

## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

### **MINUTES OF THE CONFIRMATION HEARING HELD FOR THE POST OF CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE & CRIME COMMISSIONER ON 8 FEBRUARY 2022 AT 12.45pm**

#### **MEMBERS PRESENT**

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

Executive Mayor Andy Abrahams – Mansfield District Council  
Councillor Andre Camilleri – Nottinghamshire County Council  
Councillor Scott Carlton – Newark and Sherwood District Council  
Lesley Dalby – Independent Member - **Apologies**  
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 Richard MacRae – Broxtowe Borough Council  
Councillor Helen-Ann Smith – Ashfield District Council - **Apologies**  
Bob Vaughan-Newton – Independent Member - **Apologies**  
Councillor Linda Woodings – Nottingham City Council

#### **OFFICERS PRESENT**

Jo Toomey - Advanced Democratic Services Officer	}	Nottinghamshire County Council
	}	(Host Authority)
Pete Barker - Democratic Services Officer	}	

#### **OTHERS PRESENT**

Caroline Henry - Police and Crime Commissioner (PCC) - remote  
Sharon Caddell - Interim Chief Executive of the Office of the PCC

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Helen-Ann Smith, Lesley Dalby and Bob Vaughan-Newton.

#### **2. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

### **3. PROPOSED APPOINTMENT OF THE CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER**

After being invited by the Chair to introduce the report and outline the reasons for the proposed appointment of Sharon Caddell as the substantive Chief Executive and Monitoring Officer for the Office of the Police and Crime Commissioner for Nottinghamshire, the Commissioner stated the following:

- That she was required by law to seek the Panel's support for the appointment.
- The previous postholder, Kevin Dennis, retired on 31 December 2021, and she was very grateful to him for his years of service.
- The candidate initially joined the office on a temporary basis to assist the former Chief Executive who had returned to work in a part-time capacity following illness
- The Commissioner approached her colleagues to see whether any would be able to loan resource to support the former Chief Executive. The Police and Crime Commissioner for Durham and Cleveland offered to second the candidate, who joined the Office of the Police and Crime Commissioner following a formal interview.
- Events moved swiftly as the former Chief Executive retired. An independent consultant was employed to facilitate the process of recruiting a new Chief Executive.
- There was a small pool of people qualified and experienced for the post and given her relative inexperience as a Commissioner, she felt it was important to employ someone who did have the relevant experience.
- The post was widely advertised over a period of 3 weeks. There were 10 applicants, 3 of whom were shortlisted, invited to make a presentation and were interviewed.
- It was the unanimous decision of the interview panel that Mrs Caddell was the best candidate. She had the relevant qualifications, requisite public sector experience, and the advantage of having worked with other PCCs. The Commissioner stated that she was confident Mrs Caddell had the skills and knowledge to be successful in the post.

Following the introductory statement the Panel asked the following questions of the Commissioner:

**Could you expand on the reasons for Mrs Caddell being selected as the preferred candidate? The Panel notes that Mrs Caddell became a**

**substantive employee of the Nottinghamshire Office of the Police and Crime Commissioner on 1 February 2022. We are also aware of the timelines for recruitment to the post – what assurance do you have for the Panel that the recruitment exercise wasn't “a done deal”?**

- It was definitely not a 'done deal.' The selection process was taken extremely seriously by all those involved. The net was cast widely, all of the candidates were of a high standard and there was at least one other appointable candidate.
- Mrs Caddell was able to provide many relevant examples of the quality of her work elsewhere.
- One of the many reasons for Mrs Caddell being the preferred candidate was her strength in pastoral care. She had brought the team together really well during a period of much change, the reason the morale of the team was attributed to Mrs Caddell.

**Was the period for which the post was advertised long enough, especially given the challenges provided by Covid?**

- Interest in the post materialised very quickly, all the indications were that people were looking. The majority of the candidates' CVs were received before Christmas.

**The Panel notes the salary for the Chief Executive on the job description is £86,630 whilst according to the PCC website, the salary of the Chief Executive is £103,347. Does this reduction in salary mean that there is a reduction in the responsibilities of the Chief Executive?**

- The grade of the role has been matched to other similar roles and the Commissioner considered the level of interest in the post confirmed that it was appropriate.

**Will the new Heads of Function grades be higher than at present?**

- Mrs Caddell replied that it was not possible to confirm grades until the reorganisation had been completed but informed the Panel that the former flat structure would be replaced with a more hierarchical one.

The Chair then invited the Panel to ask questions of the preferred candidate, Mrs Caddell, whose answers are summarised below:

**Having spent time as Interim Chief Executive, please set out what you understand of the police and crime context in Nottinghamshire and what effect the experience as Interim Chief Executive has had on your understanding?**

- Mrs Caddell stated that her understanding was constantly growing. She added that she needed to continue to engage with stakeholders and was now more familiar with the districts and the problems they were facing.
- Nottinghamshire provided a wide variety of challenges including the different aspects of urban and rural crime.
- Mrs Caddell stated that her knowledge of partnerships had grown and that she was aware of legacy issues including IICSA report published in response to allegations of sexual abuse of children in the care of Nottinghamshire Councils.
- Mrs Caddell also informed the Panel that she was also aware of other historical issues including the problem of crime and race disproportionality. Nottinghamshire had much diversity and culture and consideration was needed on how to best engage with different communities.

**During the confirmation hearing for the Interim Chief Executive role, the Commissioner stated that her priorities for the appointed candidate were those contained in the Police and Crime Plan with the emphasis on work around violence against women and girls. The Panel asked what progress had been made against these priority areas and about any other objectives that had been achieved during the interim tenure.**

- In terms of violence against women and girls, Mrs Caddell stated that she had held meetings with key stakeholders and liaised closely with the Police. She had also looked at the mechanisms around commissioning and engagement.
- Mrs Caddell stated that she had done much work around governance. The retirement of the former Chief Finance Officer meant that she had to work at pace to ensure the role was filled, especially with the precept and budget being due.

**As the substantive postholder Mrs Caddell would need to develop long-term working relationships with key stakeholders. She was asked to set out her experience of building and maintaining positive relationships with a wide range of stakeholders and colleagues. She was also asked how she planned to build relationships with other OPCC Chief Executives within the region and highlight some potential opportunities she would seek to explore.**

- Mrs Caddell stated that she had experience of working with other PCCs in other areas.
- Mrs Caddell added that she had a passion for community safety and a determination to tackle violence against women and girls.

- Having come from a public/third sector background Mrs Caddell stated that she knew how the system operated.
- Mrs Caddell stated that the post was challenging because Nottinghamshire was a large area made up of a number of district and borough councils, around which she was working.
- Mrs Caddell stated that she was not aware that she had ever failed to establish a good relationship with a stakeholder.
- There was a peer group for PCC Chief Executive, of which Mrs Caddell was a member. The group included representatives from the 43 forces in England and Wales, the Police Service of Northern Ireland, the City of London, the Garda and the Channel Islands.
- While she was new to the area, Mrs Caddell stated that she had been going to regular meetings and already knew some colleagues from national work. She added that she had sought colleagues' advice and established good communication channels.
- One opportunity identified by Mrs Caddell related to resilience with Police and Crime Commissioners' Offices and mutual aid.

**Mrs Caddell was asked how she would define the relationship between the Chief Executive of the Office of the Police and Crime Commissioner and the Panel and how she would seek to develop this relationship?**

- In her response Mrs Caddell explained that she saw the relationship as having 2 layers – a formal/legislative one and another 'softer' one.
- She stated that the Panel holds the Commissioner to account, who in turns holds the Chief Constable to account. The Chief Executive was required to work to assist the Panel in its scrutiny and support work. She also stated that there was a need to work functionally with both the Panel's secretariat as well as its Chair and Vice Chair.
- Mrs Caddell also identified a softer relationship that sat behind formal arrangements within the development of work programme and understanding what the Panel would find of interest to assist them in holding the Commissioner to account.
- Mrs Caddell also highlighted the need for regular dialogue with the Panel's support officers and the Chair and Vice Chair so that the process worked as well as it possibly could.

**The Panel noted both within the budget and in previous discussions with the Commissioner, an ongoing commitment to making**

**efficiencies while identifying an increased spend for the Office of the Police and Crime Commissioner. Mrs Caddell was asked how she would seek to make ongoing efficiencies within the Office of the Police and Crime Commissioner?**

- Mrs Caddell stated that she was conscious was managing public money and that as Head of Service, the Office should be as efficient as possible.
- She highlighted that there were some processes that needed updating. This would generate future efficiencies through the reduction of bureaucracy and the office becoming leaner. She added that she would look to incorporate learning from the COVID-19 pandemic around agility.
- She concluded by saying that there would be much work to do in the next 2 years but the staff investment in the back office would help to make sure everything worked as efficiently as possible.

**Nottinghamshire and Nottingham have been named as one of the first nine areas in England invited to seek a devolution deal. As part of that, a link with the Commissioner's office had been identified around the young people theme, including the ongoing funding of youth work and training, and the potential for accessing jointly other funding strands such as violence against women and safer streets. Mrs Caddell was asked how she saw this impacting on the Office of the Police and Crime Commissioner and the value she could bring to the work?**

- Mrs Caddell said that she saw there were many opportunities, and highlighted that there was alignment between the desire to provide a better economic deal for the young and youth diversion work
- Nottingham's Smart City status – that aligned well with the safer streets initiative.
- Mrs Caddell finished by saying that the Police and Crime Commissioner's plans that were ambitious and We have ambitious plans and fitted well.

The Chair then invited Mrs Caddell to ask the Panel any questions.

**Mrs Caddell asked how the Panel would support her to become the best Chief Executive?**

- The Panel would provide feedback, comments and constructive criticism in a respectful way.
- The Councillors on the Panel were there to represent their constituents so they would sometimes ask tough questions.

- Members shared the desire to improve policing; nothing should be taken personally, but there was a need to hold each other to account.
- Everything would be done in a spirit of openness and transparency.
- Mrs Caddell was advised that if something was wrong to start a conversation so that everyone could work collectively to put things right.
- The members of the Panel were passionate about the county and cared about its safety and reputation.

#### **RESOLVED 2022/006**

**That the candidate's answers to the Panel's questions be noted.**

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

##### **RESOLVED 2022/007**

**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.**

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

During their deliberations, Panel members noted the high quality of the candidate's performance; the candidate's capability; the challenges ahead including the restructuring of the OPCC and the candidate's passion for Nottinghamshire.

The Panel unanimously agreed to support the appointment of Mrs Caddell as Chief Executive of the Office of the Police and Crime Commissioner.

##### **RESOLVED 2021/008**

**That the Commissioner be notified of the Panel's support for the appointment of Sharon Caddell as the Chief Executive Officer of the Office of the Police and Crime Commissioner.**

The meeting closed at 1.37pm

CHAIR