

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

**Tuesday, 14 December 2021 at 14:00  
County Hall, West Bridgford, Nottingham, NG2 7QP**

**There will be a pre-meeting for Panel Members only  
in the Rufford Suite at 1.45pm**

## **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 an Interim Chief Executive Officer** **5 - 16**

#### **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 an Interim Chief Executive - 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 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 AN INTERIM 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 Interim Chief Executive to the Panel by way of a report submitted on 5 December 2021 (see **Appendix A**). 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.
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 Interim 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 Interim 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>14 December 2021</b>
<b>Report of:</b>	<b>Caroline Henry</b>
<b>Report Author:</b>	<b>Caroline Henry</b>
<b>E-mail:</b>	<b>Carolinehenrypcc@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Katy.owen@nottinghamshire.pnn.police.uk</b>
<b>Agenda Item:</b>	

## **Formal Notification of Temporary arrangements for an Interim Chief Executive 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 on secondment of Sharon Caddell as the Interim Chief Executive for the Police and Crime and Victims Commissioner for Nottinghamshire;
- b) Hold a confirmation hearing in order 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, will be leaving his role on 31st December 2021. Mr Dennis is entitled to take his annual leave entitlement prior to finishing in his employment with us, and he has requested to do this after 3rd December 2021.

- 3.2 In order to provide support to Mr Dennis, and to direct my Office in the discharge of our statutory duties and in optimising our powers to best effect to benefit Nottinghamshire residents, it was necessary to recruit a Temporary Assistant Chief Executive. The successful applicant was Mrs Sharon Caddell. Mrs Caddell was a substantive Programme Manager at Office of Police and Crime Commissioner (OPCC) for Cleveland. Mrs Caddell was interviewed for the Temporary Assistant Chief Executive role by Mr Dennis, my Chief Financial Officer, Mrs Charlotte Radford, and myself.
- 3.3 The interview questions for the role of Temporary Assistant Chief Executive covered a range of duties associated with executive leadership within an Office of Police and Crime Commissioner. These included: being an effective Monitoring Officer in the provision of advice to me to ensure that the business of my Office is lawful; providing day to day leadership of my Office staff by acting as a Head of Paid Service and taking overall responsibility for their wellbeing and productivity; ensuring effective strategic working with Nottinghamshire Police and all other strategic partners and stakeholders, and providing strategic coordination to ensure that my Office's duties are successfully discharged by the existing staff, and that best use is made of the legislative powers available to me. Mrs Caddell was successful in interview and was appointed into post by Mr Dennis.
- 3.4 Mrs Caddell's service provision to the Office of Police and Crime Commissioner for Nottinghamshire in that role has been enabled through a short-term secondment arrangement between our Office and the Cleveland OPCC. The secondment arrangement will terminate on 12th February 2022.
- 3.5 I wish to extend my formal thanks to Mr Dennis for his service in role, and to the Police and Crime Commissioner for Cleveland, Mr Steve Turner, for supporting Mrs Caddell's secondment to our Office.
- 3.6 I plan to conduct a formal process for the appointment of a substantive permanent Chief Executive Officer, which will incorporate 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. To this end, I have formally commissioned an independent consultant who has secured the services of a public sector recruitment team. They are responsible for overseeing the recruitment process and for discharging all appropriate steps in order to ensure that an open and fair opportunity for the substantive role is advertised, with the aim of attracting the best and most appropriate candidate for the role. Presently, the role is expected to be advertised within the next two weeks, and in expectation of a successful appointment, we anticipate that the confirmation of the permanent Chief Executive for my Office will take place at the Police and Crime Panel meeting scheduled for 8th February 2022.
- 3.7 In the interim, however, I am obliged by Schedule 1 7 (1) PRSRA 2011 to appoint a person to act as Chief Executive to my Office where the role is vacant or where the post holder is unavailable to carry out their duties. While Schedule 1 9 (1)



PRERA 2011 requires that confirmation arrangements for a statutory post holder in my Office be notified to the Panel, the requirement to ensure continuity in provision of statutory officer is mandatory, and therefore I cannot have a gap in Chief Executive provision.

3.8 This report now explains:

- a) The short-term arrangements since 3 December 2021 made in order to comply with s7 of the 2011 Act; and
- b) By way of statutory notification, the proposed Interim Chief Executive arrangements for the time being.

3.9 Members will note that this report now proposes a secondment arrangement for the provision of statutory Interim Chief Executive Provision.

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

4.1 Schedule 1 7 (1) PRERA 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 Interim Chief Executive. Mrs Caddell is a presently seconded to my Office as a Temporary Assistant Chief Executive, and her substantive employment is as Programme Manager with Office for Police and Crime Commissioner for Cleveland.

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.

4.6 From her application and responses to interview questions, I am confident that Mrs Caddell has the necessary skills, knowledge, and experience to act as a Temporary Assistant Chief Executive that role and to assume the Interim Chief Executive role until the role is properly appointed to through the impending open process.

4.7 Section 18 of the Police Reform and Social Responsibility Act 2011 enables a Police and Crime Commissioner to arrange for any person (other than a Deputy Commissioner) to exercise any functions of the Commissioner, with the exception that if the person is a member of staff of another policing body they may not exercise certain specific functions (listed in s.18 (7)). I confirm that Mrs Caddell will be able to discharge the responsibilities set out in the role profile on a temporary basis without contravening this provision.

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

5.1 The secondment agreement that has been developed between my Office and OPCC for Cleveland sets out arrangements for suitable and reasonable remuneration to that Office for the provision of Mrs Caddell's services, initially in the role of Temporary Assistant Chief Executive, and latterly as Interim Chief Executive.

## **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 terms and conditions of service are set out within the job description and person specification. They are also referred to within the secondment agreement that my Office has developed within the Police and Crime Commissioner for Cleveland, Mr's Caddell's employer, in respect of the temporary provision of her services.

## **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, I have commissioned an open and transparent process to be undertaken in order to promote equality of opportunity during the recruitment for a substantive Chief Executive following Mr Dennis's retirement.

## **8. Risk Management**

8.1 As noted at paragraph 3.7, the law does not permit me to have a gap in Chief Executive provision. This temporary 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 temporary Chief Executive, 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 temporary 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 1: Sharon Caddell CV

## **13. Background Papers (relevant for Police and Crime Panel Only)**

For any enquiries about this report, please contact:

**Katy Owen, Executive Support Officer**  
[Katy.owen@nottinghamshire.pnn.police.uk](mailto:Katy.owen@nottinghamshire.pnn.police.uk)  
Tel: 0115 844 5998



## 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 & 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 & 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 & 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 to me 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 1

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.