

# **NOTTINGHAMSHIRE POLICE AND CRIME PANEL Confirmation Hearing Chief Executive Officer Appointment**

**Tuesday, 08 February 2022 at 12:30  
County Hall, West Bridgford, Nottingham, NG2 7QP**

## **AGENDA**

- 1 Apologies for Absence**
- 2 Declarations of Interests by Members and Officers:- (see note below)**
  - (a) Disclosable Pecuniary Interests
  - (b) Private Interests (pecuniary and non-pecuniary)
- 3 Proposed appointment of a Chief Executive Officer** **3 - 30**

**4 EXCLUSION OF THE PUBLIC**

The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

**Note**

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

**EXEMPT INFORMATION ITEMS**

## **5 Proposed appointment of a Chief Executive Officer - Panel's decision-making**

### **Notes**

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Jo Toomey (Tel. 0115 9774506) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (c) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:

Customer Services Centre 0300 500 80 80

- (d) Membership:

Executive Mayor Andy Abrahams – Mansfield District Council  
Councillor Andre Camilleri – Nottinghamshire County Council  
Councillor Scott Carlton – Newark & Sherwood District Council  
Lesley Dalby – Independent Co-optee  
Councillor David Ellis – Gedling Borough Council (Vice-Chair)  
Councillor Kevin Greaves – Bassetlaw District Council  
Mrs Christine Goldstraw OBE – Independent Co-optee (Chair)  
Mrs Suma Harding – Independent Co-optee  
Councillor Rob Inglis – Rushcliffe Borough Council  
Councillor Mike Intronis – Nottinghamshire County Council  
Councillor Neghat Khan – Nottingham City Council  
Councillor Richard MacRae – Broxtowe Borough Council  
Councillor Helen-Ann Smith – Ashfield District Council  
Mr Bob Vaughan-Newton – Independent Co-optee  
Councillor Linda Woodings – Nottingham City Council

**PROPOSED APPOINTMENT OF A CHIEF EXECUTIVE OFFICER**

**Purpose of the Report**

1. To enable the Panel to review this proposed senior appointment by the Police and Crime Commissioner (PCC).

**Information and Advice**

**Background**

2. Schedule 1 of The Police Reform and Social Responsibility Act 2011 requires Police and Crime Panels to hold confirmation hearings for proposed appointments to the posts of Chief Executive, Chief Finance Officer and Deputy PCC.
3. The PCC gave formal notice of the proposed appointment of Sharon Caddell to the post of Chief Executive to the Panel by way of a report submitted on 31 January 2022 (see **Appendix 1**). As a result, the Panel must now review this proposed senior appointment via a confirmation hearing.
4. The report includes the PCC's reasons for the appointment and details of the candidate's suitability for the role, including how this was assessed, and the proposed terms and conditions on which the appointment will be made. Also included were the role profile and an overview of the recruitment process, including a statement from the independent panel member.
5. The curriculum vitae (CV) for the candidate was also included as an Appendix to the Commissioner's report.

**Process**

6. The confirmation hearing should be held in public, with the proposed appointee requested to attend to answer questions.
7. At the start of the hearing the PCC will introduce her candidate and explain why she feels that the candidate is the most appropriate to undertake this role. This will be followed by questions from Panel Members to the candidate.
8. In line with guidance from the Local Government Association and Centre for Public Scrutiny, the focus of questioning from the Panel should be limited to issues of **professional competence** and **personal independence**.
9. This guidance also recommends that the Panel's decision-making should take place in closed session rather than in public.

10. Following the decision-making, the Panel must make a report, including a recommendation as to whether or not the appointment should be made. A recommendation that an appointment is not made is different to a veto and the Police and Crime Commissioner could choose to ignore any such recommendation (with regard to appointments, the Panel only has power of veto over the appointment of a Chief Constable).
11. In response to the Panel's report, the Police and Crime Commissioner must then notify the Panel whether they will accept or reject the Panel's recommendation. There is no duty for the PCC to give reasons for their decision.

### **Other Options Considered**

12. None – the Panel is required to hold a confirmation hearing for any senior appointment made by the Police and Crime Commissioner.

### **Reasons for Recommendation/s**

13. To enable the appointment of the Chief Executive of the Office of the Police and Crime Commissioner to be considered by the Panel in line with the confirmation process.

### **RECOMMENDATION/S**

That the Panel review the proposed appointment of Sharon Caddell to the post of Chief Executive for the Office of the Police and Crime Commissioner and make a report to the Police and Crime Commissioner.

### Background Papers and Published Documents

- 1) 'Police and Crime panels – Guidance on confirmation hearings' – Local Government Association and Centre for Public Scrutiny (published).
- 2) Briefing Note for Panel Members on Schedule 1 Appointments

For any enquiries about this report please contact:-

Jo Toomey, Advanced Democratic Services Officer, Nottinghamshire County Council  
[jo.toomey@nottscc.gov.uk](mailto:jo.toomey@nottscc.gov.uk)  
Tel: 0115 977 4506

<b>Consideration</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Nottinghamshire Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>8 February 2022</b>
<b>Report of:</b>	<b>Caroline Henry</b>
<b>Report Author:</b>	<b>Caroline Henry</b>
<b>E-mail:</b>	<b>Executivesupport@notts.police.uk</b>
<b>Other Contacts:</b>	<b>Katy.owen@nottinghamshire.pnn.police.uk</b>
<b>Agenda Item:</b>	<b>3 – Appendix 1</b>

## **Formal Notification of Proposed Chief Executive and Monitoring Officer in compliance with Schedule 1 7 (1) Police Reform and Social Responsibility Act 2011**

### **1. Purpose of the Report**

1.1 I am required by Schedule 1 7 (1) of the Police Reform & Social Responsibility Act 2011 (PRSRA 2011) to appoint a person to act as Chief Executive if and for so long as the post is vacant, or the holder of the post is unable to carry out the duties of the role. I am further required, in accordance with Schedule 1 9 (2) PRSRA 2011, to notify members of the Nottinghamshire Police and Crime Panel of a proposed senior appointment, as follows:

- the name of the person I am appointing;
- the criteria that were used to assess the suitability of the candidate;
- why the candidate satisfies those criteria; and,
- the terms and conditions upon which the candidate is to be appointed.

### **2. Recommendations**

2.1 For the reasons set out in this report, and in accordance with Schedule 1 9 (1) PRSRA 2011, I invite the panel to:

- a) Review the proposed appointment of Sharon Caddell as the substantive Chief Executive and Monitoring Officer for the Police and Crime Commissioner for Nottinghamshire;
- b) Hold a confirmation hearing to inform a report on the proposed appointment; and,
- c) To make a recommendation to the Commissioner as to whether Sharon Caddell should be appointed in accordance with Schedule 1 10 (4) of the Act.

### **3. Reasons for Recommendations**

3.1 My substantive Chief Executive Officer, Mr Kevin Dennis, left his role on 31st December 2021. Prior to his departure, Mrs Sharon Caddell was successfully appointed via a secondment arrangement, following an interview process, as a Temporary Assistant Chief Executive within my Office by Mr Dennis. Mrs Caddell was seconded to my Office through a mutual aid agreement with the Office of the

Police and Crime Commissioner for Cleveland. I wish to extend my thanks to the Police and Crime Commissioner for Cleveland, Mr Steve Turner, for supporting Mrs Caddell's secondment to my Office and enable me to fulfil my statutory obligations in respect of being able to ensure temporary provision of the Chief Executive function.

- 3.2 I commenced an open recruitment process for the appointment of a permanent Chief Executive Officer for my Office on 20<sup>th</sup> December 2021. The role profile for the post was reviewed and updated following the departure of Mr Dennis. A copy of the role profile is attached at Appendix A. The role incorporates both head of the commissioner's staff, in accordance with section 4 of the Local Government and Housing Act 1989 (LGHA 1989), and that of monitoring officer, in accordance with section 5, LGHA 1989.
- 3.3 Section 7, LGHA 1989 requires that candidates are appointed on merit. The principles of best practice in respect of senior public appointments (HOC 013/2018) include: the requirement to advertise the role for three clear weeks; to appoint in a manner which respects the three principles of merit, fairness, and openness; and, to engage an Independent Member to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit.
- 3.4 I formally commissioned an independent consultant who secured the services of a public sector recruitment team; they oversaw the recruitment process and were responsible for discharging all appropriate steps in order to ensure that an open and fair opportunity for the substantive role was advertised, with the aim of attracting the best and most appropriate candidate for the role.
- 3.5 The advert for the role was publicly advertised on Monday 20<sup>th</sup> December 2021 and closed at the end of Sunday 16<sup>th</sup> January 2022. Advertisements were placed on the website for my Office, Nottinghamshire Police, Indeed, the Association of Police and Crime Commissioners (APCC), the Association of Police and Crime Commissioner's Chief Executives (APACE) and Nottinghamshire County Council. Additionally, the advert was circulated across social media platforms including LinkedIn, Facebook, and Twitter. Analytics for the marketing and advertising of this role show illustrate that the post was widely viewed, and I am assured that the vacancy was openly and proportionately advertised. Appendix B details the advert that was used to promote the CEO role.
- 3.6 A total of 10 applicants applied for the CEO role. A shortlisting process involved a panel which included: myself, ACC Steve Cooper (Notts Police), Martin Davies (Regional Director – the Probation Service), and Cindy Butts (Independent Panel Member). Of the 10 candidates, three were chosen for final interview. Further detail on the marketing, analytics and shortlisting process can be found in Appendix C – the Independent Panel Member's report.
- 3.7 The shortlisted candidates were invited for formal interview on Friday 28<sup>th</sup> January 2022, and were asked to first attend a Stakeholder Panel, comprising key

members of groups and organisations involved in community safety and criminal justice in Nottinghamshire who asked the candidates the same questions. Appendix C details those who were involved.

- 3.8 The final interview panel comprised myself, DCC Rachel Barber (Notts Police), Martin Davies (Probation) and Cindy Butts (Independent Member). Each candidate was asked, prior to interview, to prepare a verbal presentation detailing their priorities for the OPCC, with the aim of enabling the Commissioner to deliver an effective and efficient policing service within Nottinghamshire. This was followed by core interview questions relating to the role and essential criteria for the Chief Executive and Monitoring Officer post, and the questions covered a range of leadership strengths and executive competencies, associated with statutory leadership within an Office of Police and Crime Commissioner.
- 3.9 The interview questions broadly covered: values and ethics; governance; dealing with sensitive situations; managing and resolving conflict between statutory officers; ensuring effective working with all key stakeholders including local elected members; demonstrating leadership in respect of influencing excellence in diversity, and being an effective Monitoring Officer and Head of Paid Service to ensure that my Office's duties are successfully discharged by my Team, and that best use is made of the legislative powers available to me. I am assured that the process for assessing candidates, and Panel's constitution, was proper and ensured impartial assessment of each candidate's suitability in consideration of the role requirements. I am also confident that the interview was fair, transparent, and consistent and that all decisions were on merit alone. The Panel conducted a thorough, objective, and rigorous process and reached a unanimous conclusion. Mrs Caddell was successful in interview and was subsequently offered and accepted the role of Chief Executive and Monitoring Officer.
- 3.10 I wish to extend my thanks to the independent consultant who facilitated the process, the recruitment agency who handled the marketing and application process, team members within my Office who assisted, members of the Stakeholder Panel who support the selection process, and the members of the final interview Panel.
- 3.11 By agreement with the Police and Crime Commissioner for Cleveland, Mrs Caddell's secondment arrangement ended on 31<sup>st</sup> January 2022, and her direct employment with my Office commenced on 1<sup>st</sup> February 2022.

#### **4. Summary of Key Points**

- 4.1 Schedule 1 7 (1) PRSRA 2011 governs my responsibilities in terms of the appointment of a substantive and (as necessary) acting Chief Executive. Members must review my proposal, undertake a confirmation hearing and report within three weeks of being notified of my proposal.
- 4.2 Sharon Caddell is the individual formally proposed for appointment as substantive Chief Executive and Monitoring Officer.

4.3 Mrs Caddell has a demonstrable track record in public service which includes:

- The necessary qualifications for the role, complemented by substantial experience and knowledge gained from working at principal and executive levels within complex organisations.
- Experience of providing statutory functions to a Police and Crime Commissioner.
- Experience of developing, maintaining and where needed, adapting, governance and accountability systems.
- A comprehensive understanding of Police Service governance arrangements and of operating within a corporate governance framework.
- Working knowledge of Nottinghamshire Police and effective collegiate decision-making and scrutiny arrangements which are in place within the organisation.

4.4 Mrs Caddell has significant public sector employment experience, having worked for Middlesbrough Council, between 2007 and 2016, as a Principal Statutory Officer with responsibility for homelessness, housing and support services, domestic abuse and sexual violence, and selective landlord licensing.

4.5 Mrs Caddell also previously acted as an Assistant Chief Executive to North Yorkshire OPCC between April 2019 and July 2020, and then as an Interim Chief Executive to Durham OPCC between July 2020 and June 2021. During that time, she also completed a Master of Studies degree in Criminology and Police Leadership at University of Cambridge, and her thesis focused on the response and pathways for domestic abuse victims. She graduated in October 2021. A copy of Mrs Caddell's CV is attached at Appendix D.

4.6 From her application and responses to Stakeholder Panel and interview questions, I am confident that Mrs Caddell has the necessary skills, knowledge, and experience to perform the role of Chief Executive and Monitoring Officer within my Office.

## **5. Financial Implications and Budget Provision**

5.1 The OPCC Chief Executive and Monitoring Officer is a statutory post and resources have thus been made available within my Office's staffing budget to fund this post.

## **6. Human Resources Implications**

6.1 In accordance with s4, Local Government and Housing Act 1989 (LGHA 1989), as amended by PRSRA 2011, I am required to appoint a Chief Executive who is also designated as the head of paid service.

6.2 The role requirements are set out within the job description and person specification, attached at Appendix A.



## **7. Equality Implications**

- 7.1 The Equality Act 2010 introduced a duty on public authorities to, in the exercise of their functions, have due regard to the need to: eliminate conduct prohibited by the EA 2010, such as discrimination, harassment and victimisation related to an individual's protected characteristics; and, to advance equality of opportunity and foster good relationships between people in carrying out their activities.
- 7.2 The appointment of a Chief Executive who is also designated as monitoring officer in accordance with s5 LGHA 1989, as amended by PRSRA 2011 will ensure that the discharge of my Office's functions is lawful and fulfils my duties under EA 2010.
- 7.3 As further assurance, Appendices B and C demonstrate that an open and transparent process was undertaken to promote equality of opportunity during the recruitment campaign for a substantive Chief Executive and Monitoring Officer.

## **8. Risk Management**

- 8.1 As noted at paragraph 3.7, the law does not permit me to have a gap in Chief Executive and Monitoring Officer provision. This permanent appointment mitigates against any breach of the requirement at Schedule 1 7 (1) PRSRA 2011. The statutory appointment of a Chief Executive creates provision for management of risk within my Office and in the discharge of its functions.

## **9. Policy Implications and links to the Police and Crime Plan Priorities**

- 9.1 The appointment of Chief Executive and Monitoring Officer, which incorporates head of paid service, will ensure that the staff within my Office discharge its functions in accordance with the PRSRA 2011.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 As noted at paragraph 3.7, the law does not permit me to have a gap in Chief Executive provision. The proposal of this permanent appointment will mitigate against any breach of the requirement at Schedule 1 7 (1) PRSRA 2011.

## **11. Details of outcome of consultation**

- 11.1 None – for information only.

## **12. Appendices**

- 12.1 Appendix A: Notts CEO Role Profile  
Appendix B: Notts CEO Recruitment Campaign  
Appendix C: Independent Panel Member report re Notts CEO recruitment  
Appendix D: Sharon Caddell CV

<b>13. Background Papers (relevant for Police and Crime Panel Only)</b>
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For any enquiries about this report, please contact:

**Katy Owen, Executive Support Officer**

**[ExecutiveSupport@notts.police.uk](mailto:ExecutiveSupport@notts.police.uk)**

**Tel: 0115 844 5998**

## NOTTINGHAMSHIRE POLICE &amp; CRIME COMMISSIONER

## JOB DESCRIPTION

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<b>Job title:</b>	Chief Executive Officer (CEO)
<b>Department/Location:</b>	Office of the Police and Crime Commissioner (OPCC)
<b>Responsible to:</b>	Police and Crime Commissioner (PCC)
<b>Date:</b>	October 2021

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## JOB PURPOSE

To provide overall management, leadership and strategic direction to the OPCC and support the Police and Crime Commissioner in their statutory duty to secure an efficient and effective police service for the Nottinghamshire Police area.

To discharge the statutory defined duties of the Chief Executive Officer of the OPCC as defined by legislation, including being the Head of Paid Service and exercising the role of Monitoring Officer to ensure an efficient and effective Office of the PCC.

## PRINCIPAL ACCOUNTABILITIES

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1.	To advise and support the PCC on their strategic priorities and to lead on the delivery of those priorities. To ensure the efficient and effective delivery of the Police and Crime Plan, together with any associated delivery plans.
2.	To ensure provision of appropriate and timely advice and briefings to the PCC and provide leadership and strategic direction to support the PCC in discharging their statutory powers, duties and procedures.
3.	On behalf of the PCC, develop and lead positive, collegiate relationships with key partners, Nottinghamshire Police and the Chief Officer Team, to drive the delivery of key priorities including those in the Police and Crime Plan.
4.	Responsible for statutory compliance including financial (alongside Chief Finance Officer), audit, equalities and diversity and management of strategic risk and information management.
5.	To provide clear and visible leadership to the OPCC including staff development, support and training.

6.	To undertake the role of Monitoring Officer and notify designated officers/bodies of any illegality or maladministration in relation to the business of the OPCC.
7.	To keep abreast of changes in legislation, case law, statutory and non-statutory guidance and other relevant publications; advise the PCC on impending legislation, national policy and oversee the PCC response to consultation documents.
8.	To ensure the OPCC fully meets its statutory and other obligations including the maintenance of formal records, processes and appropriate standards.
9.	To set and drive implementation of the OPCC corporate strategies, and ensure that the office delivers an excellent service to the public, that effective accountability arrangements are in place to enable the OPCC to monitor, review and improve its own performance in order to deliver continuous improvement.
10.	To lead the senior management team of the OPCC, ensuring the effective development and delivery of strategic plans, scrutiny, commissioning and engagement with the communities of Nottinghamshire and Nottingham City.
11.	To support the PCC to develop their influence and profile at a local, regional and national level, including any national portfolios undertaken by the PCC.
12.	Develop and maintain external relationships at a senior executive level with partners, organisations and stakeholders at a local, regional and national level and to support the PCC in developing positive political relationships.
13.	To oversee arrangements for the appointment of Chief Constable, including their terms and conditions of service and matters relating to discipline.
14.	To take responsibility for identifying your own professional and career development needs and to undertake regular appraisals of your staff and responsibility for helping to address their professional and career development needs.

## NOTTINGHAMSHIRE POLICE &amp; CRIME COMMISSIONER

## PERSON SPECIFICATION

<b>Job title:</b>	Chief Executive Officer (CEO)
<b>Department/Location:</b>	Office of the Police and Crime Commissioner
<b>Date:</b>	October 2021

CRITERIA	METHOD OF ASSESSMENT
<b>KNOWLEDGE AND EXPERIENCE</b> <ul style="list-style-type: none"> <li>• Experience of leadership and operational management at a high level</li> <li>• Proven track record of leading significant strategic development and operational delivery</li> <li>• Experience of working at a strategic level with partnership organisations and multi agencies</li> <li>• Experience of change management</li> <li>• Experience of working with statutory and compliance bodies</li> </ul>	<b>Application form/Interview</b>  <b>Application form/Interview</b>  <b>Application form/Interview</b>  <b>Application from/Interview</b>  <b>Application from/Interview</b>
<b>SKILLS AND ABILITIES</b> <ul style="list-style-type: none"> <li>• A progressive and inspirational leader that sets the vision, engages people and delivers</li> <li>• Exceptional presentation, verbal and written skills to multiple stakeholders</li> <li>• Ability to demonstrate effective negotiating, influencing and engagement skills</li> <li>• Must be diplomatic and tactful and able to maintain strict confidentiality in a politically sensitive environment</li> <li>• Ability to positively influence a broad spectrum of people at all levels of an organisation including multi agency partnerships, external bodies and members of the public</li> <li>• Ability to produce management information and reports and to present to a variety of target audiences</li> </ul>	<b>Application form/Test/Interview</b>  <b>Application form/Interview</b>  <b>Application form/Interview</b>  <b>Application form/Interview</b>  <b>Application form/Interview</b>  <b>Application/Interview</b>

<ul style="list-style-type: none"> <li>• Planning and organisational ability to manage a high workload and balance competing priorities</li> <li>• Ability to analyse and interpret complex information and situations and give clear, objective and impartial advice based on this.</li> <li>• Ability to carry out horizon scanning and to anticipate future requirements whilst adapting in response to evolving issues</li> <li>• A proactive, innovative and confident problem solver</li> </ul>	<p><b>Application form/Interview</b></p> <p><b>Application form/Interview</b></p> <p><b>Application form/Interview</b></p> <p><b>Application form/Interview</b></p>
<p><b>EDUCATION/QUALIFICATION</b></p> <ul style="list-style-type: none"> <li>• Educated to degree level or similar in a relevant discipline</li> </ul>	<p><b>Application form</b></p>
<p><b>OTHER</b></p> <ul style="list-style-type: none"> <li>• Able to demonstrate a personal commitment to equality, diversity and inclusion</li> <li>• Willing to undertake vetting to the required level (management level) for the post</li> <li>• Must be able to routinely travel to locations across the county and occasionally outside the county</li> <li>• Possess a flexible approach to meet the demands of the workload</li> </ul>	<p><b>Application form</b></p> <p><b>Interview</b></p> <p><b>Interview</b></p> <p><b>Application form/Interview</b></p>

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**ACCOUNTABILITY**

Prepared by:

Signature:

Date: October 2021







**Chief Executive Officer – Nottinghamshire Police and Crime Commissioner**

**Salary: £86,630**

**Location: Office of the Police and Crime Commissioner, based at Nottinghamshire Police HQ**

**‘Build your professional legacy in Nottinghamshire’**

It is an exciting time for the Office of the Police and Crime Commissioner here in Nottinghamshire. Following the election of Caroline Henry as Police and Crime Commissioner in May 2021, we are delivering a new ambitious [police and crime plan](#).

The plan has a very clear vision in that, by the end of Commissioner Henry’s term there will be fewer victims, greater trust and confidence in the police and a stronger and more resilient network of services supporting victims to cope and recover from harm.

**To achieve our vision, we need an astute, influential and skilled Chief Executive Officer; that is where you come in.**

You will lead the Office of the Police and Crime Commissioner and also have overall responsibility for our innovative Violence Reduction Unit, working with partners and the unit’s operational head. As a trusted advisor you will ensure that we meet our statutory obligations and deliver a great service to the communities we serve. You will work to ensure robust governance and scrutiny holding local police leaders to account and ensure that national policing requirements are embedded locally.

Through building positive, collaborative relationships with community and partner agencies you will help deliver improvements in services to victims and survivors, address re-offending and drive evidence-based prevention programmes to cut crime and protect the vulnerable.

We are looking for a strategic, politically astute leader, with the ability to understand and navigate policing strategies, structures and culture. Someone who will build collaborative relationships and unite resources to meet the needs of our communities here in Nottinghamshire.

In return, the role offers career advancement as well as the opportunity to make a real difference to the lives of other people. It will provide stimulating professional interest and challenge - the police and crime plan is designed to deliver across a wide range of culturally diverse towns, cities and rural communities, tailored to maximise local impact and to help ensure that everyone feels safe wherever they are based. Against this complex backdrop you will work with integrity, leading and working strategically with others, on behalf of all our communities.

You will be welcomed by talented colleagues who share our ambitions - let’s all work together to **Make Notts Safe**.

If you are interested in joining our team and are inspired to lead the next phase of our journey, we look forward to your application. We encourage you to explore your interest with our recruitment partners at The Resourcing Solution to learn a little more.

Apply now: <https://www.nyresourcing.co.uk/opcc-nottinghamshire-ceo/>

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**Salary: £86,630**

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The plan has a very clear vision in that, by the end of Commissioner Henry’s term there will be fewer victims, greater trust and confidence in the police and a stronger and more resilient network of services supporting victims to cope and recover from harm.

**The plan centres on three simple objectives:**

- preventing crime and protecting people from harm
- responding efficiently and effectively to community needs
- supporting victims, survivors and communities

In meeting these objectives, the plan focuses on the issues that we know are causing the greatest harm and concern to our communities - particularly serious violence, domestic and sexual abuse and local neighbourhood priorities such as anti-social behaviour, speeding and rural crime.

Through this plan, there will be clear direction for policing, victim services and crime reduction to tackle the issues impacting upon or are likely to impact upon Nottinghamshire. Underpinned by evidence drawn from local and national threat assessments, feedback from professionals and practitioners and of course, the views and concerns of residents and victims, we are confident that this plan will help make Nottinghamshire safer. It is an ambitious plan that is unapologetically tough on crime and has the needs of victims and communities at its heart.

**To achieve these ambitions, we need an astute, influential and skilled Chief Executive Officer; that is where you come in.**

You will be responsible for leading the Office of the Police and Crime Commissioner and as a trusted advisor you will ensure that we meet our statutory obligations and deliver a great service to the communities we serve. You will work to ensure robust governance and scrutiny holding local police leaders to account and ensure that national policing requirements are embedded locally.

Through building positive, collaborative relationships with community and partner agencies you will help deliver improvements in services to victims and survivors, address re-offending and drive evidence-based prevention programmes to cut crime and protect the vulnerable.

We are looking for a strategic, politically astute leader, with the ability to understand and navigate policing strategies, structures and culture. Someone who will build collaborative relationships and unite resources to meet the needs of our communities here in Nottinghamshire.

Your approach will be evidence-based, designed to constructively challenge and drive change, ensuring that we maximise efficiencies and continue to improve our services and deliver tangible outcomes. Our communities deserve nothing less than effective service, delivered with integrity and with the needs of victims and communities at the heart of everything we do, everything we strive for

As an inclusive leader you will ensure that our approach meets the needs of our diverse and unique residents, and that our workforce represents the communities we serve, creating a culture where everyone feels safe and is welcomed.

To be recognised as a trusted and credible advisor with the ability to support and challenge to good effect, you will draw upon your significant experience in an equivalent role and sector such as policing, criminal justice or local government. An astute and influential leader, you will have the ability to form robust, strategic and collaborative relationships with senior police leaders and key multi-agency stakeholders. As the monitoring officer your integrity enables you to be the moral compass, leading us to do the right thing - not just legally, but through the voice of our communities. It is important that you have current knowledge and expertise to properly advise the Police and Crime Commissioner on the legal framework that underpins the role, emerging legislation, and to contribute to national policy developments and consultations.

You will understand the key ingredients that underpin strong governance and performance - this role must provide assurance that the Office of the Police and Crime Commissioner and Nottinghamshire Police deliver an excellent service to the communities of Nottinghamshire and Nottingham City. Through your ability to drive transparent and accountable governance, the office positively delivers improved community safety, reduction in crime and support of victims.

Your strategic understanding of policing, police structures and culture will enable you to develop successful approaches and enable strong collaborative relationships with policing colleagues. In this role you will also be responsible for enhancing the reputation of the Office of the Police and Crime Commissioner, supporting the Police and Crime Commissioner to engage and influence whilst build their profile locally, regional and nationally.

In return, the role offers career advancement as well as the opportunity to make a real difference to the lives of other people. It will provide stimulating professional interest and challenge - the police and crime plan is designed to deliver across a wide range of culturally diverse towns, cities and rural communities, tailored to maximise local impact and to help ensure that everyone feels safe wherever they are based. Against this complex backdrop you will work with integrity, leading and working strategically with others, on behalf of all our communities.

You will be welcomed by talented colleagues who share our ambitions - let's all work together to **Make Notts Safe**.

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Apply now: <https://www.nyresourcing.co.uk/opcc-nottinghamshire-ceo/>



# **Independent Panel Member Report**

## **Recruitment of the Chief Executive Officer - Office of the Police & Crime Commissioner for Nottinghamshire**

*References in this report to 'the applicable standards' are references to the requirements of the s7 Local Government and Housing Act 1989 to appoint a candidate on merit; and to the relevant provisions of the rules set out in HOC 013/2018 on the appointment of Chief Police Officers, which although not directly applicable to PCC Chief Executive appointments, are indicators of best practice in respect of senior public appointments by local policing bodies. The principles adopted include - the requirement to advertise the role for 3 clear weeks; to appoint in a manner which respects the three principles of merit, fairness and openness; and to engage an Independent Member to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit.*

### **Background**

This report is prepared in accordance with the guidelines set out by the applicable standards. It contains my independent assessment of the process followed to appoint the Chief Executive Officer (CEO) to the Office of the Police and Crime Commissioner (OPCC) and comments on whether I have assessed the process to have complied with the four key principles of merit, fairness, openness and transparency and inspiring public confidence.

I have set out below each stage of the appointment process providing commentary where appropriate.

Owing to the current Covid- 19 lockdown restrictions all stages of the recruitment process were carried out remotely.

### **Advertising and Search**

The advert for the role was publicly advertised on Monday 20<sup>th</sup> December with a closing date of Sunday 16<sup>th</sup> January 2022. Advertisements were placed on the NYCC Jobs, Indeed, Nottinghamshire Police and The Association of Police and Crime Commissioners (APCC). In addition, the advert was circulated across the social media platforms including LinkedIn, Facebook, and Twitter.

The table below outlines the activity generated by each of the platforms that were utilised.

<b>Nottinghamshire Police and Crime Commissioner – Final advertising statistics</b> <b>Closing date: Midnight 16th January 2022</b>	
NYCC Jobs	Unable to provide view statistics
Campaign site total views to date	581 page views
Indeed	518 views
LinkedIn Job slot	961 apply clicks 12 total views
Facebook Social Media advertising	10 posts 3,198 reach 13 engagements (likes, comments and shares)
Twitter Social Media advertising	19 tweets 2,524 impressions 11 retweets 6 likes
LinkedIn Social Media advertising	8 posts 1,031 impressions 17 likes 13 clicks
<b>Declared Marketing Source</b>	<b>Number of applications</b>
Word of Mouth	4 *
Nottinghamshire OPCC Website	1
Nottinghamshire Police Website	1
Other	1
Not declared	1

\*Word of mouth from OPCC employees and Nottinghamshire Police employees

**I am satisfied that the vacancies were openly and proportionately advertised.**

## **Shortlisting Process**

A total of 10 applicants applied for the CEO role. Each applicant was asked to provide their CV and a statement outlining how they meet the essential criteria of the role.

The shortlisting meeting took place on Tuesday 18 January 2022. The shortlisting panel comprised of:

- Caroline Henry – Police & Crime Commissioner (PCC) – Panel Chair
- Steve Cooper- Assistant Chief Constable (ACC Cooper stood in for Rachel Barber, Deputy Chief Constable on account of DCC Barber being on annual leave)
- Martin Davies - Regional Director, National Probation Service
- Cindy Butts – Independent Panel Member

Panel members present declared which of the candidates they had pre-existing knowledge of, either in a personal or professional capacity. There were some connections, all of which were professional.

The Panel were provided with an initial assessment from North Yorkshire County Council's Resourcing Solutions of the strength of candidates' applications. The shortlisting panel members independently reviewed each of the anonymised 10 applications - assessing each candidate against the published essential criteria for the role.

Having discussed their individual scores and assessments of the candidates the panel agreed a composite assessment for each applicant. Of the 10 candidates reviewed 3 candidates were invited to final interview and 1 candidate was identified as a reserve candidate in the event 1 of the 3 candidates withdrew from the process. One candidate withdrew their application (for personal reasons) before the interview took place.

Prior to interview competency-based interview questions were drafted and the panel approved these as well as a presentation topic which all candidates invited to interview were to be asked to present in 5 minutes without aids.

**I am satisfied that the shortlist process adhered to the principles as set out within the applicable standards and that sufficient focus was paid to verifying and quality assuring the initial scores.**

## **Interview Process**

Interviews took place via Microsoft Teams on 28 January 2022.

### Stakeholder Panel

Prior to final interview each candidate attended a Stakeholder Panel.

The Stakeholder Panel included the following individuals:

- Amanda Sullivan, Chief Operations Office, CCG
- Rev Clive Foster – Community Listening Group
- Yasmin Rehman – CEO Juno Women's Aid
- Gabrielle Jones – Youth Commission

The Stakeholder Panel asked all candidates the same questions.

### Final Interview

The interview panel comprised of the following individuals:

- Caroline Henry – Police & Crime Commissioner (PCC) – Panel Chair
- Rachel Barber, Deputy Chief Constable
- Martin Davies - Regional Director, National Probation Service
- Cindy Butts – Independent Panel Member

Prior to the interviews all panel members were sent Candidate references, declaration of any issues/conflicts the panel should be made aware of as well as a record of publicly available information on the shortlisted candidates.

All candidates were offered reasonable adjustments.

Each shortlisted candidate was offered the opportunity to meet Commissioner Henry to discuss the CEO role and the PCC's priorities and its current programme of activity. All candidates took up the offer.

The panel met in advance of the first interview to finalise the approach and agree which panel members would ask what questions.

All candidates presented for five minutes, following the presentation all candidates were asked the same core questions however panel members were at liberty to ask follow-up questions or specific questions that arose out of the application/CV.

All panel members individually scored candidates following each interview using a pre-prepared individual assessment form. The panel then discussed their individual assessments and agreed on a composite assessment of each candidate's performance.

Prior to making their final assessment on each candidate the panel were given a brief overview of the Stakeholder Panel's views, which included an overall assessment of each candidate, any perceived gaps identified and issues the interview panel may care to consider before making the final decision.

Having taken into consideration all the elements of the recruitment process one candidate is recommended for appointment.

**I am satisfied that the Panel was properly constituted to assess candidates impartially against the full breadth and depth of the requirements of the role.**



**I am satisfied that the Panel effectively managed any prior knowledge of candidates and as such effectively and fairly addressed any perceived conflicts of interest.**

**I am satisfied that the interviews were conducted in a fair, transparent and consistent manner. All applications were assessed against the published criteria and all decisions were fully documented. Fundamentally all decisions were made solely on merit.**

## **Conclusion**

I can report with confidence that the panel has conducted a thorough, objective, and rigorous process and that this report reflects its unanimous conclusion, as such, I am satisfied that this recruitment process met the requirements of the applicable standards.

I would like to record my thanks to all the panel members for the diligent, insightful, and good-humored way in which they approached the process. I would also like to thank Sarah France-Gorton, Penny Keatings and Katy Owen for providing effective logistical support. I am particularly grateful for the support and guidance provided by Julia Mulligan, Independent Consultant and the Head of Resourcing Solutions, Sarah France-Gorton.

**Cindy Butts  
Independent Panel Member**

**31 January 2022**



## Curriculum Vitae

Sharon Caddell MSt (Cantab)

## Current/most recent employment

## Programme Manager (Police Complaints and Misconduct)

**Start Date:** 01/07/2021  
**End Date:** 17/10/2021  
**Employer Name:** Office of Police & Crime Commissioner for Cleveland

## Previous Employment

## Interim Chief Executive &amp; Monitoring Officer

**Start Date:** 13/07/2020  
**End Date:** 30/06/2021  
**Employer Name:** Office of Police & Crime Commissioner for Durham

## Temporary Assistant Chief Executive &amp; Deputy Monitoring Officer

**Start Date:** 01/04/2019  
**End Date:** 12/07/2020  
**Employer Name:** Office of Police, Fire & Crime Commissioner for North Yorkshire

## Programme Manager (Domestic Abuse)

**Start Date:** 05/12/2016  
**End Date:** 31/03/2019  
**Employer Name:** Office of Police & Crime Commissioner for Cleveland

## Support Services Manager

**Start Date:** 04/04/2016  
**End Date:** Current  
**Employer Name:** My Sister's Place

## Principal Manager: Domestic Abuse, Sexual Violence, Selective Landlord Licensing, Homelessness &amp; Housing Needs Team

**Start Date:** 01/10/2007  
**End Date:** 31/03/2016  
**Employer Name:** Middlesbrough Council

## Resettlement Coordinator

**Start Date:** 01/11/2005  
**End Date:** 30/09/2007  
**Employer Name:** Community Campus 87

## Homelessness &amp; Housing Advice Officer

**Start Date:** 07/06/2003  
**End Date:** 31/10/2005  
**Employer Name:** Erimus Housing

## Community Housing Officer

**Start Date:** 06/06/2001  
**End Date:** 04/06/2003  
**Employer Name:** Habinteg Housing Association

## Customer Services Manager

**Start Date:** 01/10/1999  
**End Date:** 03/06/2001  
**Employer Name:** Virgin Retail

## Qualifications

Subject	Level	Grade	Date of Award	Awarding Body
Applied Criminology	Master of Studies Degree	Pass	2021	Cambridge University
Executive Leadership NVQ	7	Awaiting result	2021	Chartered Management Institute
Leadership & Management Degree	Foundation Degree	Pass	28/07/2015	Middlesbrough College
Institute of Leadership & Management NVQ	5	Pass	28/07/2015	ILM

## Membership of Professional Bodies

Professional Body	Membership Type	Date Obtained
Chartered Management Institute	Affiliate	June 2021

## Skills

I am experienced in:

- Executive leadership and management
- Strategic partnership working and influencing in local, regional and national spheres
- Policing, criminal justice, local government
- Governance and accountability
- Fire & Rescue Service governance
- Police complaints and misconduct
- Policy and strategy development
- Risk management
- Commissioning and procurement
- Project management

## Personal Statement

I have substantial experience and proven success in the policing, crime and victim support and local government sector, having worked in executive, governance and principal public sector roles for 20 years, specifically in directing delivery of services to tackle crime harm and causal issues, Violence Against Women & Girls, statutory homelessness, housing and independent living needs. Through proactive and persistent partnership working, I have directed and delivered significant commissioning programmes for a wide range of services and have extensive experience of true co-production with service users. I am proud to have played a pivotal role in developing and strategically supporting criminal justice, community safety partnership and public health priorities for the betterment of vulnerable groups, the broader population and strategic partners. I have also been at the helm of designing, delivering and commissioning some highly innovative approaches to tackling intractable, recurrent and deeply harmful issues, such as providing suitable accommodation to socially excluded adults with serious health and substance misuse issues, or designing a whole system programme to transform the police understanding and response to domestic abuse. I have amassed extensive knowledge, skills and experience in nurturing and capitalising on relationships with the key partner agencies operating in the local, regional and national space including public health, community safety partners, criminal justice and health and wellbeing partners. Throughout my career, I have worked with the Domestic Abuse and Victims' Commissioners, Chief Constables, Directors of Public Health, PHE, Cabinet Office, NPCC, APCC, Home Office, College of Policing, MOJ, MHCLG, DHSC, local authorities, local NHS trusts and CCGs, Fire & Rescue Services, the third sector, and civil society organisations.

I am able to offer a solid profile and reputation, nationally (with APCC, APACE, NPCC, HMICFRS, Home Office, Domestic Abuse, Victim's and Modern Slavery Commissioners) locally and regionally (North East, Yorkshire and the Humber) and an exceptional range of skills, experience, knowledge and personal qualities. My core ambition is to make a positive difference to the public, and particularly those vulnerable to harm or who feel unsafe. I have a cogent track record of using my role, knowledge, skills, contacts, innovation offers, collaboration and collegiate opportunities to influence positive change, delivering services, outcomes, aims and objectives efficiently, effectively, legitimately and with lasting change. I am a deeply committed public servant, promoting high standards and continuous improvement of delivery of services to the public. I act with integrity, transparency and diligence; I have excellent horizon scanning skills, and a good rapport that enables me to lead teams with success, and develop lasting, productive working relationships with colleagues and partners. I'm highly organised, self-motivated, adept at managing challenging remits, and large-scale projects.

## **Appendix D**

I recently completed a Master's degree in evidence-based policing, much of which takes a public health approach to targeting, treating and tracking population level problems with crime and disorder, focussing on the core policing pillars of effectiveness, efficiency and legitimacy. My thesis was focussed on domestic abuse and the initial victim risk assessment tool and subsequent resource allocation process. My research showed that current tools are unreliable for informing treatment pathways, and I have therefore proposed the use of a harm metric in the initial assessment to enable more accurate assessment of threat, risk and harm, ensuring allocation of finite resources with precision. I was invited to present my findings to the University of Cambridge Institute Of Criminology Evidence Based Policing Conference July 2021.

I enjoy learning and using new evidence-based approaches in my practice. I embrace any opportunities for continuous professional development, both for myself and colleagues or team members and regularly used evidence-based practice to inform development and commissioning of initiatives such as race adjusted disparity indexes, diversionary schemes and drug intervention policies.

I have attained a good education level and qualifications; coupled with my unique background, perspective, approach, and wide-ranging experience of working at all levels in various organisations, this sets me apart from peers. I am always keen to undertake further learning and have an ambition to complete a doctorate in future.

I thrive on partnership working, and am happy to engage with, share best practice and learn from others. I most recently chaired the Durham Domestic Abuse and Sexual Violence Executive Group, and collectively we worked through some difficult challenges including funding gaps and opportunities, governance, representation and contribution issues, and emerging legislation with new powers and duties.

I enjoy running and volunteering: I have been involved in setting up a number of parkruns (including one in HMP Kirklevington Grange)

I have a full clean driving license and use of a vehicle. I am also happy to travel (including overnight stays), work agile or flexibly or however needed in order to meet the business delivery needs of the organisation.

I am Senior Information Risk Owner trained and have MV vetting clearance until 14 October 2028.