and the ongoing local demand for neighbourhood policing?

Mr Guildford replied that he did have experience of collaboration both at a local and a national level which meant he was used to the type of conversations that were required. Mr Guildford informed the Panel that he did know senior colleagues in Notts which would be key in helping him understand the current position and the direction of travel and shared with the Panel that the Notts Force had been one of the first to enter into collaboration agreements and was well regarded nationally as a result. Mr Guildford informed the Panel that he thought collaboration gave the opportunity to bring other partners in and emphasised again the need to be creative to ensure a diverse workforce which was crucial at a time when the nature of crime was changing. Mr Guildford informed the Panel that he had been involved in liaising over Professional Standards nationally and understood the difficulties. Mr Guildford told the Panel that he was a realist and knew that not everything could be delivered but that leadership and courage are required.

- The new PCC in Leicestershire has publicly expressed a degree of caution with regards to dealing with Professional Standards as part of the Tri-Force Collaboration. Based on your national experience and your work in Gwent, do you feel that there is potential to collaborate around this issue?

Mr Guildford replied that in terms of Professional Standards definite potential existed but that the legislation had not yet been passed, though the intention is to scope the possible ways forward. Mr Guildford told the Panel that he could see no reason for collaboration not to happen and thought that if necessary different approaches could be accommodated. Mr Guildford told the Panel that the Forces were already using the same computer systems for staff hearings/misconduct but that he wanted to be sure that the quality is of the standard required.

- How will you make local communities feel that they are involved in policing?

Mr Guildford replied that this involvement was fundamental to the issues of consent and legitimacy. Mr Guildford spoke of the need to involve people in policing more and gave the example of the youth panel as part of the selection process and informed the Panel that youngsters did need a voice and had shown they were interested in such topics as stop and search, sexting and drugs. Mr Guildford spoke of the importance of the young being able to engage with officers at an early stage. Mr Guildford also shared his view that

there was a danger with becoming obsessed with surveys when it was important to develop opportunities to serve victims at forums such as parents' evenings, at the supermarket and at football matches for example. Mr Guildford also spoke of hard to reach groups and informed the Panel of the need to maintain legitimacy with such groups by making them understand the issues involved and getting ideas from them. Finally Mr Guildford spoke of the importance of providing feedback to inform people that the Police had carried out what had been asked of them and emphasised the huge role that neighbourhood policing plays.

- How do you think that you will need to approach policing in Nottinghamshire given the differing requirements of the City and the rural areas?

Mr Guildford replied that he did have a rural family connection as his father is an independent councillor in a rural area and though the threat/harm/risk approach is important a balance had to be struck. Mr Guildford informed the Panel he was aware that some rural crimes could have a disproportionate effect and gave the example of the effect a single crime could have in an area of low crime. Mr Guildford spoke of the need to look at structures, the priority of saving lives, the need to reduce re-offending, that neighbourhood policing needs to be applied fairly in the City and the remainder of the County and that the Force needed to work across traditional boundaries to cope with the challenges faced.

Mr Guildford also spoke of the importance of understanding the needs of the various communities and informed the Panel that he understood some areas were isolated which did not have a police station and told the Panel that he thought it was important to share more with the fire and ambulance services as one way of maintaining a local profile. Mr Guildford also told the Panel that much covert work goes on that could not be spoken about but nevertheless thought there was room for improvement in explaining to the public what the police did. In conclusion Mr Guildford told the Panel that it was neighbourhood policing that was the delivery mechanism on the ground.

- You will no doubt be aware of the findings of the recent HMIC PEEL: Police Efficiency Inspection for Nottinghamshire. In your first 90 days in office what steps will you take to give yourself and the PCC the necessary assurances that budgets are now being appropriately managed?

Mr Guildford replied that it was a subject close to his heart and a situation similar to the one he had faced at Gwent. Mr Guildford told the Panel that he thought the report was disappointing but contained some fair comments including references to staff changes and the oversight which had occurred. Mr Guildford informed the Panel that his 90 days had effectively already started and he had spoken to the Head of Finance with whom he had shared learning, he now understood where the mistakes had been made and informed the Panel that he was satisfied an affordable and scalable method was now in place going forward. Mr Guildford told the Panel that he understands where the money is being spent in Notts and how this differs from his current post and told the Panel that he would also look at the non-pay side, for example the Force's estate where less square feet meant more feet on the beat. Mr Guildford also said that he would look at the workforce mix to understand the balance between supervisory staff and senior ranks and the

remainder of the Force and told the Panel that he wanted to empower officers while holding them to account but that it was important to do more within existing resources.

- What has been your experience of inputting into the Criminal Justice System in Gwent and West Yorkshire and to what extent do you think you will be able to help influence Criminal Justice improvements in Nottinghamshire ?

Mr Guildford replied that he thought it was important to understand partners' issues and gave the example of the Crown Prosecution Service (CPS) Mr Guildford informed the Panel that he thought it important to challenge the CPS, to understand their agenda and work with them to address problems with timeliness and evidence. Mr Guildford spoke about effective trials and the need to look in detail at court listings, the quality of files and spoke of the importance of leadership in this area. Mr Guildford emphasised the role that technology could play and spoke about the use of wi fi and body worn video and though he had experienced problems with transmitting the information, the use of body worn video had led to an increase in guilty pleas. Mr Guildford informed the Panel of work that he had been involved with regarding the sharing of images by paedophiles and how the investment in software had significantly reduced the time needed to examine a suspect's PC.

- How do you envisage your relationship with the Police Federation?

Mr Guildford replied that he thought it would continue to be good and informed the Panel that his daughter also worked for the Police which gave him a further insight into the issues involved. Mr Guildford spoke to the Panel about the changes in policy, pay, pensions and service that had happened since he joined the Force and the need for the Federation to adapt accordingly and informed the Panel that he had always worked well with them.

- Can you give the Panel examples of where you have demonstrated leadership?

Mr Guildford replied that he had gained respect over time and spoke of his work on the Force change programme which was currently £8m in front of where it needed to be. Mr Guildford also informed the Panel that the number of BME recruits in the Gwent Force had increased and that he had acted as a mentor for members of under-represented groups. Mr Guildford spoke of the work he had undertaken at a national level and gave the examples of his work as a firearms commander, his involvement in major incidents and his work policing EFL marches and football matches. Mr Guildford asked that he be judged on his results.

The Chair thanked Mr Guildford for his concise answers and thanked the members of the OPCC for their work in the selection process and asked Mr Guildford if he had any questions for the Panel. Mr Guildford replied that he was grateful for the huge opportunity the post represented and that he was moving house and was looking forward to working with the Panel, the Commissioner and other partners to provide the best possible service to the public.

Before the Panel voted on the motion on whether to consider their decision in a private session, Councillor Harper presented a petition to the Chair to be passed to the Commissioner. The petition asked the Commissioner for his view on the way the police were dealing with the problem of bike theft in the Beeston area.

#### **4. EXCLUSION OF THE PUBLIC**

If this is agreed, the public will have to leave the meeting during consideration of the following item.

##### **RESOLVED 2016/31**

**That under Section 100(A) (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded from the meeting for the remaining item of business on the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Schedule 12A, Part 1, in Paragraph 1 to the Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.**

#### **5. REPORT AND RECOMMENDATION TO THE POLICE AND CRIME COMMISSIONER ON THE PROPOSED APPOINTMENT OF A CHIEF CONSTABLE**

The Panel retired to make their decision in private session and the following issues were raised:

- overall, Members were impressed with the range of experience detailed within Mr Guildford's application form and the comprehensive responses he had given to the Panel's questions;
- Members recognised that Mr Guildford's experience of senior leadership posts was relatively short (covering the period since October 2012), but they felt assured of his leadership qualities through the success he had achieved in that period and other roles he had undertaken, including nationally. Members were also given further assurance by Mr Guildford's experience of working in partnership with the Police Federation, both locally and nationally. They felt confident in Mr Guildford's ability to develop a strategic vision for Nottinghamshire Police;
- Members were impressed with Mr Guildford's track record of improving services with reduced resources in fairly innovative ways, his recognition of the need to reduce demand and his understanding of the challenges which modern policing was facing;
- Members felt that Mr Guildford's experience of mentoring officers from Black and Minority Ethnic backgrounds would be helpful in light of the challenges



faced by Nottinghamshire Police in fully representing local communities within its workforce;

- Members felt that Mr Guildford had undertaken comprehensive research about Nottingham and Nottinghamshire, had a good understanding of the local issues and had tried to make appropriate links with key partner agencies. It was recognised that he had some experience of policing issues in the East Midlands from his previous links to Derby as a student and special constable, although his personal experience of Nottingham and Nottinghamshire had been limited up to this point;
- Members welcomed Mr Guildford's commitment to neighbourhood policing and his understanding of rural policing issues.

Following debate the Panel agreed unanimously that the appointment should be recommended to the Commissioner.

#### **RESOLVED 2016/032**

**That the Nottinghamshire Police and Crime Panel recommends Mr Craig Guildford be appointed as the Chief Constable of Nottinghamshire Police.**

The meeting closed at 12.25pm

CHAIRMAN