

Northamptonshire Police, Fire and Crime Panel

A meeting of the Northamptonshire Police, Fire and Crime Panel will be held in the Great Hall, The Guildhall, St Giles Street, Northampton NN1 1DE on Thursday 2 February 2023 at 3.15 pm or upon the rise of the preceding Panel meeting, whichever is the later.

Agenda

1.	Apologies for Absence and Notification of Substitute Members
2.	Notification of requests from members of the public to address the meeting Any requests to speak on an item on the agenda should be notified to the Chair (c/o the Committee Manager) by 12 noon two working days before the date of the meeting.
3.	Declarations of Interest Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.
4.	Chair's Announcements To receive communications from the Chair.
SCRUTINY OF THE POLICE, FIRE & CRIME COMMISSIONER	
5.	Confirmation Hearing - Chief Constable of Northamptonshire Police
a)	Confirmation Hearing Procedure (Pages 5 - 10)
b)	Proposed appointment by the Police, Fire & Crime Commissioner for Northamptonshire of a temporary Chief Constable (Pages 11 - 18)

6.	<p>Urgent Business</p> <p>The Chair to advise whether they have agreed to any items of urgent business being admitted to the agenda.</p>
7.	<p>Exclusion of Press and Public</p> <p>In respect of the following items the Chair may move the resolution set out below, on the grounds that if the public were present it would be likely that exempt information (information regarded as private for the purposes of the Local Government Act 1972) would be disclosed to them: The Panel is requested to resolve: “That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that if the public were present it would be likely that exempt information under Part 1 of Schedule 12A to the Act of the descriptions against each item would be disclosed to them.”</p>
8.	<p>Report and recommendation to the Police, Fire & Crime Commissioner for Northamptonshire on the proposed appointment of a temporary Chief Constable</p> <p>Exemption under Paragraph 1 – Information relating to any individual.</p>

Catherine Whitehead
Proper Officer
25 January 2023

Northamptonshire Police, Fire and Crime Panel Members:

Councillor Gill Mercer (Chair)	Councillor Andre Gonzalez De Savage (Vice-Chair)
Councillor Adam Brown	Councillor Jon-Paul Carr
Councillor Dorothy Maxwell	Councillor Zoe McGhee
Councillor Russell Roberts	Councillor Ken Pritchard
Councillor David Smith	Councillor Winston Strachan
Mrs Anita Shields	Miss Pauline Woodhouse

Information about this Agenda

Apologies for Absence

Apologies for absence and the appointment of substitute Members should be notified to democraticservices@westnorthants.gov.uk prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 3 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare that fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

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Queries Regarding this Agenda

If you have any queries about this agenda please contact James Edmunds, Democratic Services, via the following:

Tel: 07500 605276

Email: democraticservices@westnorthants.gov.uk

Or by writing to:

West Northamptonshire Council
One Angel Square

Angel Street
Northampton
NN1 1ED

NORTHAMPTONSHIRE POLICE, FIRE & CRIME PANEL

2 FEBRUARY 2023

Report Title	Confirmation hearing in relation to the proposed appointment by the Police, Fire & Crime Commissioner for Northamptonshire of a temporary Chief Constable of Northamptonshire Police.
Report Author	James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council James.edmunds@westnorthants.gov.uk

Contributors/Checkers/Approvers		
West MO (for West and joint papers)	Catherine Whitehead	17/01/2023
West S151 (for West and joint papers)	Martin Henry	17/01/2023

List of Appendices

None

1. Purpose of Report

- 1.1. The report is intended to advise the Northamptonshire Police, Fire & Crime Panel of the procedure to be followed for a confirmation hearing in relation to the proposed appointment by the Police, Fire & Crime Commissioner for Northamptonshire of a temporary Chief Constable of Northamptonshire Police.

2. Executive Summary

- 2.1 The report summarises the Northamptonshire Police, Fire & Crime Panel's statutory responsibilities relating to reviewing and making a report on the proposed appointment by the Police, Fire & Crime Commissioner for Northamptonshire of a Chief Constable of Northamptonshire Police, in this case with reference to the proposed appointment of a temporary Chief Constable. A report by the Police, Fire & Crime Commissioner providing information on the proposed appointment is included separately on the agenda for the hearing.

3. Recommendations

- 3.1 It is recommended that the Northamptonshire Police, Fire & Crime Panel reviews and makes a report on the proposed appointment by the Police, Fire & Crime Commissioner for Northamptonshire of a temporary Chief Constable of Northamptonshire Police.
- 3.2 Reasons for Recommendation(s) – The recommendation is intended to enable the Panel to carry out its statutory responsibilities relating to scrutiny of the proposed appointment of a Chief Constable.

4. Report Background

- 4.1 The Police Reform & Social Responsibility Act 2011 Section 2 requires that each police force in England and Wales outside London must have a chief constable. Section 38 of the 2011 Act specifies that the Police & Crime Commissioner (PCC) for the police area is to appoint the chief constable of the police force for that area.
- 4.2 Schedule 8 of the 2011 Act requires that a PCC must notify the relevant Police & Crime panel of the proposed appointment of a chief constable. In such cases the PCC must also notify the Police & Crime panel of the following information:
 - a) The name of the person whom the PCC is proposing to appoint (“the candidate”);
 - b) The criteria used to assess the suitability of the candidate for the appointment;
 - c) Why the candidate satisfies those criteria; and
 - d) The terms and conditions on which the candidate is to be appointed.
- 4.3 When a Police & Crime panel is notified of such a proposed appointment it is required to review the proposed appointment and to make a report on it to the PCC. The report must state the outcome of the review by the panel. In the case of the proposed appointment of a chief constable these outcomes are:
 - a) A recommendation as to whether or not the candidate should be appointed, or
 - b) A veto of the proposed appointment, if at least two-thirds of the people who are members of the Police & Crime panel at the time vote in favour of making that decision.
- 4.4 The 2011 Act requires that a Police & Crime panel must review the proposed appointment at a confirmation hearing. A confirmation hearing is defined as: “A meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.” Supporting guidance produced by the Local Government Association (LGA) and the Centre for Governance & Scrutiny (CfGS) advises that a confirmation hearing should not be dealt with as an item of business at a standard panel meeting but conducted as a separate meeting.
- 4.5 The process of reviewing and reporting on a proposed appointment must be completed within three weeks of a Police & Crime panel being notified of it by the PCC.

5. Issues and Choices

- 5.1 This confirmation hearing of the Northamptonshire Police, Fire & Crime Panel (“the Panel”) has been convened to enable the Panel to review and make a report on the proposed appointment by the Police, Fire & Crime Commissioner for Northamptonshire (“the Commissioner”) of a temporary Chief Constable of Northamptonshire Police following notification of the proposed appointment by the Commissioner.
- 5.2 A report by the Commissioner providing information on the proposed appointment is included separately on the agenda for the hearing.
- 5.3 The proposed appointment of a temporary Chief Constable arises from the decision by the Commissioner on 13th January 2023 to appoint the serving Chief Constable, Mr Nick Adderley, to continue in the role on a new contract to commence on 3rd April 2023. Mr Adderley was originally appointed as Chief Constable in 2018 on a contract due to expire this year. Tax and pension rules mean that it would have been financially detrimental to Mr Adderley to extend his existing contract for a further term. The Commissioner therefore agreed that Mr Adderley could technically retire from the service on 26th February 2023 for the purposes of pension abatement before returning at the start of April 2023. The Panel held a confirmation hearing for this proposed appointment on 11th January 2023, which resulted in the Panel recommending Mr Adderley should be appointed. The Commissioner has subsequently notified the Panel of the proposed appointment of a temporary Chief Constable who will carry out the role during Mr Adderley’s retirement period.

Confirmation Hearing Procedure

- 5.4 It is proposed that the Panel conducts the confirmation hearing according to the following process, which reflects statutory requirements and good practice and has been used successfully in the past:
- a) The Panel Chair will welcome the candidate to the hearing and invite Panel members and host authority officers present to introduce themselves.
 - b) The Chair will ask the Panel’s secretariat officer to outline briefly the format of the hearing.
 - c) The Chair will invite the Commissioner to outline the proposed appointment and introduce the candidate.
 - d) The Chair will invite Panel members to ask questions of the candidate. The Panel secretariat will work with Panel members to draw up these questions ahead of the hearing. The questions should reflect the principles set out in paragraphs 5.5 – 5.7 of this report.
 - e) When all Panel members’ questions have been asked and addressed the Chair will invite the candidate to clarify any answers that they have given during the hearing and to ask any questions of the Panel, for example about the next steps in the process.
 - f) The candidate will then withdraw from the meeting.
 - g) The Panel will be asked to agree a resolution to exclude the press and public from the meeting before it considers its report to the Commissioner.

- h) The Panel will consider its report and conclusions. The possible outcomes that may result from a review of the proposed appointment of a chief constable are discussed in paragraphs 5.8 – 5.11 of this report.
- i) The Panel will send its report to the Commissioner by the end of the working day following the date of the confirmation hearing.
- j) The Panel will publish its report an appropriate time after the confirmation hearing, normally in liaison with the Commissioner to reflect that the Commissioner will also publish his own final decision on the proposed appointment following the hearing.

Focus of questions to the candidate

- 5.5 LGA / CfGS guidance recommends that confirmation hearings should focus on the following areas:
 - a) Professional competence: i.e. the candidate's ability to carry out the role, for example, their professional judgement and insight; and
 - b) Personal independence: i.e. the need for the candidate to act in a manner that is operationally independent of the PCC.
- 5.6 The guidance further recommends that Police & Crime panels should think in terms of minimum standards applying to particular attributes: i.e. there should be minimum standards below which it would not be appropriate to appoint a candidate under any circumstances. Above this level, the Panel might have concerns but the candidate would still be 'appointable' at the discretion of the PCC.
- 5.7 This focus is intended to reflect that confirmation hearings should complement rather than duplicate a PCC's systems for making the appointment in question: hearings are not intended to represent a re-staging of a previous selection process.

Possible outcomes of the review

- 5.8 The Panel should use the confirmation hearing to form a view about the professional competence and personal independence of the candidate and whether or not they meet the minimum standards for the role. Based on this it should agree the conclusion about the proposed appointment that it wishes to report to the Commissioner.
- 5.9 The Panel essentially has the following options:
 - a) If the Panel is satisfied that the candidate meets the required standards it can recommend to the Commissioner that the appointment be made. The Commissioner may accept or reject such a recommendation and must notify the Panel of his response.
 - b) If the Panel considers that the candidate meets the required standards but has a query or concern about their suitability it can make a recommendation to this effect to the Commissioner. Ultimately, the Panel has the option of recommending to the Commissioner

that the appointment not be made. The Commissioner may accept or reject such a recommendation and must notify the Panel of his response.

- c) If the Panel considers that the candidate clearly does not meet the minimum standards necessary for the position the Panel can veto the proposed appointment. A decision to veto a proposed appointment must be supported by at least two-thirds of the people who are members of the Panel at the time when the decision is made. In the event that the Panel vetoes a proposed appointment the Commissioner must not appoint that candidate. The Commissioner must then propose another – reserve – candidate for appointment. This proposed appointment will be subject to review by the Panel at a second confirmation hearing, resulting in a report to the Commissioner making a recommendation about the appointment of the reserve candidate. The Commissioner may accept or reject such a recommendation and must notify the Panel of his response.

5.10 LGA / CfGS guidance anticipates that a recommendation not to appoint should be used very rarely by Police & Crime panels, based on the principle that candidates will have already been subject to a recruitment process.

5.11 LGA / CfGS guidance emphasises that the veto should only be used in exceptional circumstances. A PCC's power to appoint a chief constable should be backed up by appropriate human resources functions and appointment procedures designed to provide a 'due diligence' check on the suitability of the candidate that a PCC proposes for appointment. A proposed appointment should only be vetoed if a Police & Crime panel considers that there has been a significant failure of this 'due diligence' check, to the extent that the candidate is not appointable.

6. Implications (including financial implications)

6.1 Resources and Financial

6.1.1 There are no resources or financial implications arising from the proposal.

6.2 Legal

6.2.1 There are no legal implications arising from the proposal.

6.3 Risk

6.3.1 There are no significant risks arising from the proposed recommendation in this report.

7. Background Papers

Police Reform & Social Responsibility Act 2011

The Police & Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

Police & Crime Panels Guidance on Confirmation Hearings Local Government Association and Centre for Public Scrutiny (August 2012)

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Formal Notification to the Northamptonshire Police, Fire and Crime Panel of the Proposed Appointment to the Position of Chief Constable for Northamptonshire Police as required under Schedule 8 of the Police Reform and Social Responsibility Act 2011 (“the Act”) and Part 3 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (“the Regulations”).

1. Introduction

- 1.1 The Police, Fire and Crime Commissioner has determined that it is in the best interests of Northamptonshire Police to offer the current Chief Constable, Nick Adderley, an extended contract with a break for the purpose of pension abatement.
- 1.2 Nick Adderley will take a five week break from 27 February 2023 to 2 April 2023 inclusive, during which time the Police, Fire and Crime Commissioner proposes the appointment of Paul Gibson, his preferred candidate, to the position of Chief Constable.
- 1.3 The Police, Fire and Crime Panel is required to undertake a confirmation hearing to review and endorse the appointment of a Chief Constable.
- 1.4 In line with Schedule 8 of the Police Reform and Social Responsibility Act 2011 (“the Act”) and Part 3 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (“the Regulations”) require the Police, Fire and Crime Commissioner to request the Police, Fire and Crime Panel for Northamptonshire to convene a confirmation hearing for the preferred candidate for the position of Chief Constable.
- 1.5 The Commissioner must include the following information in the notification:
 - a) the name of the person whom the commissioner is proposing to appoint (“the candidate”);
 - b) the criteria used to assess the suitability of the candidate for the appointment;
 - c) why the candidate satisfies those criteria; and
 - d) the terms and conditions on which the candidate is to be appointed.

- 1.6 The Act, also sets out the Panel's responsibility to review the proposed appointment and make a report to the Police, Fire and Crime Commissioner within a period of three weeks from when the Panel received notification from the Commissioner of the proposed appointment, including a recommendation as to whether or not the candidate should be appointed.
- 1.7 The Police, Fire and Crime Panel must hold a public confirmation hearing before making a report and recommendation to the Police, Fire and Crime Commissioner in relation to a proposed senior appointment. At this meeting, the candidate is requested to appear to answer any questions relating to the appointment.
- 1.8 The Police, Fire and Crime Panel may, having reviewed the proposed appointment, veto the appointment of the candidate. There needs to be at least two-thirds of panel members to support a decision to veto the appointment for it to be carried and this power is only exercisable in relation to a proposed appointment during the three-week appointment process. If the Panel vetoes the appointment of the candidate, their report must include a statement that the panel has vetoed it and the PFCC must not appoint that candidate as Chief Fire Officer.
- 1.9 If the panel does not veto the proposed appointment, the PFCC may accept or reject the panel's recommendation as to whether or not the candidate should be appointed and must notify them of their decision whether to accept or reject the recommendation.

2. **Background to the appointment**

- 2.1 The PFCC has determined that the progress made by Northamptonshire Police under the leadership of the current Chief Constable, Nick Adderley, is on a positive trajectory and that continued progress would be best maintained by renewing Nick Adderley's contract for a further period of two and a half years, with the option to extend by mutual agreement.
- 2.2 It is recognised that the current pension scheme for Police Officers can result in a detrimental financial impact for senior officers where they have exceeded their lifetime contributions to the scheme. When this point has been reached continuing to make payments has no benefit to the individual or their pension entitlement post-retirement.
- 2.3 There is precedent in policing where police officers reach this position to enable them to have a break in service for the purpose of pension abatement. The Commissioner has agreed that Nick Adderley will have a five week break in service from 27 February to 2 April 2023 inclusive for this purpose.
- 2.4 It is a requirement of the Police Reform and Social Responsibility Act 2011 that a police force has a Chief Constable. It is therefore necessary for the Police, Fire and Crime Commissioner to appoint a temporary Chief Constable for the period of Nick's absence.

3. The Proposed Appointment

- 3.1 It is a requirement of the legislation for a police force to have a Chief Constable. It is therefore the intention of the PFCC to make a temporary appointment to the position of Chief Constable for the period 27 February 2023 to 2 April 2023.
- 3.2 To ensure continuity of direction during Nick Adderley's absence, it is essential for Northamptonshire Police to have a leader with the skills and experience to fulfil this challenging role in his absence. The role of Chief Constable requires someone with experience of delivering strategic leadership and knowledge of policing within Northamptonshire.
- 3.3 DCC Paul Gibson has over 20 years of strategic and operational policing experience, having served as a head of crime, head of public protection and area commander. Paul is currently Regional Deputy Chief Constable for the East Midlands and has previously served as both Temporary DCC and Assistant Chief Constable in Derbyshire Police. He is also the national policing lead for the Digital Forensics Programme.
- 3.4 DCC Paul Gibson is a highly effective, widely respected chief police officer with a wealth of experience across the whole range of policing functions. In his national policing portfolio, he has been driving change and innovation and his current role at EMSOU means he already works very closely with Northamptonshire Police.
- 3.5 Paul has demonstrated to the Police, Fire and Crime Commissioner that he has the skills and experience required to undertake the role of Chief Constable and I am delighted to notify you that he is the Commissioner's preferred candidate.
- 3.6 A copy of Paul's CV has been appended to the report for the Panel's information.
- 3.7 Paul will be seconded on a full-time basis from the 27 February 2023 to the 2 of April 2023. The salary will be £155,000 pro rata for the period of employment.

4. Legal Implications

- 4.1 The Police, Fire and Crime Commissioner and Monitoring Officer have sought advice from Legal Services and advice confirms that the process for formally appointing DCC Paul Gibson as Chief Constable should follow that of an external candidate and be confirmed by the Police, Fire and Crime Panel as, in his current regional role he is employed on behalf of all five police forces by Derbyshire Police and therefore cannot be temporarily promoted as an internal candidate.

5. The terms and Conditions on which the Candidate is to be appointed

- 5.1 The PFCC has considered the salary band for the temporary Chief Constable appointment and it is proposed that Paul Gibson will be appointed to the position of Chief Constable on a salary of £155,000, pro rata for the period.

5.3 Under the leadership of the current Chief Constable the service has seen significant performance improvement, made substantial progress towards key performance indicators and large-scale recruitment of new police officers.

5.4 The Commissioner believes that Paul will bring the skills and experience to ensure that performance is maintained during Nick's absence. The Commissioner also recognises the added value from a further external validation of the performance of Northamptonshire Police in a critical period ahead of inspection and has requested that Paul Gibson use the period of his tenure to review and evaluate further areas for improvement.

5. Financial Implications

5.1 There will be a financial cost of £3k to Northamptonshire Police as a consequence of this proposal.

5.2 In addition, as a secondee, Paul will be entitled to claim reasonable expenses for travel and subsistence whilst performing duties on behalf of Northamptonshire Police.

6. Recommendation:

6.1 The Panel is requested to review and confirm the proposed appointment of Paul Gibson to the position of Chief Constable for Northamptonshire Police for a five-week period from 27 February 2023 to 2 April 2023 inclusive.

Nicci Marzec
Monitoring Officer
Office of the Police, Fire and Crime Commissioner

DCC Dr Paul Gibson, PhD, BSC (Hons)

Personal Profile

I was appointed as Regional DCC within the East Midlands in January 2021, after serving as both T/DCC and ACC in Derbyshire Constabulary for nearly three years. I had previously undertaken a significant period as temporary ACC rank with Lincolnshire Police and subsequently the National Transforming Forensics Programme. I graduated from the Strategic Command Course in 2018, with the uppermost grade of “highly effective”. I have over twenty years of strategic and operational policing knowledge, having served as Head of Crime, Area Commander, Director of Intelligence, Head of Public Protection and Senior Investigating Officer; with substantial past experience in critical incident management and previously as an accredited firearm, multi-agency & CBRN gold commander, authorising officer and executive performance coach.

I have successfully delivered a number of regional collaborative initiatives as an executive officer (digital forensics & collision investigation accreditation) and currently lead on two high-profile and challenging national NPCC portfolios (Forensic Marketplace and Digital Forensics), which have necessitated national critical incident management, the development and maintenance of cross government and criminal justice strategic partnerships and driving effective change and innovative practices. I am the SRO for the national Digital Forensics Programme, having secured the investment of £35 million over three years to progress the government’s Digital Forensics Science Strategy.

I obtained a Doctorate in medicine from St James’s Hospital Leeds in 1998, after winning a scholarship from Zeneca Pharmaceuticals, and a first-class honours degree in genetics from Liverpool University in 1995.

Career history and key achievements:

National Responsibilities

NPCC Lead for Digital Forensics Portfolio (from March 2021).

- **Digital Forensic Science Strategy.** Reconfigured the portfolio and project boards to prioritise the delivery of the national strategy. Extensive management of senior stakeholder relationships with regional and national police, government and criminal justice agencies.
- **Rape Review Response Project.** Worked with Transforming Forensics Programme (and Home Office, NPCC criminal justice, sexual offences and disclosure portfolios) to re-prioritise digital forensics objectives and deliver innovative technology to policing, totalling £5 million.

NPCC Lead for the Forensic Marketplace (from March 2019).

- Responsible for the response to COVID-19 and the provision of forensic services during the global pandemic. Chaired multi-agency national gold groups. Commissioned independent review of response which confirmed effective strategy and consequence management.
- Coordinated national policing response following a number of critical incidents involving national forensic suppliers. Effective crisis and contingency management to maintain a sustainable forensic marketplace.

Senior Responsible Officer – Forensic Marketplace Strategic Plan (FMSP) Project.

- Led the national FMSP Project, to deliver a future strategic plan for a sustainable, flexible and world class forensics service.

- Managed a national team to develop the strategy, methodology, work plan, playbook, options appraisals and recommendations for all aspects of forensic service provision.
- Extensive stakeholder management with APCC, NPCC, Government, CJ Subgroup, Forensic Science Regulator, Private Forensic Providers and all forces in UK.

Regional Collaboration

- **Accreditation lead.** Coordinated the regions response to ISO17025 and 17020 accreditations in Digital Forensics and was the regional lead for national Forensic Collision Investigation Network.
- **Citizens in Policing Lead** for the East Midlands and link into National Citizens in Policing Board.

January 2021 – Present: Regional East Midlands Temporary Deputy Chief Constable

- **Financial management and police uplift.** Instigated negotiations to agree financial settlement and ROCU investment via the national Police Uplift Programme for 2020/21 & 2021/22. Stakeholder management and collaborative approach, to recognise local needs and align to force medium term financial strategies.
- **EMSOU Strategy.** Reconfigured EMSOU strategy, values, delivery plan and priorities for 2021/22; including comprehensive improvement initiatives under the headings of service, people & culture, modernisation and governance, shaped by internal and external expectations. Restructured command and senior leadership teams to focus delivery, productivity and accelerate effective performance framework to measure benefits.
- **Operational leadership.** Introduced national SOC system tasking and prioritised regional response according to risk. Effective command of EMSOU specialist resources, overseeing significant policing operations, managing customer relationships.
- **Innovative practices.** Delivered effective change and financial management for a number of innovative initiatives, including novel approaches to digital collaboration, regional options for forensic accreditation and procuring cloud services to automate digital extraction, exploitation and automation.
- **Equality, diversity and inclusion.** Accelerated development of EDI strategy, developing a lead and network of active practitioners, maximising the benefit of lived experience in shaping the benefits of diversity and difference. EMSOU won the Black Police Association 'Police Force of the Year' award in 2021.

August 2020 – January 2021: Temporary Deputy Chief Constable – Derbyshire Constabulary

- **DCC Experience.** Gained valuable insight and experience into change, financial management, responsibility as the appropriate authority, consolidated experience in performance management and OPCC liaison. Effectively managed enabling services of HR, IS, information management, equality diversity and inclusion.

March 2018 – July 2020: Assistant Chief Constable Derbyshire Constabulary – Crime, Territorial Policing and Operations Support

- **Leadership & People.** Developed a large skilled, diverse and resilient management team.
- **Strategy and Planning.** Introduced MORILE methodology and delivered Strategic Threat and Risk Assessment and Control Strategy to inform evidence-based priorities. SRO for the 'Force Analytics Programme' which has delivered extensive live time performance and analytics dashboards for all officers utilising cloud technology across multiple force and regional data sets. Utilised this programme to effectively and fundamentally reshape the force performance framework and tasking processes.
- **Leading Change** for numerous large force restructures and investment programmes, in close liaison with the OPCC; namely 'Reshaping for the Future' to develop protective services, 'Reform and Engage' to enhance neighbourhood policing and engagement and 'Neighbourhood Policing Review' to

professionalise Safer Neighbourhood Teams. Led the forces response to HMIC recommendations regarding vulnerability, domestic abuse, child protection and joint thematic inspections.

- **Operational Delivery** for a diverse array of critical incidents and general policing services.
- **Partnership and collaboration.** Experience of Local Resilience Forum and Strategic Coordinating Group activity. Restructured and refreshed the County Community Safety Partnership activity, introducing MORILE methodology, new priorities and operating model. Oversaw the implementation of new Child Safeguarding model and amalgamation of City and County Boards and managed Adult Safeguarding arrangements.

June 2017 – March 2018: Temporary Assistant Chief Constable – NPCC Transforming Forensics Programme

- **Stakeholder engagement and baselining.** Designed and led the process for engagement with forces and agencies involved in the programme; delivered a national data set and a capability maturity model to facilitate baselining and the assessment of readiness to join the programme.
- **National business cases.** Assisted with the delivery of four national business cases (specifically leading on the digital forensics project) and the submission of a successful national police transformation bid.

March 2016 – June 2017; Temporary Assistant Chief Constable - Crime and Local Policing Lincolnshire Police

- A command which totalled 1100 police officers and 119 Police Community Support Officers (PCSOs) and incorporated responsibility for all operational activity, force performance and strategic partnership working. This included the role as force lead for the County Community Safety Board, the Children's and Adult's County Safeguarding Boards and the East Midlands Specialist Operations Unit (EMSOU) collaboration.

March 2015 – March 2016 - Head of Crime – Lincolnshire Police

- Managed 220 specialist staff and a £1.5 million budget covering the Public Protection Unit, Force Intelligence Bureau and the Community Safety Department. Portfolio also included lead responsibility for many partnership functions including the Force Control Room, Crime Management Bureau and Firearms Licensing functions (operated by Lincolnshire Police's Strategic Partner), EMSOU and East Midlands Criminal Justice and Custody (EMCJS).

Education

- Doctor of Philosophy (Molecular Medicine). St James' University Hospital, Leeds - supported by the award of a Zeneca Scholarship (1995-1998).
- Bachelor of Science (Genetics). First Class. University of Liverpool (1992 – 1995).
- 4 Advanced Level qualifications (1990 – 1992).
- 8 GCSE qualifications (1985-1990).

Professional Qualifications

- CBRN (2018).
- Strategic Command Course. Pass – 'highly effective' (2018).
- Authorising Officers Course (2017).
- Multi-Agency Gold Incident Command (2016).
- Strategic Firearms Command (2014) & Tactical Firearms Command (2012).
- Certificate in Executive Performance Coaching (2010).

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