

Northamptonshire Police, Fire and Crime Panel

Minutes of a meeting of the Northamptonshire Police, Fire and Crime Panel held at the Great Hall, The Guildhall, St Giles Street, Northampton NN1 1DE on Wednesday 11 January 2023 at 1.00 pm.

Present:

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

Substitute Members:

Councillor Ian Jelley
Councillor Anne Lee

Apologies for Absence:

Councillor Jon-Paul Carr
Councillor Zoe McGhee

Also in Attendance:

Stephen Mold, Northamptonshire Police, Fire and Crime Commissioner
Nick Adderley, proposed candidate for appointment as the Chief Constable of Northamptonshire Police
Nicci Marzec, Director for Early Intervention, Head of Paid Service and Monitoring Officer, Office of the Police, Fire and Crime Commissioner
Deborah Denton, Joint Head of Communications, Office of the Police, Fire and Crime Commissioner
Coleen Rattigan, Chief of Staff, Northamptonshire Police
Stuart McCartney, Governance and Accountability Manager, Office of the Police, Fire and Crime Commissioner
Richard Edmondson, Head of Corporate Communications, Northamptonshire Police
James Averill, Communications Officer, Office of the Police, Fire and Crime Commissioner
Sam Dobbs, Chair, Northamptonshire Police Federation
James Edmunds, Democratic Services Assistant Manager, West Northamptonshire Council
Diana Davies, Democratic Services Officer, West Northamptonshire Council

There was also one member of the public in attendance.

107. **Apologies for Absence and Notification of Substitute Members**

Apologies for non-attendance were received from Councillors Carr and McGhee. Councillor Jelley substituted for Councillor Carr and Councillor Lee substituted for Councillor McGhee.

108. **Notification of requests from members of the public to address the meeting**

None received.

109. **Declarations of Interest**

None declared.

110. **Chair's Announcements**

The Chair advised Panel Members that the Police, Fire and Crime Panel Budget and Precept Workshop had been organised to take place on 17 January 2023.

111. **Proposed appointment by the Police, Fire and Crime Commissioner for Northamptonshire of a Chief Constable**

The Chair welcomed Mr Nick Adderley to the meeting and Panel members introduced themselves.

The Democratic Services Assistant Manager presented the report on the confirmation hearing procedure and outlined the purpose, format and possible outcomes from this function, highlighting the following points:

- The Panel was required to review and make a report on the proposed appointment of a Chief Constable by the Police, Fire and Crime Commissioner (PFCC) as one its statutory functions.
- The Panel was required to hold a public confirmation hearing to put questions to the candidate. Guidance recommended that these questions should focus on the areas of the candidate's professional competence and personal independence.
- The confirmation hearing was not intended to repeat the recruitment process carried out by the PFCC to identify the candidate but served more as a safeguard in the overall process.
- The Panel had the power to recommend that a candidate not be appointed, and to veto a proposed appointment if this was agreed by two-thirds of Panel members. Both of these resolutions were significant decisions that should not be made lightly.
- The Panel's report resulting from the confirmation hearing would be sent to the PFCC by the end of the following day and published in liaison with the Office of the PFCC (OPFCC).

The Chair invited Panel members to raise any questions regarding the confirmation hearing process. There were none.

The Chair invited the PFCC to introduce Mr Adderley as his proposed appointment to the role of Chief Constable of Northamptonshire Police and to comment on the background to the proposed appointment. The PFCC made the following points:

- Mr Adderley had been appointed as the Chief Constable in 2018 on a five-year contract, which was due to end in summer 2023.
- As PFCC he believed that it was in the best interests of Northamptonshire for Mr Adderley to continue in the role. Mr Adderley had provided effective leadership that had contributed to the development of Northamptonshire Police and perceptible improvements in its performance during his tenure.
- He proposed to offer Mr Adderley a further contract for two and a half years with an option to extend beyond this point by mutual agreement.
- The current pension scheme for police officers could result in a detrimental financial impact for senior officers when they had exceeded their lifetime contributions. There was a precedent for police officers being able to retire and be re-employed in order to abate their pension. The appointment proposed by the PFCC would involve Mr Adderley technically retiring for a short period. The OPFCC had received legal advice confirming that this approach could be taken. The National Police Chiefs Council and the Chief Police Officers' Staff Association were also supportive of this approach.
- Mr Adderley was the right person to lead Northamptonshire Police through its continuing improvement journey. Mr Adderley had clear plans to make further progress and it was important to maintain momentum.
- Mr Adderley's original appointment had resulted from a rigorous selection process over two days during which he had been the outstanding candidate. Mr Adderley's drive, passion and motivation inspired others and police officers, staff and partners had provided feedback about the difference he had made during his tenure.
- The Panel had the responsibility of reviewing the proposed appointment and he was sure that it would do so with the appropriate rigour.

The Panel considered the terms of the appointment proposed by the PFCC and members made the following points during the course of discussion:

- Further information was sought about the rationale for offering a fixed term contract of only two and a half years and for the salary point within the scale that was being proposed, in the interests of retaining the candidate in future should they be appointed.
- It was questioned whether there would be an adverse financial effect from the need to recruit an interim Chief Constable to cover the break in Mr Adderley's service involved in the proposed appointment.

The PFCC made the following points:

- The salary for the Chief Constable was public information. He was seeking to be open about the proposed appointment as it involved an innovative action.
- The two and a half year contract proposed was a pragmatic approach intended to reflect that Mr Adderley would need to see how he felt at that point and there

would also be a PFCC election in the meantime. There was an option to extend the contract.

- The appointment of an interim Chief Constable would not have a significant additional cost.

The Panel then asked Mr Adderley a series of questions relating to his professional competence and personal independence.

Mr Adderley was asked what his motivation was for continuing in the role of Chief Constable of Northamptonshire Police beyond his original five-year appointment. Mr Adderley made the following points:

- When he originally became Chief Constable he had committed to making Northamptonshire one of the safest counties in the country. This also required the commitment of the PFCC, police officers and staff.
- His plans for the first years of his tenure had focussed on changing culture in order to embed effectiveness in the force.
- The extended term now proposed would enable him to see through decisions made since 2018, embed new approaches within the force and be held to account by the PFCC and the public for the progress that had been made. The force would be left in a stronger position for his eventual successor.
- His motivation for continuing in the role was about the satisfaction of achieving objectives and seeing through the job that he had started.

Mr Adderley was asked what he saw as the main challenges facing Northamptonshire Police now and in the near future and what he would take from his previous experience to enable him to address those challenges effectively. Mr Adderley made the following points:

- The Police Pay and Morale Survey published that day showed the significant issues in these areas, which also affected Northamptonshire Police. A better national pay award could help to improve this situation. However, local action to support morale also needed to be taken.
- Part of his own approach as Chief Constable was that people were key to effectiveness. Providing a clear plan, ambition and objectives were crucial to keeping staff members buoyant and focussed. There should also be appropriate reward, recognition and support for staff members. The investment of £600K in occupational health in Northamptonshire was one example of local action in this regard.
- There were currently challenges around retention in policing and the impact of the national uplift in police officer numbers was not yet known. High attrition rates were being seen. Shaping an organisation to have a healthy culture and give staff members a sense of belonging should be at the centre of the response to this challenge.
- The current trajectory of crime projected a stabilisation over the next three years. There was an onus on Northamptonshire Police to ensure that investigations were as effective as possible. It faced a challenge here in that the force had a

young workforce. It was seeking to address this, for example, by working with local educational establishments to develop individuals' capabilities quickly.

- Plans were in place to address all of these areas. The challenge was to deliver them.

Mr Adderley was asked how, as Chief Constable, he would seek to ensure that Northamptonshire Police continued to improve its performance towards achieving 'good' ratings in the areas inspected by HMICFRS and what assurances he could give that these improvements would materialise by the next HMICFRS inspection. Mr Adderley made the following points:

- HMICFRS was due to inspect Northamptonshire Police in 2023. It would carry out data collection in the next few months to produce a report in February 2024.
- The independent assurance provided by HMICFRS was important. However, the Chief Constable needed to ensure that Northamptonshire residents received a good service in line with the PFCC's strategic plans and expectations whilst also monitoring the areas scrutinised by HMICFRS. As Chief Constable he was not prepared to take a box ticking approach to managing performance.
- A new system had been put in place to ensure that work by the force complied with the strategic direction, incorporated best practice, and was documented and audited. This was supported by new staff capacity including a Head of Strategy and Innovation and a team focussed on force performance.
- A local assessment had been carried out against the 10 questions that would be asked by HMICFRS. He believed that if Northamptonshire Police was inspected now it would achieve a 'good' rating.

Mr Adderley was asked what he saw as the key factors in enabling Northamptonshire Police to operate as effectively as possible in a demanding financial environment and how he would seek to address them. Mr Adderley made the following points:

- In 2019 HMICFRS had acknowledged that Northamptonshire Police was structurally underfunded. However, the force still needed to ensure that it used public money as effectively as possible, particularly in challenging financial times.
- Processes and procedures needed to be effective to get things right first time and avoid the additional cost and loss of trust and confidence that could result, for example, from redoing investigations. The force also needed to assess its activity and where necessary challenge partners about functions they should be delivering: 34% of current demand on the force related to issues connected with mental health needs. The force was currently using the 'Right Care Right Person' model to address these challenges. Members of the public also needed to be educated and directed to the best service to meet their needs.
- Prevention was better than responding to crime. He was working on a plan with the PFCC to move more officers into neighbourhood policing, which would increase focus on crime prevention and early intervention. Safer neighbourhoods should then reduce demand on response policing.

Mr Adderley was asked how, as Chief Constable, he would seek to ensure that Northamptonshire Police inspired the highest possible levels of trust and confidence amongst members of the public, reflecting the national concerns about policing in the

UK that have arisen from the murder of Sarah Everard and other recent cases. Mr Adderley made the following points:

- The murder of Sarah Everard and other cases involving appalling behaviour by police officers were writ large in the minds of all officers.
- Police forces and national recruitment campaigns should seek to attract the right people into policing by emphasising the seriousness and professionalism required rather than glamorising the role.
- Vetting prior to the offer of employment needed to be effective. This had been the subject of work in Northamptonshire with investment in vetting and the Professional Standards function. The current high attrition rate for police officers in Northamptonshire reflected that the force was actively assessing its work force and removing individuals who should not be in the role.
- Police regulations should be reviewed and amended where necessary to make it more straightforward to remove individuals who were not suitable. The PFCC was pushing for this at national level.
- Locally, he had made it clear to Northamptonshire Police officers that everything they were seen to do by members of the public affected perceptions of the force. Police officers were encouraged to hold themselves to account and to set high standards. The force also needed to improve communication and information sharing with the public.

Mr Adderley was asked how, as the operational leader of Northamptonshire Police, he would work to deliver the aim set out in the PFCC's Police, Fire and Crime Plan 2021-26 that the force and Northamptonshire Fire and Rescue Service (NFRS) should collaborate in the community wherever it made sense to do so in the interests of community safety. Mr Adderley was also asked how the force could support collaboration and engagement with young people. Mr Adderley made the following points:

- He fully supported public service collaboration whenever it would result in members of the public feeling safer.
- Collaboration between the police and Fire and Rescue services needed to recognise their respective statutory duties. He had experience of this as the national lead for police and fire collaboration.
- However, organisations should also not be hidebound about who was responsible for particular tasks. They should be open about what needed to be done in a situation and how best to do it. The Joint Operations Team, use of drones, work on searching for missing people and responding to flooding were good examples of applying this approach in Northamptonshire.
- Collaboration needed to be embedded so that it was not reliant on good personal relationships. This had been achieved between Northamptonshire Police and NFRS.
- The Emergency Services Cadets scheme was a good example of positive engagement with young people that also involved different organisations working together.

Mr Adderley was asked what key principles he would apply when working with the PFCC to reflect that the PFCC and the Chief Constable had distinct responsibilities but must also work well as a team in the interests of Northamptonshire. Mr Adderley made the following points:

- The Policing Protocol and other relevant legislation clearly set out the respective roles of the Police and Crime commissioner and the chief constable to ensure that there was not a political involvement in operational policing. In practice, the PFCC and the Chief Constable did not work in such a binary way and needed to have a common purpose and shared objectives.
- He had this situation with the PFCC. They had been able to maintain an effective working relationship that allowed space to discuss different views of an issue and reach a compromise where necessary. If he was appointed as the Chief Constable this existing working relationship would be beneficial.

Mr Adderley was asked what approach he would take as Chief Constable to involving Northamptonshire Police officers and staff members in the force's continued development as an organisation and in its response to future requirements and challenges so that personnel felt engaged in that process. Mr Adderley was also asked how he would seek to support community safety in villages in the county. Mr Adderley made the following points:

- The force should seek to demystify policing and remove barriers that affected public understanding of its work. Sharing information and working well with stakeholders contributed to delivering successful outcomes. The force would be able to do more in this direction after activities had been interrupted during the COVID-19 pandemic.
- Relationships were key to policing.
- Investment in neighbourhood policing would result in increased visibility and more direct contact with members of the public, including in villages. This would be supported by other initiatives: for example, Northamptonshire Police would be the first force in the country to deploy officers on hybrid trikes rather than police cars.
- If he was able to implement plans for neighbourhood policing effectively it would increase capacity in this area without affecting response policing.

Mr Adderley was asked what initiative he had personally introduced during his term in office as Chief Constable that had been most successful at improving the wellbeing of Northamptonshire residents and that had given him the most satisfaction in its implementation. Mr Adderley made the following points:

- It would be arrogant to try to give a definitive answer but he would speak from his own perspective.
- During his tenure, Northamptonshire Police had implemented a new geographical policing model that provided members of the public with a specific police officer as a point of contact for each case.
- Increasing neighbourhood policing improved visibility and accessibility. The force had adopted specific targets for visibility that have been met consistently. If appointed he would look to continue to increase capacity within the county.

- There had been significant investment in technology, which would enhance the force's ability to analyse performance and identify developing crime trends and issues.
- Northamptonshire was one of the best performing forces in the country on burglary and had been visiting all victims of burglary for years before other forces had adopted this approach.

Mr Adderley was asked what he would most like to achieve in the next two and a half years if he was appointed as Chief Constable. Mr Adderley made the following points:

- Northamptonshire Police was the only force in the country to have seen a reduction in crime over the past 12 months. This was a phenomenal achievement in context. The task now was to maintain this performance without knowing what unexpected challenges may arise in the future.
- Northamptonshire Police should seek to achieve 'good' ratings in all HMICFRS inspection areas.
- Northamptonshire Police was one of the leading forces nationally in relation to attracting police officers. This was a demonstration of a good organisational culture. The force needed to continue this trajectory.
- Members of the public should feel that they were well-served by the force and that it provided value for money and a professional service when contacted.
- If these outcomes were achieved then strong performance should result.

Mr Adderley was asked to comment on action being taken in Northamptonshire to address cyber-crime. Mr Adderley made the following points:

- Cyber-crime was a growth area and he believed that policing nationally was lagging behind the capacity of organised crime groups.
- Investing in technology and staff development was expensive and involved the challenge of competing with more attractive offers available in the private sector. This did not deter the aim of finding a solution. The force was involved in discussion at regional level about how to make best use of resources to address this issue, for example by identifying where functions did not need to be carried out by warranted police officers.
- Work by the force with the University of Northampton on the officer of the future included looking at how young people with relevant IT skills could be given opportunities to contribute to policing.

Mr Adderley was asked to comment on whether more work could be done in Northamptonshire, particularly together with schools, to address and prevent anti-social behaviour by young people. Mr Adderley made the following points:

- This was fundamentally a question about how individuals' values and moral compass were set by society as a whole. The police could play a part in this process, for example, by being seen as role models but it was not their role to educate people during their formative years.

- Law enforcement should be carried out in a way that would not prejudice a young person's future unnecessarily but that should also recognise where there was no room for compromise.

The Chair invited Mr Adderley to raise any questions that he wished to ask the Panel or further comments that he wished to make. Mr Adderley had no questions and commented that it had been a privilege to serve as the Chief Constable of Northamptonshire Police and that he hoped to be able to continue to do so. However, if his view of his time in the role was not shared by others he would accept this and would offer his support to anyone who was better placed to achieve the outcome of making Northamptonshire a safer county.

112. **Urgent Business**

There was none.

113. **Exclusion of Press and Public**

The Chair requested the Panel to agree that the remainder of the meeting be held in private session.

RESOLVED that: under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that if the public and press were present it would be likely that exempt information under Part 1 Paragraph 1 of Schedule 12A to the Act would be disclosed to them.

The remainder of the meeting took place in private session.

114. **Report and recommendation to the Police, Fire and Crime Commissioner for Northamptonshire on the proposed appointment of a Chief Constable**

The Panel considered its report and recommendation on the proposed appointment.

At the conclusion of discussion the Chair invited the Panel to reach a resolution on the proposed appointment.

RESOLVED that:

- a) **The Northamptonshire Police, Fire and Crime Panel recommends that the Police, Fire and Crime Commissioner for Northamptonshire appoints Mr Nick Adderley as the Chief Constable of Northamptonshire Police.**
- b) **The Northamptonshire Police, Fire and Crime Panel recommends that the Police, Fire and Crime Commissioner for Northamptonshire considers the contract length and terms for the appointment of Mr Nick Adderley to ensure that these best support the aim of retaining an excellent Chief Constable in Northamptonshire for as long as possible.**

The meeting closed at 2.50 pm

Chair: _____

Date: _____