

## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

### **MINUTES OF THE CONFIRMATION HEARING HELD FOR THE POST OF INTERIM CHIEF EXECUTIVE OFFICER ON 14 DECEMBER 2021 AT 2.00pm**

#### **MEMBERS PRESENT**

(A denotes absent)

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 - **A**  
Lesley Dalby – Independent Member  
Councillor Kevin Greaves – Bassetlaw District Council  
Suma Harding – Independent Member  
Councillor Rob Inglis – Rushcliffe Borough Council  
Councillor Mike Introna – Nottinghamshire County Council – **A**  
Councillor Neghat Khan – Nottingham City Council  
Councillor Richard MacRae – Broxtowe Borough Council – **A**  
Councillor Angharad Roberts (substitute for Councillor Woodings) –  
Nottingham City Council  
Councillor Helen-Ann Smith – Ashfield District Council  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council - **A**

#### **OFFICERS PRESENT**

Keith Ford - Team Manager, Democratic Services	}	Nottinghamshire County Council
	}	(Host Authority)
Jo Toomey - Advanced Democratic Services Officer	}	
Pete Barker - Democratic Services Officer	}	

#### **OTHERS PRESENT**

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

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

Councillor Angharad Roberts replaced Councillor Linda Woodings for this meeting only.

Apologies for absence were received from Councillor Scott Carlton, Councillor Richard MacRae and Councillor Mike Introna.

## **2. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

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

The Chair informed the Panel of the order of proceedings and confirmed that the candidate had been issued with a copy of the questions to be asked.

After being invited by the Chair to outline the reasons the appointment was required the Commissioner stated the following:

- The present Chief Executive, Mr Kevin Dennis, is retiring this month after many years of valuable service.
- By law, the Commissioner is required to have in place a Chief Executive and a Monitoring Officer. As the appointment to the permanent post will not take place until 8 February 2022, the Commissioner is obliged to appoint to the post in the interim.
- Ms Caddell was appointed to the post of Deputy Chief Executive after a thorough recruitment process to provide cover during the Chief Executive's sickness absence.
- The Commissioner is asking the Panel to confirm Ms Caddell in the post of Interim Chief Executive until the Chief Executive's post is filled permanently. The Commissioner is confident that Ms Caddell is very capable of undertaking this interim post in the meantime.

Following the Commissioner's introductory statement the following comments and questions were responded to:

- The priorities in the short term for the Interim Chief Executive will be the same as those contained in the Police and Crime Plan with the emphasis on work around violence against women and girls.
- The Commissioner is negotiating with Ms Caddell's current employers to extend her secondment with Nottinghamshire to cover for the eventuality of there not being a permanent appointment made in February, or that an appointment is made but the successful candidate is not able to start in post immediately. The plan is for Ms Caddell to be with Nottinghamshire for a sufficient period to allow a handover to take place.
- The post of Deputy Chief Executive was not advertised owing to the urgency required in filling the post during the absence of the Chief Executive through illness. The situation was not an

unusual one and following HR advice the sole candidate was subjected to a formal panel interview before being appointed.

- The post of Deputy Chief Executive was not budgeted for but there are gaps in the structure where posts are vacant so the financial resources are available to fund the post.

The Chair then welcomed Sharon Caddell to the meeting who responded to a series of questions from the Panel, as summarised below:

**Please can you tell us about what your impression and understanding of the restructuring of the Commissioner's Office**

- I have worked in Nottinghamshire as a consultant undertaking the review of the Commissioner's office and as the Deputy Chief Executive and have been impressed with the quality of the staff and the work undertaken.
- I have also worked in the private sector and in other Commissioners' offices and though the Nottinghamshire Office is not radically different to those where I have previously worked there is work ongoing to align it more closely to those other offices.
- The review of the Commissioner's office is wide ranging and includes looking at the following: are the right people in post; how changes in legislation are affecting the work of the Office; whether the present priorities are correct; whether the capacity is sufficient.
- My impression is that the time for the review is right and that I have been able to bring a fresh set of eyes to the task.

**Please can you tell us about what you understand of the police and crime context in Nottinghamshire. Please also explain how you see your previous experience preparing you for the role of Interim Chief Executive for the Nottinghamshire Office of the Police and Crime Commissioner?**

- I have done my homework. I am not a stranger to the area as I do have family here.
- I feel that the area is similar to the North East in that it has rural aspects as well as city centre issues, though the population is larger here and more diverse.
- I am aware of the different issues facing the city and county areas and the political background.
- The problems of violent crime in Nottinghamshire are associated with deprivation.

- I have been aware for a long time of the partnership working that takes place in Nottinghamshire with, amongst others, Juno and Women's Aid.
- I have looked at the very interesting work being done by the Violence Reduction Unit.

**The first line of your CV refers to proven success in the areas of crime, policing and victim care. Could you please give one example of this?**

- Recently I have been involved in a big piece of work with Cleveland Police in the implementation of what is called Model 3 regarding police complaints.
- This will lead to a seismic transformation in the way of working with the Police no longer 'marking their own homework'.
- This work has been successfully implemented and will be launched in a few weeks' time.

**Could you elaborate about the differences between the Nottinghamshire Commissioner's Office and others that you have worked in? Has the Nottinghamshire office been left behind?**

- My previous comments were not meant as a criticism, the Nottinghamshire Office has been a high functioning office for a long time.
- The Nottinghamshire Office has a flat structure, which does have its benefits, but can lead to problems with resilience.
- I am used to working in offices that have a more hierarchical structure where senior managers have responsibility for pastoral care and the office is organised in discrete sections: strategy/policy/complaints/governance etc.
- The structure of the Nottinghamshire Office is more akin to a Police Authority.

**You have a record of short-term appointments with Police and Crime Commissioners' offices. Can you give us some examples of specific impacts you have had, including those on policing? Are you still working for 'My Sister's Place'?**

- I am no longer working for the My Sister's Place organisation, that is an error on my CV.

- In the last few years it would have been easier to have stayed at Cleveland, especially as I was studying for my Master's Degree, but opportunities kept coming up.
- There was the short-term opportunity to work in a different geographical area, in North Yorkshire, working in the mutual aid area.
- It was during a period of review and restructure where the CEO had left. I led the change programme, implemented a new structure, made everyone's roles clear, concentrated on values and redesigned the service to enable it to deliver in an optimum way.
- There was another short-term opportunity, working in Durham. I could have returned to Cleveland at this point but it was an opportunity to work as a Chief Executive at a good police force.
- In Durham I inherited a restructure and I am confident I added value to the officers and local partnerships.
- I am good at making myself known in an organisation and developing a network, not just at Chief Constable level but below too.
- I do have proven knowledge. My experience in Nottinghamshire has been a good one. I have met senior detectives and management and received a warm welcome. I feel I have a lot to offer, even if it is only in the short term. The work is about what is best for the public and the people I work with at the moment agree with that which means everyone is working well together.
- I want to be clear – I do want a permanent post but a suitable one has not been available and good, short-term vacancies have come along in the meantime.

**Restructures can be unsettling for staff and draw attention away from the job in hand. How have you dealt with this?**

- I have focussed instinctively on the humans going through it, though this is easier in smaller organisations like a Police and Crime Commissioner's Office, and can involve one-to-one discussions.
- A good communications strategy is needed to inform teams and individuals of changes and it is important to be available to answer questions in person.

- A clear rationale is essential and as leader 100% commitment is needed once the change process starts as any delays do impact negatively on staff.

**Given you experience of short-term appointments how will you maximise your time in this post?**

- I want to steer through the restructure of the Commissioner's Office while looking after the people involved, and I believe this is possible in the timescale given.
- Given my experience I believe I can add value quickly in the area of violence against women and girls.
- I want to look at governance, which is a piece of work that is needed now, and I want to leave fertile soil for my successor.

**Nottinghamshire is a diverse place with the different areas, North/South/City, having a variety of complex issues, including knife crime, domestic violence, drugs and hate crime. What is the biggest challenge that you will face in your short time here? This is in addition to your work reorganising the Commissioner's Office. Nottinghamshire cannot afford any delays.**

- I am comfortable in the stewarding role that this post requires and can add value where required.
- The areas of work are familiar to me and there is a wealth of relevant knowledge and experience in the Commissioner's Office that will allow the work to be carried out as efficiently and effectively as possible.

**We do have a wide range of equally important challenges in Nottinghamshire. Can you make a difference in your short, 3-month tenure?**

- I will certainly do my best.
- I want to reiterate the high quality of the staff in the Commissioner's Office, there are some amazing individuals there who are on top of the challenges including County lines, youth offending, child sexual exploitation etc
- I may be the head but I am using the resources of the Office and the skills and talents of those that work in it.
- The Commissioner has a clear plan and the staff are behind it. It is my job to organise everyone's efforts and energy to deliver that plan.

- I can start the process, and it does need to start now, and it will continue after I have left.

**You have spoken at length of where you have managed change. Can you give us a positive example of lessons learned that you will bring to the present restructuring and an example of where things have gone badly?**

- I am now older and thicker-skinned. I now know the importance of communications. I have done things wrong in the past and I have had feedback from the team where that has happened, as I have always been approachable, and I've been told that certain things have not landed well and that some people have been upset. I have learnt how not to do things. Fortunately, success is built on failure.
- I have learnt the importance of being committed and the importance of good communication. I have also learnt the importance of involving teams in any restructuring process.
- I have adopted that approach the last 2 times, I have asked people how it should be done and I have encouraged people to participate in the process.

**The Chief Executive of the OPCC also acts as Monitoring Officer; can you tell the Panel about your experience providing advice on complex matters and give examples of where you have had to challenge a person in authority to ensure appropriate governance is followed? Please could you also provide us with examples of how you have handled difficult situations working in a Police and Crime Commissioner's Office?**

- I can talk around examples without going into the specifics.
- I have had difficult conversations with PCCs over operational matters or concerning staff.
- I have mediated between PCCs and Chief Constables when advice given has been ambiguous and caused flashpoints.
- One particular example involved a PCC and a Chief Constable where the Chief Constable wanted the PCC to make a major decision that they were not comfortable with as it affected operational matters. There were many meetings and much diplomacy needed before the issue was resolved by my organising the parties to speak directly to each other.

Before moving into the closed section of the meeting the Chair confirmed with Ms Caddell that she did not have any questions for the Panel.

**RESOLVED 2021/026**

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

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

**RESOLVED 2021/027**

**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 AN INTERIM CHIEF EXECUTIVE OFFICER – PANEL’S DECISION-MAKING**

During their deliberations, Panel members noted the candidate’s employment history, recognising the impact she had made in previous short-term appointments. Panel members also considered Mrs. Caddell’s experience in similar roles and the priorities the Police and Crime Commissioner had for the Interim Chief Executive, noting in particular change and project management.

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

Having reflected on the duration of the appointment and considering a variety of options, noting the ambitious timeline for recruitment to the substantive position, Panel Members agreed that if the postholder was not in place by its meeting on 28 March 2022, then a report should be submitted to that meeting providing an update on progress and enabling the Panel to consider whether a further confirmation hearing would be required.

**RESOLVED 2021/028**

- 1) That the Commissioner be notified of the Panel’s support for the appointment of Sharon Caddell as the Interim Chief Executive Officer of the Office of the Police and Crime Commissioner.**
- 2) That if the postholder is not in place by the Panel meeting on 28 March 2022, a report should be submitted to that meeting providing an update on progress and enabling the Panel to consider whether a further confirmation hearing is required.**

The meeting closed at 3.23pm

CHAIR