

## NOTTINGHAMSHIRE POLICE AND CRIME PANEL

### MINUTES OF THE CONFIRMATION HEARING HELD FOR THE POST OF CHIEF CONSTABLE ON 21 SEPTEMBER 2022 AT 10.30am

#### MEMBERS PRESENT

Christine Goldstraw OBE – Independent Member (Chair)  
Councillor David Ellis – Gedling Borough Council (Vice Chair)

Mayor Andy Abrahams – Mansfield District Council - **Apologies**  
Councillor Scott Carlton – Nottinghamshire County Council  
Lesley Dalby – Independent Member  
Councillor Kevin Greaves – Bassetlaw District Council - **Absent**  
Suma Harding – Independent Member  
Councillor Rob Inglis – Rushcliffe Borough Council  
Councillor Mike Introna – Nottinghamshire County Council  
Councillor Neghat Khan – Nottingham City Council  
Councillor John Lee – Newark and Sherwood District Council  
Councillor Richard MacRae – Broxtowe Borough Council  
Councillor Stuart Richardson – Mansfield District Council  
Councillor Helen-Ann Smith – Ashfield District Council  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council - **Apologies**

#### OFFICERS PRESENT

Jo Toomey - Advanced Democratic Services Officer	}	Nottinghamshire County Council (Host Authority)
	}	
Laura Webb – Assistant Democratic Services Officer	}	

#### OTHERS PRESENT

Caroline Henry - Police and Crime Commissioner (PCC)  
Sharon Caddell - Chief Executive of the Office of the PCC  
Professor Dame Elizabeth Fradd DBE DL– Independent Member  
Kate Meynell - Candidate

#### 1. APOLOGIES FOR ABSENCE

Councillor Stuart Richardson replaced Mayor Andy Abrahams for this meeting only.

An apology for absence was received from Councillor Woodings

## **2. DECLARATIONS OF INTERESTS**

Christine Goldstraw declared a non-pecuniary interest in item 3 and stated that she was a friend of the independent panel member Professor Dame Elizabeth Fradd DBE DL but assured the Panel that she had not had any discussions with her about the recruitment process and it would therefore not influence her decision making.

## **3. PROPOSED APPOINTMENT OF A CHIEF CONSTABLE**

The Commissioner introduced the report and her preferred candidate, highlighting the following:

- The current Chief Constable, Craig Guildford had been appointed and confirmed as Chief Constable of West Midlands Police. A start date of 5 December 2022 had been agreed.
- The Police and Crime Commissioner recommended that Kate Meynell be confirmed by the panel as the next Chief Constable for Nottinghamshire Police.
- The Police and Crime Commissioner worked closely with the Chief Executive of the Office of the Police and Crime Commissioner and the College of Policing to ensure that the best recruitment and competency scoring techniques were used and the most suitable candidate for the role was recommended to the Panel.
- Internal and external surveys were conducted that helped shape the recruitment priorities.
- The role was advertised in a variety of places, including social media and all eligible candidates were written to.
- Three applications were submitted and two candidates were shortlisted for interview.
- Professor Dame Elizabeth Fradd DBE DL had been selected as an independent member of the recruitment panel to observe the process and ensure that it was fair and transparent.
- The Police and Crime Commissioner explained the 'four Ts' which she used during the recruitment process: trust, team, together and tomorrow.
- The Commissioner believed that the public would trust Kate Meynell as the Chief Constable, that she would be able to fit into the team and work with all stakeholders. She also had the experience required to be able to take Nottinghamshire Police to its next stage and improve community safety across Nottinghamshire.

Professor Dame Elizabeth Fradd DBE DL assured the Panel that her report on the recruitment process was a true record of what she saw, heard, and learned. She stated that the recruitment process in its entirety was fair, open, and rigorous and had been carried out according to College of Policing guidance.

Professor Dame Elizabeth Fradd DBE DL noted that the interview panel was unanimous in its decision and thanked the College of Policing, the Office of the Police and Crime Commissioner and panel colleagues. She commended the recruitment process, particularly its rigour and focus on values and behaviours, and suggested that key elements should be replicated across the public sector.

The Chairman thanked Professor Dame Elizabeth Fradd for her assurances and giving the Panel confidence in the rigour and transparentness of the recruitment process.

Members of the Panel then asked questions to the Police and Crime Commissioner. The Police and Crime Commissioner was asked to expand the 'four Ts' and how the preferred candidate demonstrated each of these. The Commissioner explained that Kate Meynell had researched how to build and maintain trust with colleagues, external partners, and the public. She was also impressed by the candidate's interpersonal skills, her ability to empower colleagues and how she cared about their wellbeing. In explaining 'together' the Police and Crime Commissioner explained that the candidate understood that policing could not be done in isolation. It was stated that Ms Meynell also understood the need to keep moving forwards and what Nottinghamshire Police could do to become an outstanding force.

The Police and Crime Commissioner explained that the Chief Constable's priorities for the next 6-12 months would be building trust with members of the public and working on those areas the PEEL inspection identified needed improvement. Other priorities included preventative work, neighbourhood policing and tackling violence against women and girls (VAWG).

Members of the Panel were then given the opportunity to ask questions to the Commissioner's preferred candidate, Kate Meynell.

Members of the Panel questioned how Ms Meynell would manage the operational role of the Chief Constable whilst maintaining independence in her relationships with the Commissioner and the Police and Crime Panel. She stated that she understood the level of scrutiny required to ensure that the best level of service was delivered to Nottinghamshire and highlighted the delineation of roles in the Policing Protocol. The candidate highlighted the importance of strong relationships and clear lines of accountability and responsibility. She added that she was not afraid to have difficult conversations. Ms Meynell also explained how she saw her relationship with the Panel, providing operational context and updates as required, recognising the positive relationship it had with the outgoing Chief Constable.

As further questions were put, Kate Meynell stated that working with partners effectively was critical. In demonstrating her track record of working with partners, she gave an example of working on the COVID-19 response teams in both Nottinghamshire and Derbyshire. The principles she used when working with partners were finding neutral ground and areas of mutual understanding.

Ms Meynell explained that she retained some strong relationships from her previous service in the county. She also spoke about building relationships with statutory partners and how she would talk about and role model her expectations. There was recognition that partnerships at a strategic level also needed maintaining at a tactical and local level, and therefore needed replicating by all police officers and staff.

Reference was made to the appointment of a new Chief Constable for Greater Manchester Police, who had introduced changes in approach. In response to a question, Ms Meynell stated that from the outside, Greater Manchester Police was in a difficult position that differed greatly from Nottinghamshire's. She therefore stated that there would be no significant change in the approach to policing in Nottinghamshire. Instead, Kate Meynell stated that she would build on current arrangements, developing them so that they would be fit for the future.

In response to a question about her priorities for her first 6-months in post, the candidate stated she was looking at a 100-day plan but wanted to share that with senior leaders before talking about it more widely. Instead, she highlighted three priority areas:

- Making sure communities feel safe and listened to
- Making sure the service was fit for the future and data used effectively
- Having an engaged and empowered workforce working as a high-performing team to deliver a single vision

The candidate also stated her intention to develop an internal and external communications plan which would outline her expectations regarding clear standards and values. She stated that she would also be seeking reassurance around the VAWG national strategy and race action plan. There were also those areas for improvement that had been identified by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

When asked what key metric she would like to see after a year in office, the candidate stated an increase in public confidence, which she linked with communities feeling safe. Some members of the Panel stated that residents in Ashfield, Mansfield and Newark and Sherwood had felt left behind and asked the candidate how she would "bring those communities with her". The response highlighted the importance of listening and that neighbourhood policing was integral to her strategy.

The candidate indicated that she would look more at prevention and partnership, the neighbourhood policing offer and working and communicating with communities to understand their frustrations. Ms Meynell also advocated involving communities, highlighting particularly the use of volunteers, the Independent Advisory Group, and linking that with HMICFRS' recommendation around external scrutiny. Coercive powers were also highlighted, and specifically how they were managed; Ms Meynell stated she would seek community feedback on those powers. Finally, she highlighted a need for stability around the policing teams, which would help build stability in communities. This would help improve communication and communities feeling involved.

Members of the Panel probed the best ways to build trust and confidence. Ms Meynell stated that there was no single method to build public confidence in the police and that it would take time and commitment. She identified the neighbourhood policing model as critical to this; once the teams had been established, familiarity would help build trust and demonstrate that the Police service would listen and respond where it could. Greater visibility could then be provided in areas where particular crime trends were identified. She spoke about organisational justice, creating an organisation that treated one another with fairness and respect, with people feeling confident to stand up to behaviour that was not appropriate.

In developing her response, the candidate stated that she would like to get to the point where communities started to help with some issues, with people confident that if they reported any matter the police would respond properly. The intention of this would be to build trust so that communities would start to provide intelligence. It was also highlighted that this ethos needed to be replicated throughout Nottinghamshire Police. She also agreed to meet with local councillors to walk around communities in Nottinghamshire.

Questions then explored Ms Meynell's experience of inputting into the Criminal Justice System and the extent to which she felt she would be able to help influence criminal justice improvements in Nottinghamshire. In responding, Ms Meynell referred to her previous experience as a Senior Investigating Officer which helped her understand the impact trials have on victims, defendants, witnesses, and their families when stretched over a long period of time. She had also worked as a Statutory Officer for Disclosure and been involved in the delivery of criminal justice plans to improve the quality and timeliness of trials. She identified out of court disposals as a key tool, while recognising the importance of getting the quality of investigations, files, and victim care right. This included working with the Police and Crime Commissioner and commissioned services. The candidate also identified that there was work that could also be done around the relationship of the Police with the Crown Prosecution Service.

One Panel member highlighted the issue of anti-social behaviour, giving specific examples from his local area. The candidate acknowledged the impact anti-social behaviour on people's quality of life and highlighted the need for a holistic approach that involved the police and partners.

During her responses Ms Meynell had referred to getting local communities involved in policing, which was of interest to members. In answering further questions, the candidate highlighted that a reduction in crime alone did not translate to people feeling safer. She stated that local communities needed to be safe and listened to, placing an emphasis on community engagement and feedback.

Members of the Panel asked how she would be able to provide stability to Nottinghamshire Police, with both the Chief Constable and Deputy Chief Constable leaving in quick succession. Kate Meynell stated that she knew

Nottingham and Nottinghamshire well having both lived and worked in the county. This meant that she had working relationships with the chief officer team. In terms of wider organisational turnover, she stated that it was important to understand why members of staff were leaving Nottinghamshire Police so that any issues could be addressed. Reference was also made to the importance of succession planning that would allow members of staff to progress through the organisation.

There was further discussion about promoting the welfare and wellbeing of police officers and staff, with happy, healthy staff Ms Meynell's priority. She highlighted good practice in this area that she would look to link into, including making staff as trauma resilient as possible.

Ms Meynell had made several references during the confirmation hearing about creating an inclusive workplace where staff should be allowed to be their 'authentic selves.' She believed that a healthy and happy workplace would reflect in how staff would interact with members of the public. She stated that members of staff who worked for Nottinghamshire Police should be comfortable in who they were and know that they would be accepted and valued.

Members of the Panel asked the candidate about how she would improve the areas identified by the PEEL assessment. In response, the candidate stated the recommendations would provide a framework for improvement. Members looked to explore more closely the recommendation regarding crime recording. Ms Meynell stated that it was important to get crime recording right and make sure appropriate processes are in place. She stated that this was key to public confidence as a tool of understanding demand and where issues were.

Kate Meynell stated that she would want her legacy at Nottinghamshire Police to be that she put members of the public first and that she was able to increase public confidence in the police.

The Chairman thanked the candidate for answering the Panel's questions.

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

##### **RESOLVED 2022/022**

**That the public be excluded from the meeting during consideration of the remaining item in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, as defined in *Paragraph 1 of Part 1 of Schedule 12A to the Act.***

*11:46 to 12:53 – the meeting adjourned*

#### **5. PROPOSED APPOINTMENT OF A CHIEF FINANCE OFFICER – PANEL'S DECISION-MAKING**

During their deliberations, Panel members noted the following:

- The recruitment process that was followed and the comments and assurance provided by Professor Dame Elizabeth Fradd DBE DL
- The competence of the candidate across of a range of different areas and her clarity and knowledge around the delineation of roles and responsibilities
- The focus on re-building trust and confidence, including reinvigorating neighbourhood policing
- The ambitions of the candidate around organisational culture, values and behaviours
- Ms Meynell's existing reputation in Nottinghamshire

Members of the Panel unanimously supported the Police and Crime Commissioner's proposed appointment of Kate Meynell as the Chief Constable of Nottinghamshire Police.

**RESOLVED 2022/23**

- 1) That the Commissioner be notified of the Panel's support for the appointment of Kate Meynell as the Chief Constable of Nottinghamshire Police**

The meeting closed at 12:18pm

CHAIR