

From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#); [REDACTED]
Subject: FW: Confidential: Legal Advice
Date: 17 July 2023 15:31:54
Attachments: [Outlook-cid_2b91b0.png](#)
[NFCC Opinion PDF.pdf](#)

Dear Stephen,

I enclose the legal advice from counsel in relation to the panel's position on the appointment of the Chief Fire Officer. [REDACTED]

I hope this is helpful. I would be grateful to be copied into any referral to the PFC Panel in relation to the appointment although [REDACTED] will continue to be the lead contact in relation to holding the panel.

Happy to discuss any practicalities on a confidential basis in the interests of smooth management of the panel process.

Kind regards

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

[Redacted]




[Redacted]

From: [Mold Stephen](#)
To: [Redacted] [Marzec Nicci](#); [Redacted]
Subject: RE: Clarification
Date: 12 July 2023 12:30:43

Makes sense to me.

Regards
Stephen

[Redacted]
[Redacted]
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[Redacted]
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[Redacted]
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[Redacted]

From: [Marzec Nicci](#)
To: [REDACTED]; [Mold Stephen](#)
Subject: FW: NPFC Panel Request- Chief Fire Officer Appointment
Date: 11 July 2023 10:57:00
Attachments: [image001.png](#)
Importance: High

Are we content to just share the e-mail trail on this – but also would it be helpful to share extracts of the advice previously from [REDACTED] in relation to DCC appointment as that is being used as the comparison?

N

[REDACTED]

[REDACTED]

[REDACTED]

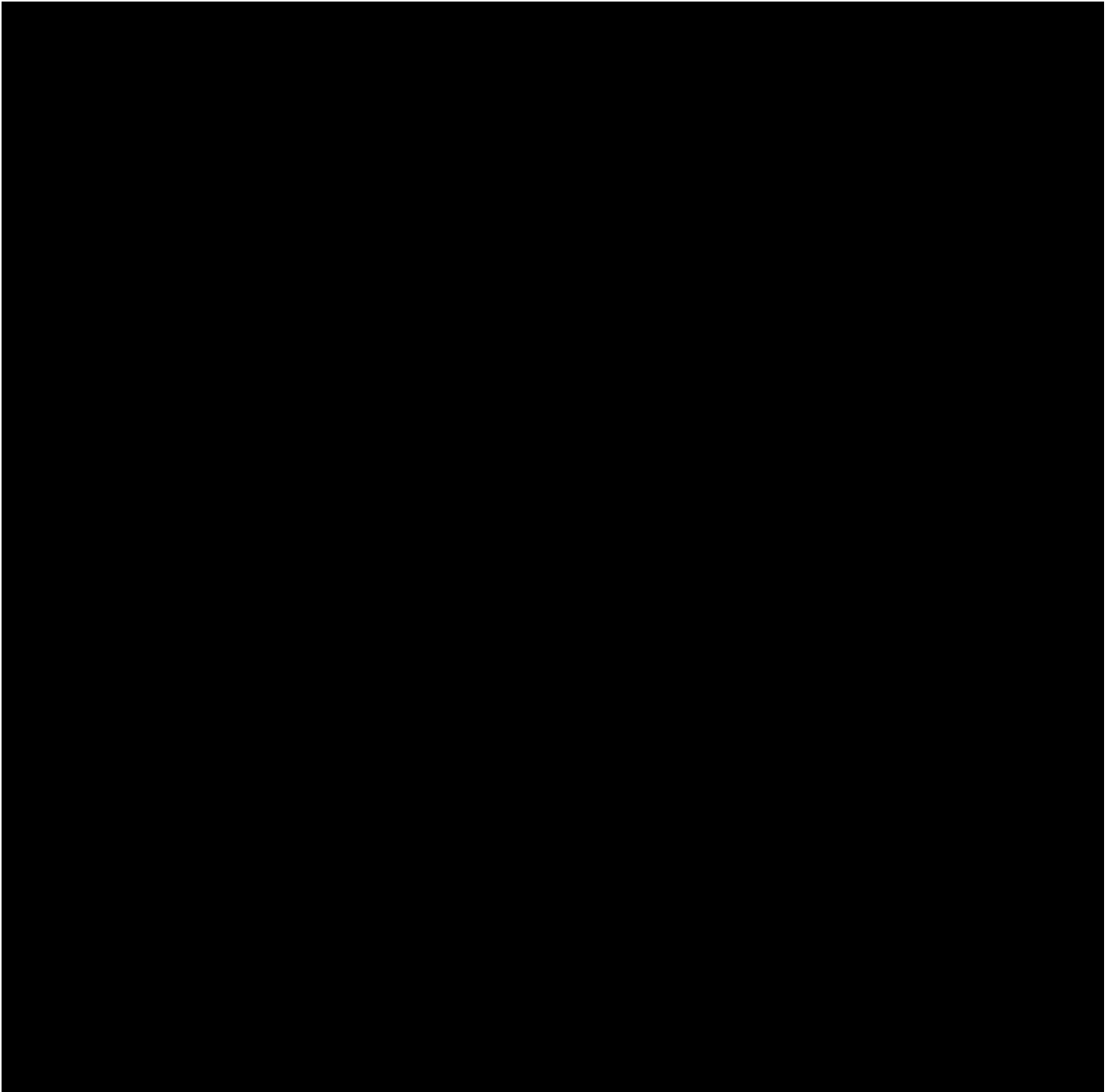
[REDACTED]

From: [Mold Stephen](#)
To: [REDACTED]
Cc: [Marzec Nicci](#); [REDACTED]
Subject: RE: Mark Jones
Date: 03 July 2023 15:04:05
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image007.png](#)

Thank you.

Can you confirm this is consistent with the changes that you agreed to last week ?

Regards
Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#); [REDACTED]
Subject: FW: Mark Jones
Date: 03 July 2023 14:55:26
Attachments: [REDACTED]

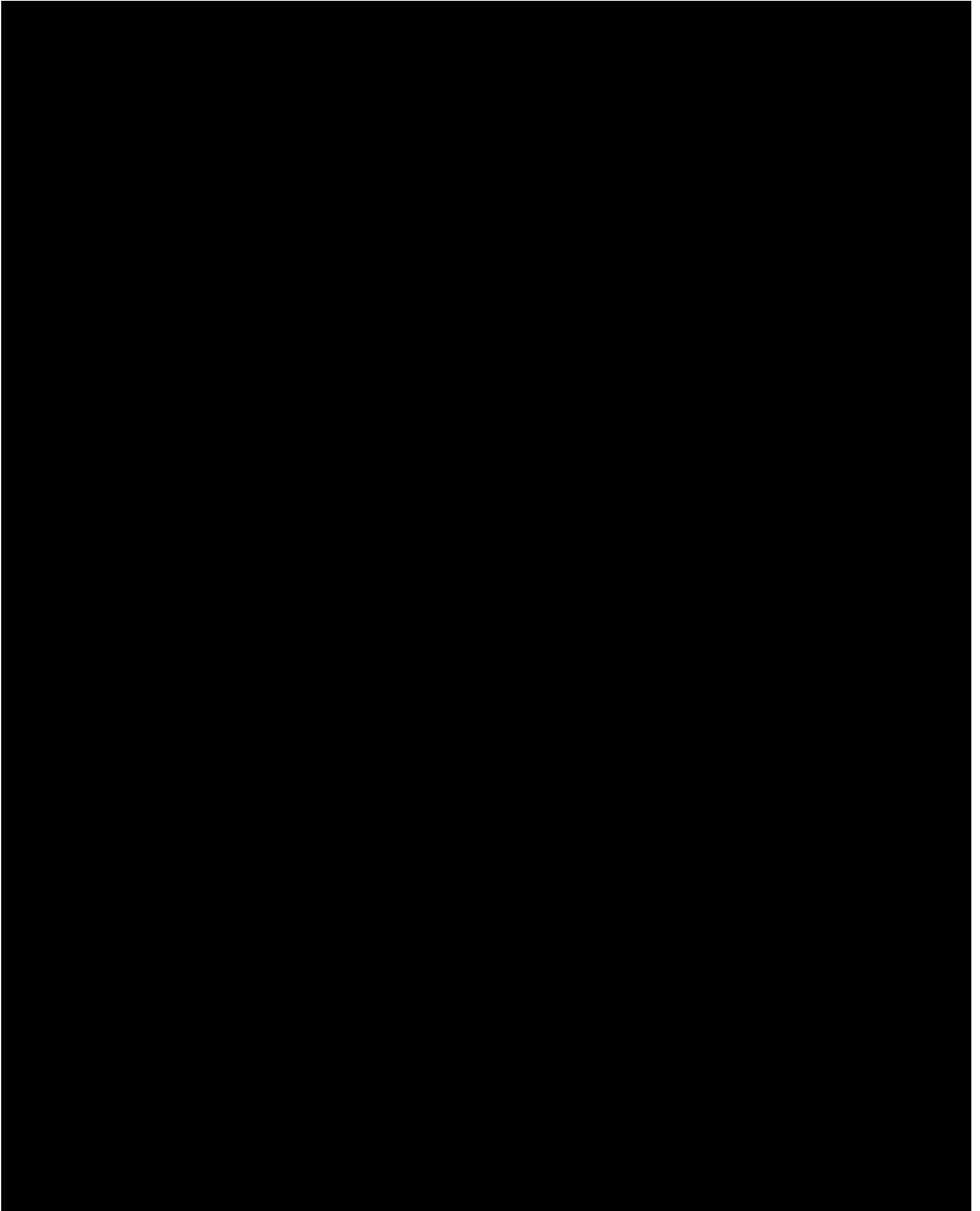
I have a signed agreement.

Can we double check and I will then sign.

Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Proposals for announcement and reference
Date: 29 June 2023 14:52:10



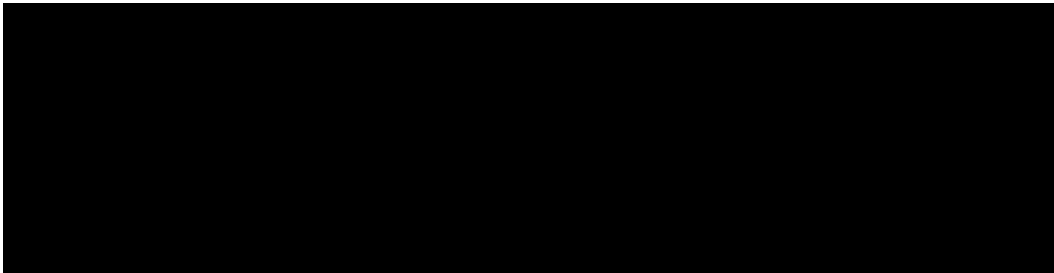
From: [REDACTED] on behalf of [Mold Stephen](#)
To: [Mark Jones](#)
Subject: Annual Strategic Outcome Letter to CFO Mark Jones
Date: 05 June 2023 13:29:45
Attachments: [CFOAnnualStrategicOutcomes5June2023.doc](#)

Dear Mark,

Following your comments and previous discussions with Stephen, please find attached the Final Strategic Outcome letter for 2023/24

Kind regards

Louise





Mark Jones
Chief Fire Officer
Northamptonshire Fire and Rescue
by email: [REDACTED]

5th June 2023

Dear Mark

Fire - Annual Strategic Outcome Requirements 2023/24

Thank-you to you and your team for providing detailed proposals and information to support the 2023/24 Budget discussions.

This is my fifth year of setting the funding allocation to Northamptonshire Fire and Rescue Service, and, despite the challenges, every year I have been able to provide funding that has enabled investment in key areas, together with infrastructure investment.

The finance settlement and precept increase of £5 supported by the public has enabled me to provide Fire with a sustainable budget allocation around £7m (30%) higher than at the time of the transfer. I am delighted that our plans and effective lobbying has secured this one-off precept flexibility for Fire and I am heartened that it was supported so strongly by the public. However, this was not a decision I took lightly, and I am mindful that a large proportion of the overall budget will be borne by local residents.

These residents have, through the budget consultation, shared with me their concerns about increases in these times.

It is essential that the public see and have confidence in the improvements made from these increases in the services delivered by Northamptonshire Fire and Rescue Service and I will need to be assured that the strategic outcome requirements as set out in this letter and improvements identified from the 2021 HMICFRS inspection of Northamptonshire Fire and Rescue Service, are being actively progressed.

I thank you for your agreement to these outcomes which are consistent with the Police, Fire and Crime Plan and are set out below:

Strategic Outcome Requirements 2023/24

This letter outlines the annual strategic outcome requirements for 2023/24. It is my intention to set common priorities for Fire and Police in addition to specific outcome requirements for each service. The requirements are set out in Appendix 1, together with specific timescales and are summarised as follows:

Northamptonshire Police, Fire and Crime Commissioner
Darby House, Darby Close, Park Farm Industrial Estate, Wellingborough, NN8 6GS
www.northantspfcc.org.uk

Fire Specific Priorities:

1. The Chief Fire Officer is required to provide commitment to and demonstrable evidence of having delivered against the Fire and working together measures contained within the Police, Fire and Crime Plan.
2. The Chief Fire Officer should present to the Police, Fire and Crime Commissioner, the Fire internal organisational operational targets and outcomes for 2023/2024, and then provide demonstrable evidence of these being delivered during the year (as set out in Appendix 2).
3. Conduct the Chief Fire Officer's proposed Emergency Cover Review by 1 August 2023 to inform the 2024/25 budget process and MTFP.
4. Demonstrable progress in delivery of the project plan for the service response to the HMICFRS recommendations, Cause of Concern, and a wider plan to create a fair, equitable and inclusive workplace within NFRS.
5. To ensure that there is clear, open, and transparent communication at all times in matters requiring the attention of or the provision of a briefing to the Police, Fire and Crime Commissioner.

Joint Fire and Police Priorities

6. For the Chief Fire Officer and Chief Constable to reaffirm their commitment to further explore, enhance, and deliver their joint operational activity and ambition, including their agreed recommendations and delivery plan relating to Public Safety Officers. All proposals and recommendations should take account of how such activity can be effectively governed, including management of identified risks and liabilities.
7. Subject to the findings of the ongoing evaluation of current Enabling Services activity, for the Chief Fire Officer and Chief Constable to demonstrate continued commitment to joint Police and Fire proposals for the consideration of areas for transfer of all non-operational services and where agreed timescales for transfer to Enabling Services or other areas.
8. Ensure that Enabling services departments and the functionality they provide are well known to all, ensure that they are commonly branded across all three organisations that they serve and are accessible to all.
9. To continue to develop and deliver plans for technological innovation to reduce demand and deliver efficiencies and improved effectiveness.
10. To prepare a plan for the delivery of co located and shared Police and Fire control rooms and back up sites.

11. To create an effective Senior Management Group for the development, and governance of the future shape of Enabling Services.

I require regular updates throughout the year to the Accountability Board and specific timescales and requirements are set out in Appendix 1.

Fire Financial Envelope 2023/24

The Fire maximum budget allocation for 2023/24 (before additional investment) is £29.558m and reflects an increase of £2.5m on 2022/23.

As you are aware, Northamptonshire do not hold excessive levels of reserves, therefore it is essential that Fire manage within the budget allocated to it in 2023/24, as any overspend will be recovered from the 2024/25 budget.

I will continue to require regular budget monitoring and will continue to table this regularly through the Accountability Board.

The indicative MTFP is set out in Appendix 3 and includes efficiency targets for planning purposes. Cashable and non-cashable efficiencies will need to be monitored as part of the Home Office requirement for the Fire Efficiency and Productivity Plan requirements. If future finance settlements are consistent with our forecasts, I do not intend to increase these efficiency targets, however, should future settlements vary significantly, we may need to revisit this.

The budget and the Fire Efficiency and Productivity Plan will be monitored at the Accountability Board throughout the year separately and not as part of the Strategic Outcome Requirements updates.

Conclusion

Once again, I thank you and your office for the support and engagement throughout the budget process and I look forward to working together to ensure the delivery of better services in Northamptonshire in 2023/24 and the future.

Yours sincerely



Stephen Mold
Police, Fire and Crime Commissioner

Appendix 1

Fire – Proposed Specific Priorities:		
	Priority	Requirement/Timescale
1.	The Chief Fire Officer is required to provide commitment to and demonstrable evidence of having delivered against the Fire and working together measures contained within the Police, Fire and Crime Plan.	<ul style="list-style-type: none"> Monitored throughout the year at the Accountability Board
2.	The Chief Fire Officer should present to the Police, Fire and Crime Commissioner, the Fire internal organisational operational targets and outcomes for 2023/2024, and then provide demonstrable evidence of these being delivered during the year.	<ul style="list-style-type: none"> Operational targets and outcomes to be presented by 30th April 2023 Monitored throughout the year at the Accountability Board
3.	Conduct the Chief Fire Officer's proposed Emergency Cover Review by August 2023 to inform the 2024/25 budget process and MTFP.	<ul style="list-style-type: none"> Draft and get agreed Terms of Reference by 1st May 2023. Conduct the review and present to the PFCC by 1 August 2023.
4.	Demonstrable progress in delivery of the project plan for the service response to the HMICFRS recommendations, cause of concern, and a wider plan to create a fair, equitable and inclusive workplace within NFRS.	<ul style="list-style-type: none"> Monitored throughout the year at the Accountability Board
5.	To ensure that there is clear, open, and transparent communication at all times in matters requiring the attention of or the provision of a briefing to the Police, Fire and Crime Commissioner.	<ul style="list-style-type: none"> Ongoing

Joint Priorities for Fire and Police:		
	Priority	Requirement/Timescale
6.	For the Chief Fire Officer and Chief Constable to reaffirm their commitment to further explore, enhance, and deliver their joint operational activity and ambition, including their agreed recommendations and delivery plan relating to Public Safety Officers. All proposals and recommendations should take account of how such activity can be effectively governed, including management of identified risks and liabilities.	<ul style="list-style-type: none"> Agreement and presentation of Joint Police/Fire Interoperability ambition by 30th September 2023. Presentation of agreed recommendations for Public Safety Officers by 30th September 2023 Monitored throughout the year at PFCC/CFO/CC meeting.
7.	Subject to the findings of the ongoing evaluation of current Enabling Services activity, for the Chief Fire Officer and Chief Constable to demonstrate continued commitment to joint Police and Fire proposals for the consideration of areas for transfer of all non-operational services and where agreed timescales for	<ul style="list-style-type: none"> Considered throughout the year at the Transformation Board.

	transfer to Enabling Services or other areas.	
8.	Ensure that Enabling services departments and the functionality they provide are well known to all, ensure that they are commonly branded across all three organisations that they serve and are accessible to all.	<ul style="list-style-type: none"> • 1st November 2023
9.	To continue to develop and deliver plans for technological innovation to reduce demand and deliver efficiencies and improved effectiveness.	<ul style="list-style-type: none"> • Ongoing and to be monitored via 1-2-1 meetings, joint interoperability meetings and joint technology and digital oversight board.
10.	To prepare a plan for the delivery of co located and shared Police and Fire control rooms and back up sites.	<ul style="list-style-type: none"> • Plan to be agreed by both Chief Officers and presented to PFCC by 30th November 2023.
11.	To create an effective Senior Management Group for the development, and governance of the future shape of Enabling Services.	<ul style="list-style-type: none"> • Agreement of the shape, constitution, and creation of SMG to be agreed by 30th May 2023

Fire Operational Targets and Outcomes 2023/24

As set out within the CRMP – the aim to be to improve these in line with the pre-COVID baseline.

The OPFCC baseline agreed in 2022/23 with the Chief Fire Officer is 2020/21.

Outcome measures

- Number of deliberate primary fires per 10,000 population
- Number of deliberate secondary fires per 10,000 population
- Number of primary fires per 100,000 population
- Total number of fatalities due to primary fires per 100,000 population
- Total number of non-fatal casualties (excluding precautionary checks and first aid) per 100,000 population
- Number of accidental dwelling fires per 10,000 dwellings
- The number of deaths arising from accidental fires in dwellings per 100,000 population
- The number of injuries (excluding precautionary checks), arising from accidental fires in dwellings per 100,000 population.
- Number of fires in non-domestic premises per 1,000 non-domestic premises
- People killed or seriously injured in road traffic accidents*

Input measures

- Standards of Operational Response – Average (mean) response times by incident types**
- Standards of Operational Response – Average Call Handling Times
- Average Appliance Availability
- Home Fire Safety Visits and refits completed
- % of Home Fire Safety Visits completed in target groups
- Total number of Protective Full Risk Inspections (FI) and Re-Inspections (RI) completed
- Percentage of Protective risk inspections in high-risk areas (sleeping risk)
- % of staff completed risk critical training (initial/refresher)**
- % of staff-maintained risk critical competence based training**

*Based on incidents attended by NFRS

**New or more detailed measure for this CRMP

Appendix 3

Indicative Medium Term Financial Plan

2022/23 £'000		£5 Precept				
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
15,309	Fire Fighters	17,052	18,015	18,504	19,020	19,520
3,799	Staff	2,900	2,981	3,093	3,208	3,328
91	Other Pension Costs	94	98	101	104	107
767	Other Employee Expenses & contingencies	983	1,015	1,026	1,038	1,049
1,664	Estates	1,559	1,398	1,427	1,526	1,680
1,516	ICT	1,699	1,816	1,971	2,009	2,027
515	Vehicles	536	547	558	598	791
766	Equipment and Clothing	899	917	936	954	974
697	Other Non-Pay	797	893	903	912	922
(714)	Income	(1,016)	(971)	(926)	(879)	(898)
2,796	Governance/Support services	3,484	3,544	3,673	3,804	3,879
27,206	OPERATIONAL BUDGET	28,987	30,253	31,266	32,294	33,379
178	Capital Financing - MRP	384	484	496	501	506
92	Capital Financing - Interest	60	86	93	98	103
300	Capital Financing - RCCO	-	300	300	300	300
120	Inflation contingency	120	124	128	132	136
30	Transfer to Reserves	525	100	100	100	100
(484)	Transfer from Reserves	(518)	(86)	-	-	-
236	OTHER (Budgets managed by the OPFCC)	571	1,008	1,117	1,131	1,145
-	New Investment Proposals	-	-	-	-	-
-	Efficiencies to be identified	-	(293)	(603)	(603)	(603)
(350)	Efficiencies already identified	-	-	-	-	-
27,092	TOTAL	29,558	30,968	31,780	32,822	33,921
Funding						
(2,814)	Top Up Grant	(2,563)	(2,563)	(2,563)	(2,563)	(2,563)
(1,186)	Pension Grant	(1,186)	(1,186)	(1,186)	(1,186)	(1,186)
(2,347)	Revenue Support Grant	(2,587)	(2,613)	(2,639)	(2,665)	(2,692)
(2,587)	Business Rates	(3,039)	(3,100)	(3,162)	(3,225)	(3,290)
(280)	Local Business Rates	-	-	-	-	-
(444)	S31 Grant - Compensation	(954)	(954)	(954)	(954)	(954)
(372)	Services Grant	(210)	(210)	(210)	(210)	(210)
(17,231)	Precept	(18,764)	(19,615)	(20,355)	(21,124)	(21,921)
169	Collection Fund (Surplus)/ Deficit	(255)	-	-	-	-
(27,092)	TOTAL FUNDING	(29,558)	(30,241)	(31,069)	(31,927)	(32,816)
-	FUNDING (SURPLUS) / DEFICIT	(0)	727	711	895	1,105
Impact of Potential Future Increase In Employers Pension Contributions						
-	ERs Pension increase cost	-	-	-	355	366
-	ERs Pension increase funded at 75%	-	-	-	(266)	(275)
-	FUNDING (SURPLUS) / DEFICIT excl. Pension ERs Funding	(0)	727	711	984	1,196
Precept						
£68.20	Band D Council Tax	£73.20	£75.39	£76.89	£78.42	£79.98
252,651.04	Total	256,339.80	260,184.90	264,738.14	269,371.05	274,085.05
Assumptions:						
0.00%	Other Grants	0.00%	0.00%	0.00%	0.00%	0.00%
1.00%	Revenue Support Grant	5.00%	1.00%	1.00%	1.00%	1.00%
0.00%	Business Rates	10.10%	2.00%	2.00%	2.00%	2.00%
7.91%	Precept (%)	7.33%	2.99%	1.99%	1.99%	1.99%
£5.00	Precept (£)	£5.00	£2.19	£1.50	£1.53	£1.56
1.30%	Tax Base Change - Increase/(Decrease)	1.46%	1.50%	1.75%	1.75%	1.75%
2.00%	Pay Awards	2.00%	2.00%	2.00%	2.00%	2.00%
0.00%	Inflation Contingency	1.00%	1.00%	1.00%	1.00%	1.00%


From: [REDACTED] on behalf of [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#); [REDACTED]
Subject: FW: Information for Chief Fire Officers: Gas Hob Elbow Joint, E-scooters & E-bikes, Waking Watch Replacement Fund
Date: 07 June 2023 15:57:07

FYI

From: Office for Product Safety & Standards <opss@public.govdelivery.com>
Sent: 07 June 2023 14:00
To: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>
Subject: Information for Chief Fire Officers: Gas Hob Elbow Joint, E-scooters & E-bikes, Waking Watch Replacement Fund

BE SUSPICIOUS: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

OPSS logo with red line



Dear Colleague,

PLEASE DISSEMINATE THIS EMAIL TO RELEVANT FIRE SAFETY STAFF

This email contains information on the following:

- **Gas Hob Elbow Joints – Fire Risk**
- **E-scooters and E-bikes**
- **Waking Watch Replacement Fund 2023**

Gas Hob Elbow Joints – Fire Risk

We would like to highlight an ongoing, high-priority piece of work being undertaken within OPSS relating to elbow joints used with gas hobs. Following a fire in a leisure home resulting in burns to the occupant, and a subsequent investigation by OPSS, it was identified that 10 models of Belling and Stoves Gas Hobs installed in holiday homes and caravans manufactured after May 2019 presented a risk of leaking gas, leading to fires.

A modification programme has been implemented to correct the issue and owners of affected hobs have been instructed to immediately isolate the gas supply to the hob or caravan/holiday home immediately and contact Belling to arrange a modification. For further information on the Belling/Stoves corrective action, access the Product Recalls and Alerts webpage [here](#).

OPSS are urgently investigating the root cause and scope of the issue, and it is possible that safety risks may extend to similar products. The above webpage will be updated, and further entries added to the Product Recalls and Alerts website, as the investigation progresses.

If you have any information or intelligence relating to incidents involving gas hob elbow joints and would like to share this with OPSS, please contact opss.regulatoryinformationandintelligence@beis.gov.uk.

E-scooters and E-bikes

We are aware of a number of fires that have been linked to the charging of e-scooters and e-bikes. We are keen to understand more about the types of products that are implicated in these fires. For any future fires involving these products please notify us using the notifications guidance [here](#).

However, if you are aware of any previous fires in your locality that involved e-scooters/e-bikes we would really like to hear from you as this will help us in building our intelligence of these products, or if you want to discuss more on this topic. Please contact us via lau.opss@beis.gov.uk.

Waking Watch Replacement Fund 2023

From: [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#); [redacted]
Cc: [redacted]
Subject: Fw: Home Office Force Snapshots (One Pagers): update
Date: 11 June 2023 16:29:06
Attachments: [Individual Force Packs.zip](#)

One to at least look at together tomorrow.

Stephen

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[redacted]

From: [Mold Stephen](#)
To: [Marzec Nicci](#); [REDACTED] 
Cc: [REDACTED]
Subject: Emailing: Northamptonshire, Northamptonshire
Date: 12 June 2023 10:00:18
Attachments: [Northamptonshire.pptx](#)
[Northamptonshire.docx](#)

Save all having to extract from the Zip file from the Home office.

Regards
Stephen

From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: serving with pride interim findings
Date: 14 June 2023 11:59:22
Attachments: [Briefing Serving with Pride for PECC June 23.docx](#)

[REDACTED]

[REDACTED]

[REDACTED]

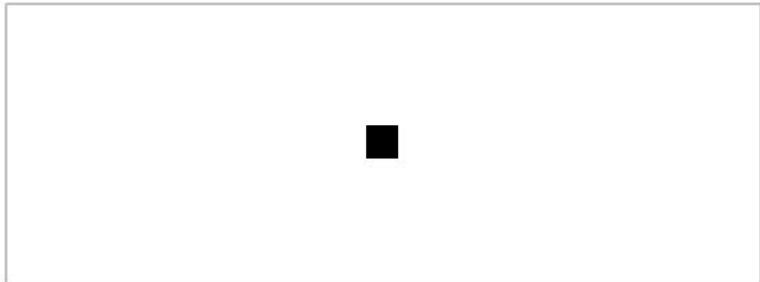
[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]



[REDACTED]

From: [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#)
Subject: Re: Immediate Ju [redacted] - Funding Confidence Letter
Date: 21 June 2023 20:32:46
Attachments: [image001.png](#)
[image002.png](#)

Thank you.

But what are you doing working at this time !!!!

Take care.

Stephen

[redacted] 
[redacted]
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□ [redacted]

From: [redacted] on behalf of [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#)
Cc:
Subject: FW: GR 77/2023: Register to attend the APCC & NPCC Partnership Summit 2023
Date: 30 June 2023 19:30:57

Let me know if you would like to attend this and I will register you when I get back


[redacted]
[redacted]
[redacted]
[redacted] 

[redacted]

From: [Mold Stephen](#)
To: [Marzec Nicci](#); [Redacted] 
Subject: FW: Publication of the economic and social cost of fire report.
Date: 04 July 2023 11:20:09
Attachments: [image001.png](#)

You might find this interesting.

Stephen

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[Redacted]

From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Letter from Minister Chris Philp - Minister for Crime, Policing and Fire - 06th July 2023
Date: 06 July 2023 15:38:45
Attachments: [Sensitive - Annex A - Revised Letter to FRSs FRAs and Stakeholders 6 July \(002\)\(01\).pdf](#)

FYI

Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: PDS Board - Governance Paper for the Board and Formal Business Paper for the AGM
Date: 06 July 2023 16:31:40
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[Item 6 PDS Board Meeting 070723 Governance and AGM \(1\).docx](#)
[Item 2 PDS AGM 260723 - Formal Business Paper.docx](#)
Importance: High

FYI

Stephen

[Redacted text block with a yellow speech bubble icon]

[Large redacted text block]

From: [REDACTED] on behalf of [Mold Stephen](#)

To: [REDACTED]; [Marzec Nicci](#); [REDACTED]

Cc: [REDACTED]

Subject: Force Accountability Board

Please note the time change. The Chief has confirmed to Stephen that he is happy for this to be moved.

From: [REDACTED] on behalf of [Mold Stephen](#)
To: [Marzec Nicci](#)
Cc: [Nicci Marzec](#)
Subject: 1:2 Catch up: SM /NM

Moving to Tuesday as Stephen has equality and Diversity training all day on Monday

From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#); [REDACTED]
Subject: RE: just fyi - protest in Oxfordshire re direct entry
Date: 12 July 2023 11:10:54

Interesting, this is backs up 2 points,

They are unable to bully the PFCC's in the same way they can push councils.
Also they see Nicci as another form of Direct Entry.

Further confirms my desire when we go out for a New Chief we do all we can to get someone from a diverse background and people outside the Fire Service.

Thanks
Stephen



From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#)
Cc: [REDACTED]
Subject: RE: ECR Introductory Meeting
Date: 12 July 2023 13:38:30

[REDACTED]

I am replying as Nicci is at [REDACTED] today.

I know Nicci has a number of visits booked for Monday, but I know we would want to meet with you sooner than later.

So If we can let you know tomorrow.

Thanks
Stephen Mold



From: [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#)
Subject: RE: ECR Introductory Meeting
Date: 12 July 2023 16:07:03

This works for me.

Regards
Stephen Mold

Sent: 12 July 2023 15:52
To: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>
Subject: FW: ECR Introductory Meeting

Hi Stephen,

Nicci has a confirmed introductory Teams meeting with [redacted] between 3:30 and 4pm

You will both be back from your respective station visits so you could have 30 minutes with [redacted] together at 3pm to discuss the ECR?

You would only have 30 minutes though

[redacted]
[redacted]
[redacted]
[redacted]
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From: [REDACTED] on behalf of [Mold Stephen](#)
To: [Marzec](#) 
Subject: Canceled: Hold for PCC Discussion Day 2
Attachments: [RE_PCC Discussion Day 2.msg](#)

From: [REDACTED] on behalf of [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: Canceled: Monitoring Officer update

From: [REDACTED] on behalf of [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: Canceled: Monitoring Officer update

From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: Fw: Positive family feedback for EI and Youth Service
Date: 21 July 2023 16:57:37
Attachments: [Feedback Overview PPT.pptx](#)

[Redacted]
[Redacted] 
[Redacted]
[Redacted]

Subject: Positive family feedback for EI and Youth Service

Hi both,

I know its been a very busy week but thought I would share a slide deck of feedback from children, young people and families who have been supported by the EI and Youth Service.

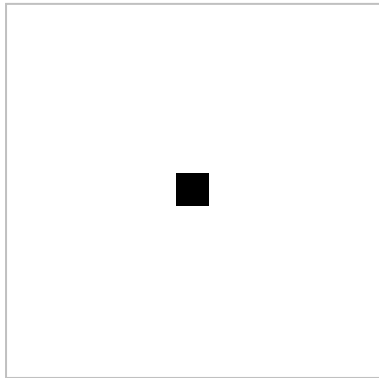
Will be producing these on a regular basis going forward.

Thanks as always

[Redacted]
[Redacted]
[Redacted]
[Redacted]

[Redacted]
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[Redacted]
[Redacted]



From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: Briefing
Date: 20 July 2023 11:06:00
Attachments: [Briefin Notes 200723.docx](#)

Nicci Marzec
Head of Paid Service and Monitoring Officer
Chief Officer for the Fire and Rescue Service
Director for Early Intervention

 Telephone [REDACTED]

 Address [Office of the Police, Fire and Crime Commissioner, Darby House, Darby Close, Wellingborough, NN8 6GS](#)

 E-mail nicci.marzec@northantspfcc.gov.uk

 Web www.northantspfcc.org.uk

Thank you

I would today like to both clear up and report to the panel a decision I took around Northampton Fire and rescue following the departure of Mark Jones from his role as Chief Fire Officer.

Mark left the service at short notice and by mutual agreement and we wish him well.

Unfortunately, in such circumstances the time for planning and engagement is limited and I do regret that I was not able to be as inclusive with Panel Members as I have always been in the past. It had always been my intention to arrange a briefing for Panel members as soon as possible to explain my rationale and give them the opportunity to challenge. Unfortunately events overtook me and I genuinely regret that.

The Fire service is an emergency service it was critical that it had a principal officer who could commit the organisation financially if a serious event occurs. As most will know it was the British Grand Prix, an international event and, intelligence and experience suggested there was reasonable expectation that the event would be targeted by protest groups.

I was also very conscious of the impending inspection in the autumn and the need to ensure that we did not lose, and in fact needed to increase, momentum around the culture change work required in the organisation. Many of you will remember that at the last inspection operational performance was good but there were significant challenges in relation to people and culture. I have been concerned that the progress in relation to addressing those concerns was not as advanced as it could have been and we needed to move at speed to address those issues. As Northamptonshire has been highlighted as being in one of the bottom five in the country for culture this was obviously a significant priority for me.

I was also acutely conscious of the potential lack of stability in the organisation because of several senior management changes in a short period of time. [REDACTED] left the service at the end of June and a temporary ACFO had been appointed by Mark before his departure. [REDACTED] was not due to start as DCFO until 18 June and will be coming in from another service therefore will need some time to establish himself and understand the issues in Northamptonshire.

Some will also remember, on appointing Mark Jones, it was my desire to ensure we built a team for the longer term and we have a progression strategy within the organisation. We have appointed a new deputy who will start next week and we will shortly be advertising for other senior officer posts and it was important to me that we were able, in the short term, to have some stability in the service.

I did consider the options available to me. The main alternative was to bring in another Chief or Officer from across the sector which would not have brought stability in the short term. We are on a journey and have some critical work in train and I was firmly of the opinion that I needed someone in post in the short term who has been on that journey while we recruit for new Chief Officer.

I took the decision to appoint Nicci as ACTING Chief Officer because she had worked very closely with the service for many years and I believed could build upon its much needed work in the area of Culture and Diversity, I am determined that NFRS is an inclusive organisation where diversity and difference are respected.

It was always intended that Nicci would lead on the corporate and culture priorities of the service and that [REDACTED] and the rest of the management team, all with years of operational experience, would lead [REDACTED] operations.

I also did not ask Nicci to take the role on because she is a woman but having that different perspective would have had some significant benefits for the service and challenged the traditional nature of the service.

Sadly we have also butted up against an ideology which is opposed to direct entry of senior leaders – an issue which is far bigger than Northamptonshire.

I stand by my belief that the skills and experience required to run successful organisations are not the same as those needed to carry out operational duties. This is evidenced in other places, like Kent where the senior leader has been in post for over ten years and the service has consistently been assessed as high performing.

With hindsight I accept I made a wrong decision. I followed my legal advice and acted at pace. I was not as open and inclusive with the panel as I would normally have been and I accept the criticism I have rightly faced as a result.

Nicci also decided to step down from the role in the best interests of the service.

I would like to put on record that my actions were informed by legal advice and were not, as some uninformed members of the Panel have been stating, illegal.

I have been open about my friendship with Nicci Marzec but I would also like to reiterate that she has been a capable and professional colleague for many years and I believe she had the skills and ability to drive forward the change I wanted to see. I made an error of judgement in asking her to take on the role without holding a confirmation hearing and in response to those concerns Nicci has stepped down from the role.

I am even more saddened that the continued media speculation and intrusion into her personal life has meant that she spoke to me last night and has told me that she intended to resign from her PFCC role to prevent further media speculation and erosion of her professional integrity. She has said that she will confirm that to me today in writing and until I receive that I cannot comment further on that matter.

I have always had the best interests of both the Police and Fire service at heart in everything I have done in this role. We have made some fantastic progress and the people of Northamptonshire have benefitted from that. There is more work to do and I want my focus to be on delivering the improvements I want to see in the Fire service. I also welcome the continued role of the Panel in holding me accountable for that.

From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: Updated document
Date: 14 July 2023 09:24:00
Attachments: [Panel briefing notes 130723.docx](#)

Have done some, will finish later

Nicci Marzec
Head of Paid Service and Monitoring Officer
Chief Officer for the Fire and Rescue Service
Director for Early Intervention

☎ Telephone [REDACTED]

📍 Address [Office of the Police, Fire and Crime Commissioner, Darby House, Darby Close, Wellingborough, NN8 6GS](#)

✉ E-mail nicci.marzec@northantspfcc.gov.uk

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I was also acutely conscious of the potential lack of stability in the organisation as a result of a number of senior management changes in a short period of time. ██████████ left the service at the end of June and a temporary ACFO had been appointed by Mark before his departure. ██████████ is not due to start as DCFO until 18 June and will be coming in from another service therefore will need some time to establish himself and understand the issues in Northamptonshire.

Some will also remember, on appointing Mark Jones, it was my desire to ensure we built a team for the longer term and we have a progression strategy within the organisation. We have appointed a new deputy who will start next week and we will shortly be advertising for other senior officer posts and it was important to me that we were able, in the short term, to have some stability in the service.

I did consider the options available to me. The main alternative was to bring in another Chief or Officer from across the sector which would not have brought stability in the short term. We are on a journey and have some critical work in train and I am firmly of the opinion that I need someone in post in the short term who has been on that journey while we recruit for new Chief Officer.

I took the decision to appoint as ACTING Chief Officer for Fire Nicci Marzec. Nicci has been the monitoring officer for the past four years and very involved in the strategic direction of the organisation. I want to ensure the service continues to build upon its much needed work in the area of Culture and Diversity, I am determined that NFRS is an inclusive organisation where diversity and difference are respected.

By virtue of these decisions around financials are made by Nicci and Helen during this time.

There are some organisation with their own agenda namely the FBU and those seeking to be the Next PFCC for Northamptonshire.

As you can appreciate I would not have made decision with taking serious legal advice, we as an office sort Legal advice something we do on a regular basis from the EMPLS around what I needed to do around the panel.

This advice was since I temping up an existing employee there was no requirement to seek the permission of the panel through a confirmation hearing.

There a couple of other points I wish to make, after informing the leadership team across the NFRS on Friday I did inform the panel chair before the formal communication was sent out to staff and hours before the media release.

As always and in the spirit of openness, it is my intentional for me to bring Nicci and [REDACTED] to the next panel that of the 7th of September.

Not for a confirmation hearing but for an open questions from the panel to hear about their perspectives and plans.

As always I am happy to take questions, but I would also like to remind the panel speculation in the media and being quoted in the media that certain panel member/s believe I am committing an illegal act it highly inappropriate, it is for Jame to say this, but before such comments advice should have been sought from the panel chair or panel secretariat.

FYI, I have met arranged a meeting with FBU myself, but it was interesting that did not wish to meet with myself and Acting Chief Fire officer and I think Helen King for stepping in at the last minute. Some important background unlike my role as the Police authority, as the Fire authority, I am the employer and such carry all the employment risk something which I delegate to the head of paid service the Chief officer for Fire, so you can understand why this is a risk I would want held by someone I really trust.

Consider next step around the FBU and its approach the panel and making some the panel members pawns

It is not the old Fire authority that is my role

I am firmly of the view, that Nicci has the knowledge and skills to provide the continuity and there not be a pause in pace whilst we continue develop the culture of the organisation.

I reiterate my point as confirmed by HMICFRS that we are in a solid place on our operational capability, but we still have much to do around culture.

This is a temporary appointment which I will keep under review and it will go no longer than the next election in May of next year and when a New permanent Chief Fire officer is to be appointed it will be brought before the PFCC panel.

Careless comments

Not have proxy for sexist attitudes.

One of the most successful services and best performing in the country is Kent, run by a women, with no operational Fire Fighting background getting outstanding on operational delivery and good on People and culture.

I look forward to demonstrating progress and our forthcoming meetings.

And as secondary point, this actually save the tax payer the best part of 120K and ensure that we continue our important work on the cultural development and look after out people, not to mention the fact that HMICFRS are due in the autumn.

The holder of this post really matters, during my term in office, I will oversee more that 3/4 of a billion pounds of public money for the safety of the public for over 800k people.

And I appoint the leaders of the Police and Fire service, with your help.

From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: RE: PDS Board - Governance Paper for the Board and Formal Business Paper for the AGM
Date: 06 July 2023 22:25:00
Attachments: [Item 2 PDS AGM 260723 - Formal Business Paper Amended.docx](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

See attached – does this make the point Marc was referencing more clearly?

Nicci

From: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>
Sent: 06 July 2023 16:32
To: Marzec Nicci <Nicci.Marzec@northantspfcc.gov.uk>
Subject: FW: PDS Board - Governance Paper for the Board and Formal Business Paper for the AGM
Importance: High

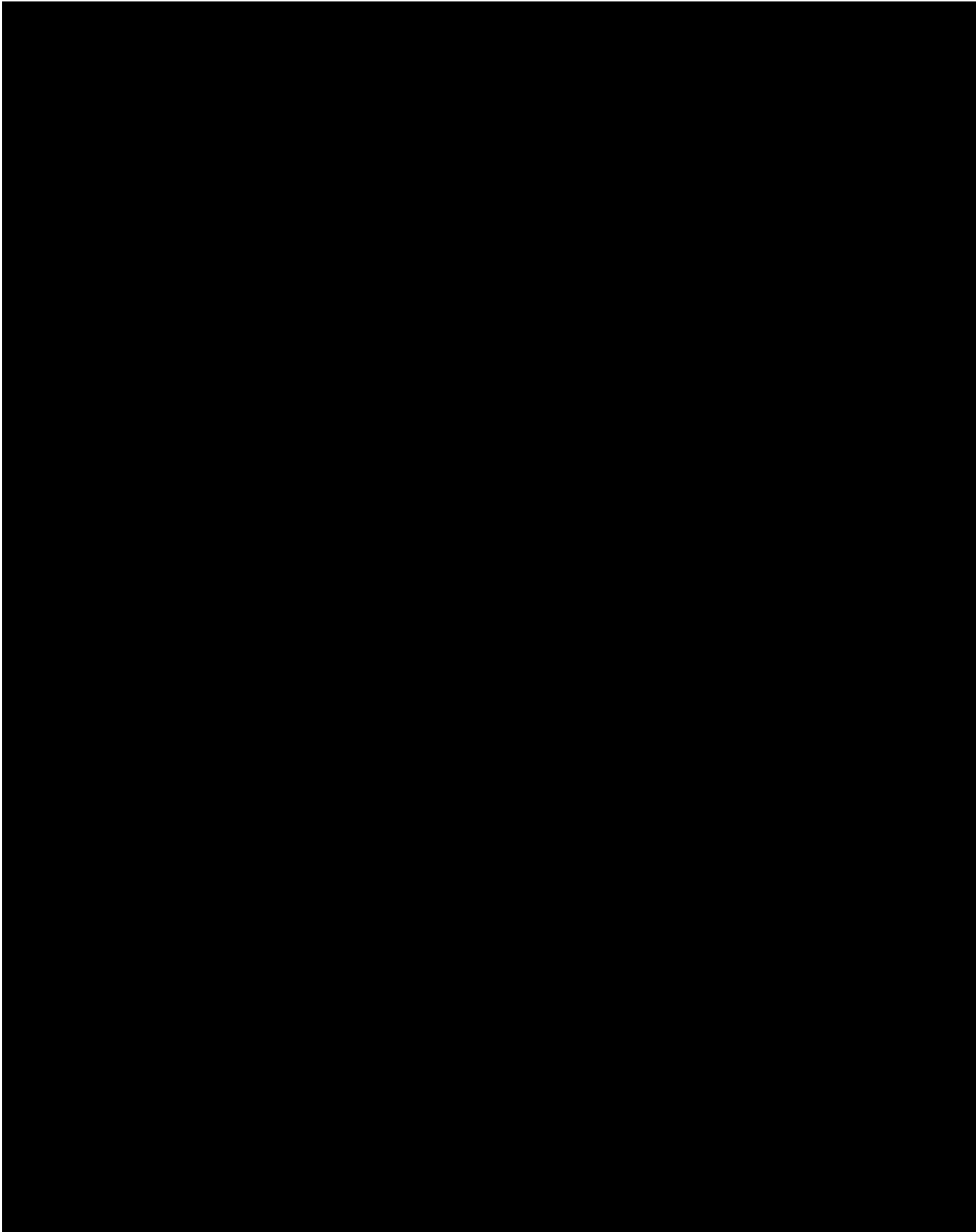
FYI

Stephen



From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: FW: *Internal Only* First Draft of Letter to Home Secretary re SCL Specialist Services
Date: 06 July 2023 10:21:48
Attachments: [20230706 - LettertoHomeSecretary_SpecialistServices_BritishGrandPrix PB NM.docx](#)
[image003.png](#)

OFFICIAL-SENSITIVE



From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Cc: [REDACTED]
Subject: Re: GR 77/2023: Register to attend the APCC & NPCC Partnership Summit 2023
Date: 30 June 2023 21:28:28

Yes please!

[REDACTED] on behalf of Mold Stephen
<Stephen.Mold@northantspfcc.gov.uk>

Sent: 30 June 2023 19:30

To: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>; Marzec Nicci
<Nicci.Marzec@northantspfcc.gov.uk>

[REDACTED]
Subject: FW: GR 77/2023: Register to attend the APCC & NPCC Partnership Summit 2023

Let me know if you would like to attend this and I will register you when I get back

From: The APCC <mail@apccs.police.uk>

Sent: 30 June 2023 15:00

To: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>

Subject: GR 77/2023: Register to attend the APCC & NPCC Partnership Summit 2023

BE SUSPICIOUS: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.



GR 77/2023: Register to attend the APCC & NPCC Partnership Summit 2023

30 June 2023

Audience

Police & Crime Commissioners


From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: CCN Summer Reception
Attachments: [Invitation- CCN Summer Reception.png](#)

Good Afternoon,

CCN are pleased to be attending this year's LGA Annual Conference and the team hopes to be able to see you at our stand or welcome you at one of our events that we are hosting.

Our stand at the Bournemouth International Centre is W3 near the entrance to the conference hall, feel free to come along and catch up with the CCN Team.

We will be hosting two events during the week:

- * Tuesday 4th July – CCN Summer Reception supported by RingGo. Local Government Minister  will be attending for the first half hour.
- * Wednesday 5th July – CCN and PwC Fringe on the future of the local government workforce

Please see attached fliers for the events and please let us know if you have any questions,

We look forward to seeing you in sunny Bournemouth,

Kind Regards

The CCN Team

From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: FW: Meeting with the Commissioner request
Date: 28 June 2023 16:14:00

[Redacted text block]

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[Redacted text block]

From: [Marzec Nicci](#)
To: [Mold Stephen](#)
Subject: 1:1 NM/ SM

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting



Meeting ID: [REDACTED]

Passcode: [REDACTED]

Download Teams <<https://www.microsoft.com/en-us/microsoft-teams/download-app>> | Join on the web <<https://www.microsoft.com/microsoft-teams/join-a-meeting>>

Join with a video conferencing device

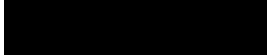
teams@northants.police.uk <<mailto:teams@northants.police.uk>>

Video Conference ID: [REDACTED]

Alternate VTC instructions [REDACTED]

Northamptonshire Police - www.northants.police.uk <<http://www.northants.police.uk>>

[REDACTED]



From: Marzec Nicci
Sent: 17 May 2023 14:48
To: Mold Stephen
Subject: Accepted: Pension forfeiture discussion

From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#); [REDACTED]
Subject: FW: Confidential: Legal Advice
Date: 17 July 2023 15:31:00
Attachments: [Outlook-cid_2b91b0.png](#)
[NFCC Opinion PDF.pdf](#)

Dear Stephen,

I enclose the legal advice from counsel in relation to the panel's position on the appointment of the Chief Fire Officer. [REDACTED]

I hope this is helpful. I would be grateful to be copied into any referral to the PFC Panel in relation to the appointment although [REDACTED] will continue to be the lead contact in relation to holding the panel.

Happy to discuss any practicalities on a confidential basis in the interests of smooth management of the panel process.

Kind regards

[REDACTED]







From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Some extracts....
Date: 15 July 2023 16:58:00
Attachments: [HMICFRS People and Culture findings for NFRS \(002\).docx](#)

FYI

Stephen



HMICFRS – People and Culture findings for NFRS

Question	This inspection	2018/19
 People	 Requires improvement	Requires improvement
Promoting the right values and culture	 Requires improvement	Good
Getting the right people with the right skills	 Good	Inadequate
Ensuring fairness and promoting diversity	 Requires improvement	Requires improvement
Managing performance and developing leaders	 Requires improvement	Requires improvement

SO – THE SERVICE WAS GOOD IN ITS FIRST INSPECTION on People and culture. The service had deteriorated by the second inspection - one of only eight services where this had happened

Page 4 – Roy Wilsher summary

There are areas where the service still needs to improve, particularly how well it looks after its people.

The service and its leadership team have a clear strategic intent to embed values and promote equality, diversity and inclusion. **However, I am concerned to find that in many areas this is not translating into effective actions that people throughout the organisation understand and support.**

Page 33 – Summary on how well the service looks after its people

Staff widely misunderstand the benefits of a diverse workforce.

Despite a high proportion of staff members understanding the service's values, there are still examples of behaviours that are contrary to those values.

The service has a range of appropriate policies and procedures to manage workforce concerns such as grievances and disciplines. But it inconsistently applies these policies and there are managers throughout the organisation who don't understand them.

Page 34 – Promoting the right values and culture

Areas for improvement: The service should assure itself that middle managers are visible and demonstrate service values through their behaviours.

Some staff members told us that if an issue could not be resolved locally, they would not feel comfortable approaching middle managers with a problem at work.

38 per cent (73 of 193) of respondents said senior leaders don't consistently model and maintain service values

Page 38 – Ensuring fairness and promoting diversity

Recommendations: The Service should develop an action plan to:

- engage with its staff to develop clear EDI objectives and training to increase awareness of EDI and its importance across the organisation, including understanding and addressing the impact positive action is having on staff;
- make sure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result;
- make improvements to the way it collects equality data to better understand its workforce demographic and needs; and
- support staff and managers to confidently challenge and manage inappropriate behaviour

Page 39 – Resolving workforce concerns

The service should improve staff understanding of bullying, harassment and discrimination, including their duty to eliminate them.

In our staff survey, 17 per cent (34 of 200) of respondents told us they had been subject to harassment and 24 per cent (48 of 200) to discrimination over the past 12 months. Of these staff, only 25 per cent thought reporting their concerns had led to or would lead to a meaningful response

Overall, we found that staff have limited confidence in the service's ability to deal effectively with cases of bullying, harassment and discrimination or other grievances. Many do not view the process as confidential or impartial.

Page 40 – Understanding the benefits of diversity

In our 2018 inspection we found that staff didn't understand the benefits of positive action or a diverse workforce. Disappointingly, this continues to be the case.

Throughout our inspection we consistently found that operational staff don't support the service's efforts to improve workforce diversity. **We heard several examples of staff using gender-inappropriate and unacceptable language to describe the service's work in this area.**

Many staff we spoke to incorrectly believe the service lowers its entry standards to recruit individuals with specific protected characteristics. Some were explicitly not supportive of positive action events. The service needs to do more to make sure its existing staff understand and support the action it is taking.

The service can't accurately say how well its workforce represents the residential population from minority ethnic backgrounds as it doesn't hold ethnicity data for a high proportion of its workforce. Of the service's staff members, 37.6 percent haven't declared their ethnicity to the service (against an England average of 9 percent).

The service knows it needs to go further to increase workforce diversity, especially in middle and senior management roles. But it is unclear what plans the service has in place to address this. **We found no evidence of any positive action taking place in the latest watch and station manager promotion processes.**

Page 41 – Slow progress in implementing improvements to EDI

The service needs to improve its approach to EDI. Senior leaders show a strong strategic intent and there is a detailed strategy in place, but this isn't yet resulting in the improvements the service needs. It has taken steps to establish a staff network group, but it isn't using this to its fullest extent. Much of the service's work focuses on gender equality, as opposed to the full range of protected characteristics.

As with positive action, we found that some staff don't understand or support the service's intent to promote equality and inclusion. The service should continue to make improvements to its processes in this area and make sure staff at all levels of the organisation understand the contents of its EDI strategy.

[Link to HMICFRS report here](#)

Extracts from 'Values and Culture in the Fire and Rescue Service' report, HMICFRS, March 2023

Since our first fire and rescue service (FRS) inspections in 2018, failure to demonstrate positive values as well as evidence of poor behaviours (such as bullying, harassment and discrimination) and culture have been a recurring theme throughout our reports. In 2018 and 2019, in our first round of inspections (Round 1), our findings were stark. **We found long-standing and apparently deep-rooted issues relating to values, culture, fairness and diversity. The situation was described to us by some in the sector as an “old boys’ club”**

Even services that we have graded as good in these areas have some staff who behave inappropriately. Therefore, the service can still be issued with an area for improvement. Grades represent a snapshot of evidence that was available to us at a point in time. And, of course, inspection may not uncover every instance of inappropriate behaviour, such as bullying, harassment and discrimination.

This spotlight report has helped us to review these issues in greater detail and in a more systemic way than individual FRS inspections ordinarily allow us to. Between 28 June 2018 and 1 February 2023, we received 842 submissions to our independent reporting line from staff in every single service in England. A substantial number (218) of them related to these themes.

We identified examples of poor behaviour, such as bullying, harassment and discrimination, in all services we inspected in Round 2

There is a perception among staff that women are appointed due to their gender, rather than on merit. **Several people expressed this view, with individual experiences described using inappropriate language, including “if you menstruate or have a vagina, you’re more likely to get the job” and “you have to be a woman to get on” (THESE WERE COMMENTS MADE IN OPEN MEETINGS TO THE INSPECTORS IN NORTHAMPTONSHIRE)**

A positive culture is created in services where the leadership is visible, transparent and fair. How individual leaders behave sets the tone for the rest of the service. In our Round 2 staff survey, 94 percent of respondents said they are aware of their service’s statement of values. **But only 27 percent of those respondents agreed that senior leaders consistently model and maintain service values. This apparent gap indicates a disconnect between policy intent and observed behaviour.**

Most services need to do more to improve their equality, diversity and inclusion

There are many other services with serious issues, ranging from examples of inappropriate behaviour, such as bullying, harassment and discrimination, to cases of gross misconduct and criminal conduct. Information shared by services in relation to misconduct, grievance and complaint cases shows that over half involved inappropriate language/behaviour and bullying and harassment associated with a protected characteristic

IMPORTANT


Progression opportunities limit diversity in leadership teams

Effective understanding of workforce skills and capability is linked to culture. We have highlighted here, and in our annual and national reports, that progression opportunities aren’t equally available for all staff – on-call and non-operational staff generally don’t receive the same opportunities as their wholetime operational colleagues. This can lead

to services failing to recognise and develop talent. It can also reduce opportunities to improve diversity in senior leadership teams; most female staff and staff from ethnic minority backgrounds work in non-operational roles so this affects them disproportionately.

Some leadership job adverts require incident command experience, which would generally be gained from operational roles. This experience should only be required if absolutely necessary for the role or to maintain operational rotas, particularly for senior management roles.

From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: Fw: Points
Date: 13 July 2023 17:54:32

From: Stephen Mold [REDACTED] 
Sent: 11 July 2023 09:46
To: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>
Subject: Points

BE SUSPICIOUS: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Thank you

I would today like to both clear up and report to the panel a decision I took around Northampton Fire and rescue

Last Friday was Mark Jones Last day, he left the service to focus on his health. Something we wish him well with.

Given the Fire service is an emergency service it is critical that it has a principal office who can commit the organisation financially if a serious event occurs.

As most will know last weekend was British Grand Prix, an international event. Not to mention a reasonable expectation that this event would be targeted a part of protests

Over last weekend after the retirement of [REDACTED], this left us with a single ACO in [REDACTED] and temporarily ACO [REDACTED].

As some will remember we have [REDACTED] starting as our deputy next week.

Some will also remember on appointing Mark Jones my desire to ensure we built a team for the longer term and we have progression from with the organisation. We are actually in the bottom 5 in the country

HMICRS was graded requires improvement in the last inspection around people and culture.

I continue to be concerned that whilst we have made progress, we still have much work to do in this area.

I took the decision the appoint as ACTING Chief Officer for Fire Nicci Marzec, this is something Nicci has done previously on a temporary basis when Darren needed time off.

I want to ensure the service continues to build upon its much needed work in the area of Culture and Diversity, I am determined that NFRS is a inclusive organisation where diversity and difference are respected.

I had and have a number of options in front of me, I could bring in another chief or officer from across the sector, which would not have sent an appropriate message to our new deputy.

I am firmly of the opinion I need someone who have been on that journey, and nicci has been the monitoring officer for the last 4 years,

By virtue of this decisions around financial are made by by Nicci and Helen during this time.

There are some organisation with their own agenda namely the FBU and those seeking to be the Next PFCC for Northamptonshire.

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FYI, I have met arranged a meeting with FBU myself, but it was interesting that did not wish to meet with myself and Acting Chief Fire officer and I think Helen King for stepping in at the last minute.

Some important background unlike my role as the Police authority, as the Fire authority, I am the employer and such carry all the employment risk something which I delegate to the head of paid service the Chief officer for Fire, so you can understand why this is a risk I would want held by someone I really trust.

Consider next step around the FBU and its approach the panel and making some the panel members pawns

It is not the old Fire authority that is my role

I am firmly of the view, that Nicci has the knowledge and skills to provide the continuity and there not be a pause in pace whilst we continue develop the culture of the organisation.

I reiterate my point as confirmed by HMICFRS that we are in a solid place on our operational capability, but we still have much to do around culture.

This is a temporary appointment which I will keep under review and it will go no longer than the next election in May of next year and when a New permanent Chief Fire officer is to be appointed it will be brought before the PFCC panel.

Careless comments

Not have proxy for sexist attitudes.

One of the most successful services and best performing in the country is Kent, run by a women, with no operational Fire Fighting background getting outstanding on operational delivery and good on People and culture.

I look forward to demonstrating progress and our forthcoming meetings.

And as secondary point, this actually save the tax payer the best part of 120K and ensure that we continue our important work on the cultural development and look after out people, not to mention the fact that HMICFRS are due in the autumn.

The holder of this post really matters, during my term in office, I will oversee more that 3/4 of a billion pounds of public money for the safety of the public for over 800k people.

And I appoint the leaders of the Police and Fire service, with your help.

Sent from [Outlook for iOS](#)

From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#)
Subject: [REDACTED] - Update on Account [REDACTED] ty Board discussion
Date: 13 July 2023 16:28:00

Thank you.

That is helpful.

Stephen



From: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>

Sent: 13 July 2023 16:01

To: [REDACTED]



[REDACTED]; Marzec Nicci <Nicci.Marzec@northantspfcc.gov.uk>

Subject: [REDACTED] - Update on Accountability Board discussion

Thank you for this.

This also raises the wider question about where we are on the procurement ?

We have been talking about it for over 6 months.

In other forces this has proven effective in better outcomes for Domestic abuse victims.

Regards

Stephen



From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#)
Subject: [REDACTED] - Update on Accountability Board discussion
Date: 13 July 2023 16:00:00

Thank you for this.

This also raises the wider question about where we are on the procurement ?

We have been talking about it for over 6 months.

In other forces this has proven effective in better outcomes for Domestic abuse victims.

Regards
Stephen



From: [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#)
Subject: RE: ECR Introductory Meeting
Date: 12 July 2023 16:06:00

This works for me.

Regards
Stephen Mold

[redacted] [redacted] [redacted]
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[redacted]

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[redacted] [redacted] [redacted]
[redacted]
[redacted]

From: [Mold Stephen](#)
To: [redacted] [Marzec Nicci](#); [redacted] [redacted] 
Subject: RE: Clarification
Date: 12 July 2023 12:30:00

Makes sense to me.

Regards
Stephen

[redacted] 
[redacted]
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[redacted]

From: [Mold Stephen](#)
To: [REDACTED] [Marzec Nicci](#)
Cc: [REDACTED]
Subject: RE: Equality Training 17th July
Date: 10 July 2023 18:20:00
Attachments: [image002.png](#)

Okay, let find a new date more like September where all can attend.

Regards
Stephen



From: [Mold Stephen](#)
To: [REDACTED], [REDACTED], [REDACTED], [Marzec Nicci](#)
Subject: RE: Service number for NFR [REDACTED] Nicci Marzec
Date: 10 July 2023 12:41:00

Authorised.

Regards
Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Kent FRS HMICFRS
Date: 10 July 2023 12:09:00

FYI

Stephen

[Redacted text block containing a yellow speech bubble icon]

As discussed.

[Kent Fire and Rescue Service congratulated for strong performance - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectrates.gov.uk\)](#)

[Redacted text block]

From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#)
Cc: [REDACTED]
Subject: RE: Equality Training 17th July
Date: 10 July 2023 09:58:00

I am surprised to see this suggestion especially as it was arranged for [REDACTED] to come early so he can attend.

I am disappointed that people have book holiday !

Regards
Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#);  
Subject: Fire Intro
Date: 07 July 2023 17:19:00
Attachments: [image001.png](#)

 Meet Nicci as discussed.

Regards

Stephen Mold,
Police, Fire & Crime Commissioner

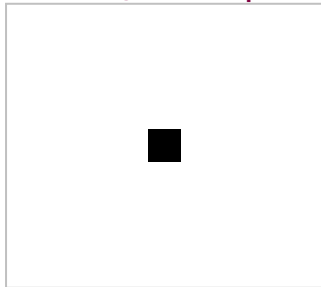
 Telephone **101 or 03000 111 222 (if out of county) Ext** 

 Address Darby House, Darby Close, Park Farm Industrial Estate, Wellingborough. NN8 6GS

 E-mail stephen.mold@northantspfcc.gov.uk

 Web www.northantspfcc.org.uk

 Twitter [@northantsopcc](https://twitter.com/northantsopcc)



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: PDS Board - Governance Paper for the Board and Formal Business Paper for the AGM
Date: 06 July 2023 16:31:00
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[Item 6 PDS Board Meeting 070723 Governance and AGM \(1\).docx](#)
[Item 2 PDS AGM 260723 - Formal Business Paper.docx](#)

Importance: High

FYI

Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Letter from Minister Chris Philp - Minister for Crime, Policing and Fire - 06th July 2023
Date: 06 July 2023 15:38:00
Attachments: [Sensitive - Annex A -Revised Letter to FRSs FRAs and Stakeholders 6 July \(002\)\(01\).pdf](#)

FYI

Stephen



From: [Mold Stephen](#)
To: [REDACTED] [Marzec Nicci](#)
Subject: PFCC Catch up

Simon

See link below for catch up tomorrow morning

Thanks

Stephen

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <<https://teams.microsoft.com/>[REDACTED]>

Download Teams <<https://www.microsoft.com/en-us/microsoft-teams/download-app>> | Join on the web <<https://www.microsoft.com/microsoft-teams/join-a-meeting>>

Join with a video conferencing device

Video Conference ID: [REDACTED]

Alternate VTC instructions [REDACTED]

Northamptonshire Police - www.northants.police.uk <<http://www.northants.police.uk>>

From: [Mold Stephen](#)
To: [Marzec Nicci](#); [REDACTED]
Subject: FW: Publication of the economic and social cost of fire report.
Date: 04 July 2023 11:20:00
Attachments: [image001.png](#)

[REDACTED] 

[REDACTED]

[REDACTED]

Dear PFCCs and OPFCCs,

The Home Office has now released a useful report on the economic and social cost of fire report which can be found here [Economic and social cost of fire - GOV.UK \(www.gov.uk\)](https://www.gov.uk). Please find a summary below.

The report provides an updated robust and reliable estimate for the total economic and social cost of fire in England in year ending March 2020. The purpose of the report is to inform policy development, operational decision-making and support analysts and individuals working with, and for, fire and rescue services.

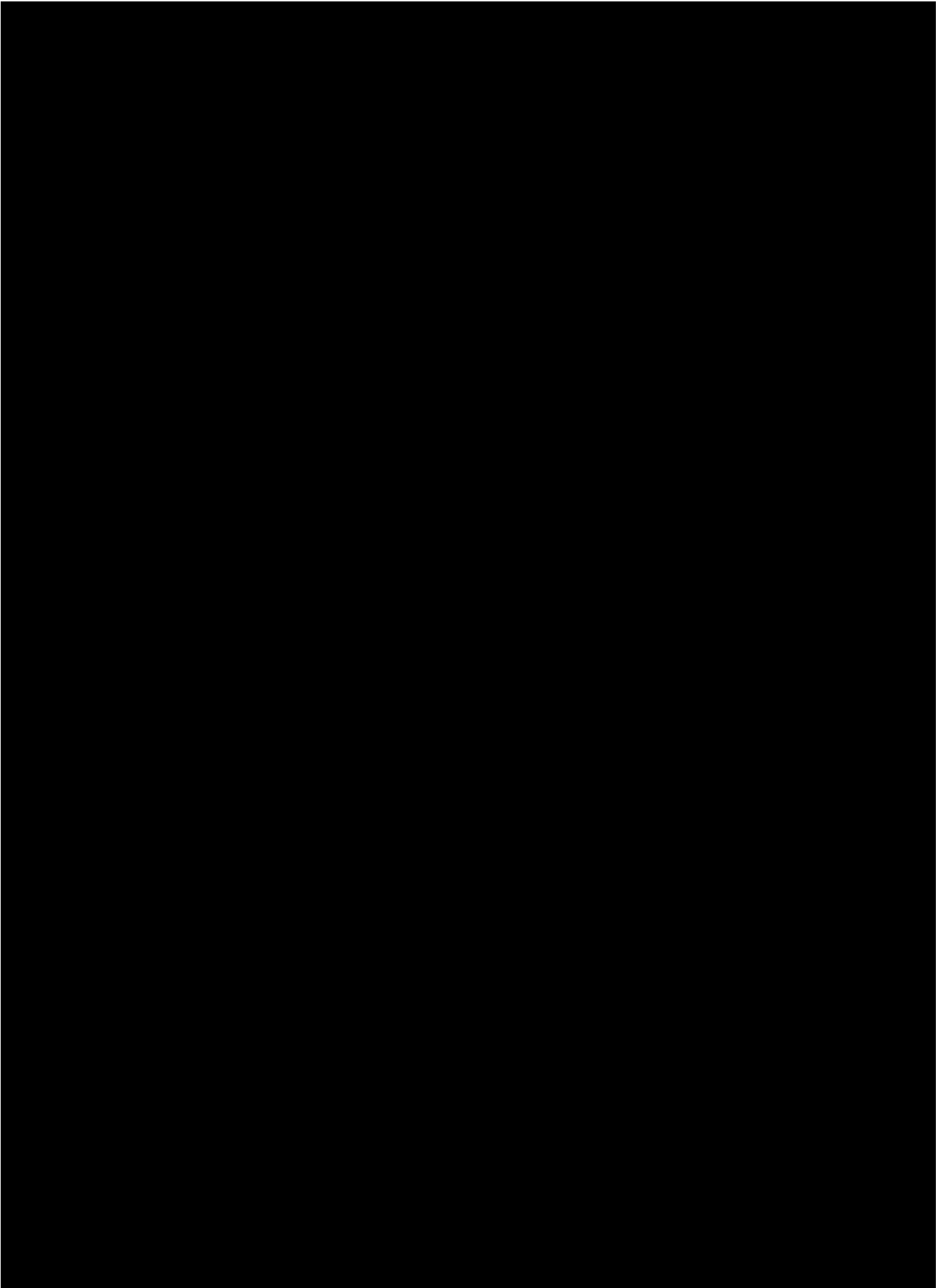
The costs are split into three different areas – 1) Anticipation (measures to prevent fires from occurring or protective measures to mitigate the damage and impact of fires, 2) Consequence (the direct and indirect costs that occur as a result of fire, such as property damage, loss of business, human injury, and fatalities) and 3) Response (the cost of fire and rescue services responding to incidents). The headline finding of the report is that the total economic and social cost of fire in England, in year ending March 2020, **was £12.0 billion, of which £3.2 billion is marginal cost** (consequence and response).

This equates to a **marginal unit cost of £20,900 per fire attended, and £45,900 per primary fire attended**. The cost of different fire types (dwellings, other buildings, other outdoors, road vehicles) is presented in the report.

Many Thanks,

[REDACTED]

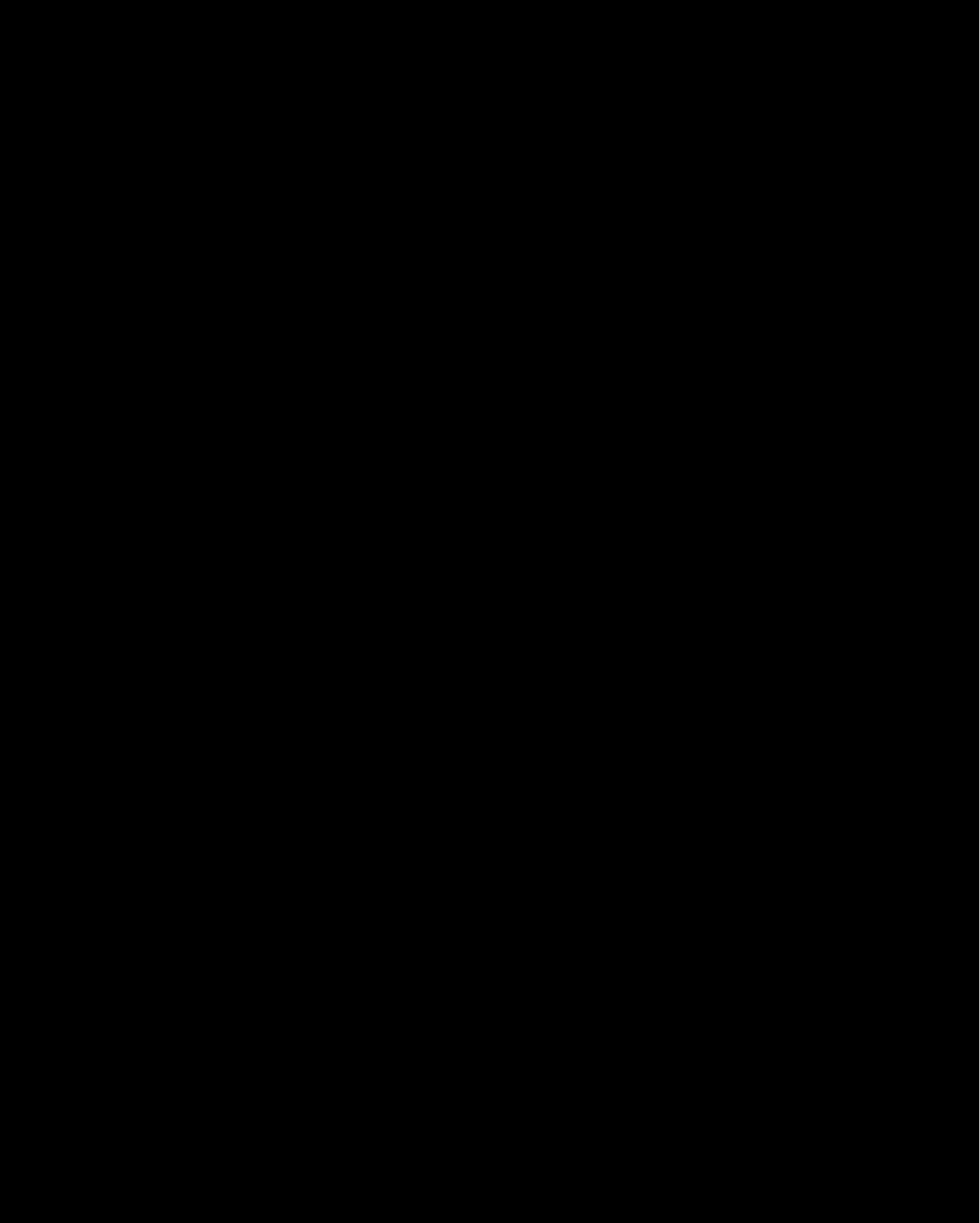
From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Proposals for announcement and reference
Date: 29 June 2023 14:52:00



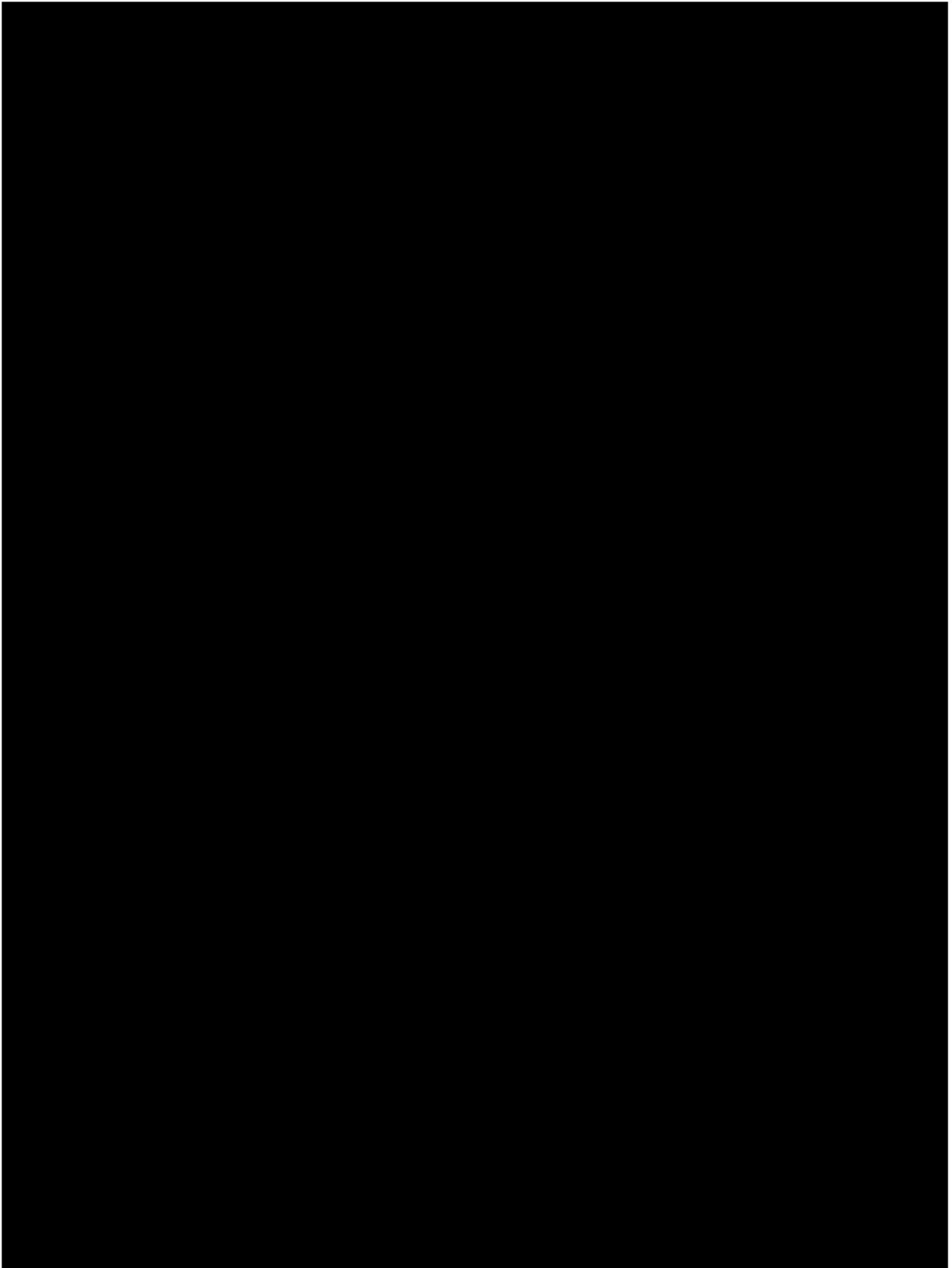
From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Proposals for announcement and reference
Date: 29 June 2023 13:13:00
Attachments: [Revised announcement.docx](#)

FYI

Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Proposals for announcement and reference
Date: 28 June 2023 17:06:00
Attachments: [REDACTED]

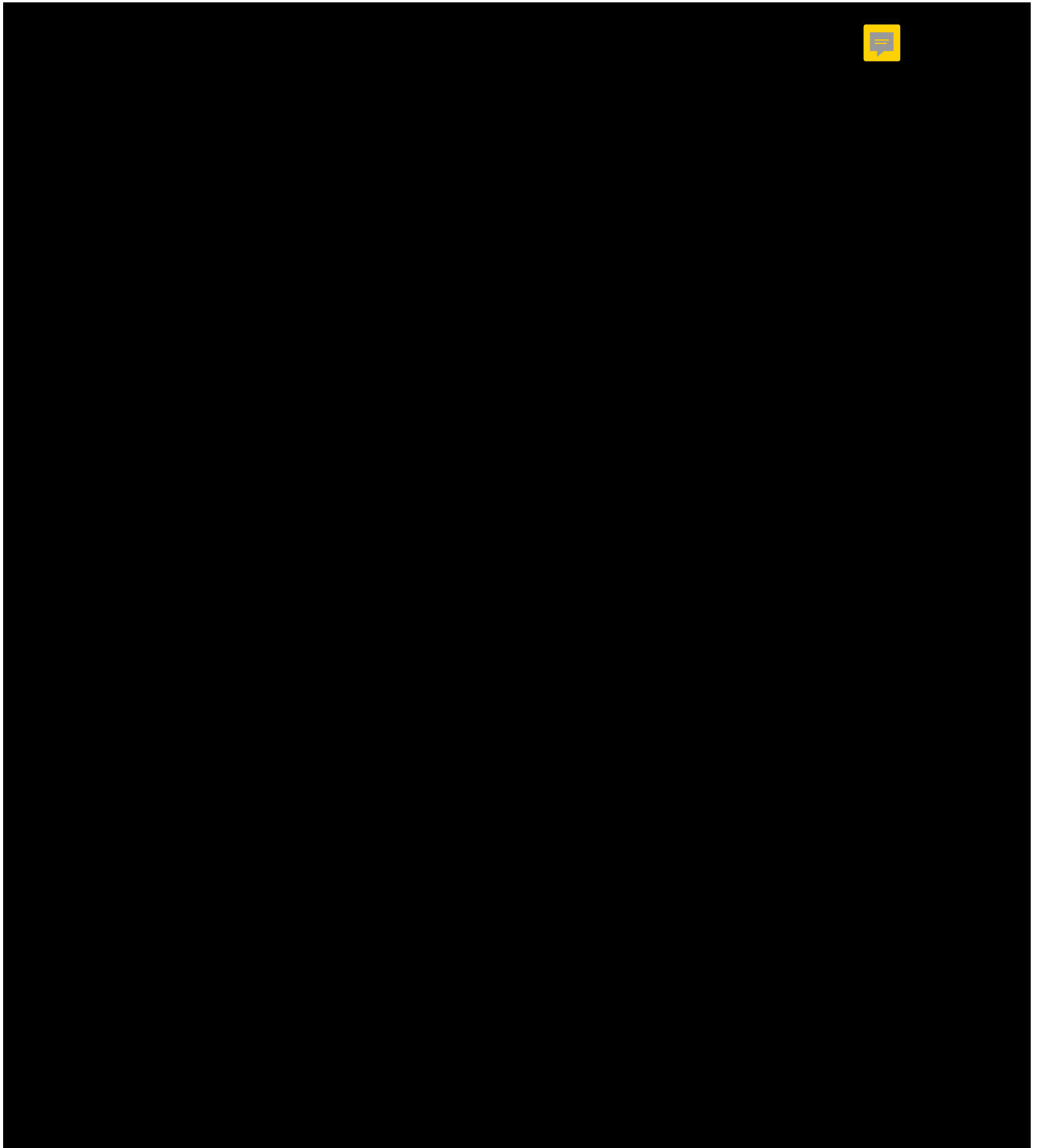



From: [Mold Stephen](#)
To: [Marzec Nicci](#); [REDACTED]
Cc: [REDACTED]
Subject: FW: Chief Officer Appointments
Date: 23 June 2023 17:32:00
Attachments: [image001.png](#)
[image002.png](#)
[20230623 Letter to Chief Constables and Police & Crime Commissioners \(PCCs\) \(RE Chief officer appointments\).pdf](#)
[20230623 Annex A - Chief officer appointments.pdf](#)

I would like to add to Monday for discussion.

Thank you.

Stephen



From: [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#); [redacted] 
Cc: [redacted]
Subject: FW: email to all PCCs: letter to the Home Secretary re HMI State of Policing
Date: 23 June 2023 12:34:00
Attachments: [letter to HS state of policing - summary of actions - final.pdf](#)

FYI

Stephen

[redacted] 
[redacted]
[redacted]

Subject: email to all PCCs: letter to the Home Secretary re HMI State of Policing

BE SUSPICIOUS: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

I attach, in confidence, a letter sent yesterday to the Home Secretary.

[redacted] 
[redacted]

[redacted] [redacted] [redacted]
[redacted] [redacted]
[redacted]

From: [Mold Stephen](#)
To: [redacted]  [Marzec Nicci](#) [redacted]
Subject: RE: barons Ave story
Date: 22 June 2023 16:49:00

Thank you.

A reasonable article.

Stephen

[redacted] 
[redacted]
[redacted]

Workshop owned by Northamptonshire's police, fire and crime commissioner raided three times in just over a month

The workshop in Earls Barton is currently up for sale and has been empty since it was bought in February 2021

By Nathan Briant, local democracy reporter

Published 22nd Jun 2023 16:09 BST - 2 min read
Updated 22nd Jun 2023 16:09 BST

Burglars broke into the empty £3.3million garage workshop bought by Northamptonshire's police, fire and crime commissioner three times in just over a month.

Stephen Mold's office bought the unit in Earls Barton in February 2021 but it has only been used for scoping works.

Advertisement

Thieves burgled the workshop on April 24, May 22 and on May 26.

From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#)
Cc: [REDACTED]
Subject: FW: email to all PCCs: Letter to Home Secretary re. HMI State of Policing Annual Assessment
Date: 16 June 2023 12:57:00
Attachments: [letter to HS state of policing.pdf](#)

Very good letter from the [REDACTED] as APCC Lead to Home Sec around the State of Policing Report.

Regards
Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: A BIG THANK YOU - OP [REDACTED]
Date: 16 June 2023 12:51:00
Attachments: [image001.png](#)

FYI

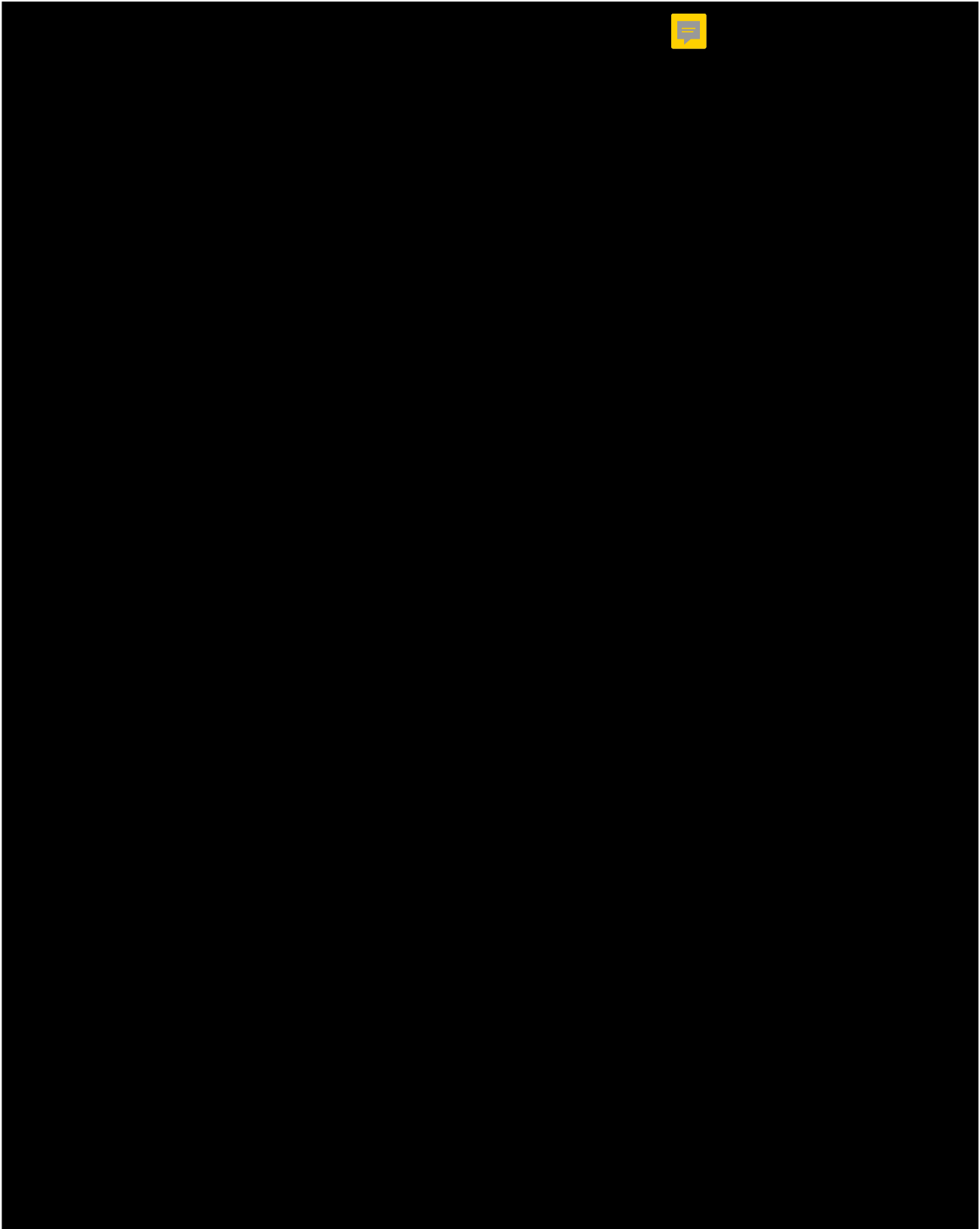
Stephen




From: [Mold, Stephen](#)
To: [Marzec, Nicci](#)
Subject: [REDACTED]
Date: 16 June 2023 09:58:00
Attachments: [image002.png](#)

FYI


Stephen




From: [Mold Stephen](#)
To: [redacted]; [Marzec Nicci](#); [redacted] 
Subject: RE: HMP Five Wells
Date: 16 June 2023 09:53:00

Thank you.

Stephen

[redacted] 
[redacted]
[redacted]
[redacted]

[redacted]
[redacted]

From: Marzec Nicci <Nicci.Marzec@northantspfcc.gov.uk>
Sent: 15 June 2023 13:11
To: Mold Stephen <Stephen.Mold@northantspfcc.gov.uk>; [redacted] 
[redacted]
[redacted]
Subject: RE: HMP Five Wells

I think this is something worth supporting and a good opportunity to get into the community.

Just a thought, it might be worth offering some support to the content of the communication as well as the logo as it could do with some preening!

Thanks

Nicci

From: [redacted]  **On Behalf Of** Mold Stephen
Sent: 15 June 2023 08:46
To: [redacted] Marzec Nicci
<Nicci.Marzec@northantspfcc.gov.uk>; [redacted]
[redacted]
Subject: FW: HMP Five Wells

FYI as you were not included on the original email


[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: MORE....INTERNAL commas on DCPD Comms
Date: 16 June 2023 09:48:00

FYI

Stephen



From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#); [REDACTED] 
Subject: FW: Letter from Rt Hon Chris Phipp MP - Lord Ferrers Awards 2023
Date: 14 June 2023 14:36:00
Attachments: [Lord Ferrers Award - Letter to Police & Crime Commissioners 7.6.23.pdf](#)
[LORD FERRERS POSTER.png](#)

Anyone other than [REDACTED] we might want to submit nominations for ?

Maybe the [REDACTED] ?

Regards
Stephen



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: serving with pride interim findings
Date: 14 June 2023 11:59:00
Attachments: [Briefing Serving with Pride for PFCC June 23.docx](#)

[REDACTED]

[REDACTED]

[REDACTED]

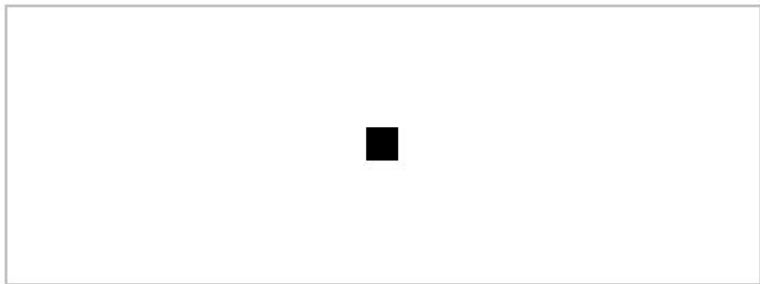
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: Accepted: Discussion on legislation

From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Aerial appliance
Date: 09 June 2023 13:27:00
Importance: High

FYI

Stephen

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From: [Mold Stephen](#)
To: [REDACTED]; [Marzec Nicci](#)
Subject: RE: Complaints Stats
Date: 08 June 2023 15:43:00

Thanks
Stephen

[REDACTED] 
[REDACTED]
[REDACTED]
[REDACTED]

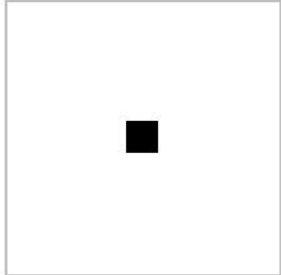
[REDACTED]

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[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



From: [Mold Stephen](#)
To: [Marzec Nicci](#)
Subject: FW: Immediate justice
Date: 07 June 2023 11:58:00

FYI

Stephen

