

## **APPOINTMENT OF 12 MONTH FIXED TERM CHIEF OF STAFF TO THE OFFICE OF THE POLICE AND CRIME COMMISSIONER**

This report is written for the West Yorkshire Police and Crime Panel, following interviews to appoint a Chief of Staff to the Office of the Police and Crime Commissioner for West Yorkshire on a 12 month fixed term contract.

This report describes the process applied to the recruitment and selection of a Chief of Staff. The appointment will be for a 12 month fixed term contract. The recommendation for appointment is supported by sufficient evidence to allow the Police and Crime Panel to approve the proposed candidate with the confidence that the process has been appropriately comprehensive and robust.

### **Recommendation**

**It is recommended that Janine Nelson is appointed as Chief of Staff for the Office of the Police and Crime Commissioner on a 12 month fixed term contract.**

### **Background**

The statutory defined duties of the Chief Executive Officer of the Police and Crime Commissioner are set out by the Police Reform and Social Responsibility Act 2011; including being the head of paid service and exercising the role of Monitoring Officer and ensuring an efficient and effective office of the PCC.

### **Role Profile**

The role profile for Chief of Staff (attached at Appendix A) was created and confirmed in October 2020, and was evaluated using the HAY job evaluation methodology. The post is remunerated in line with the banding recommended by the HAY panel.

### **Recruitment and Selection**

#### **Recruitment Timeline**

Advertisement: 9 November 2020  
Closing Date: 22 November 2020 (23.59)  
Shortlisting: 24 November 2020  
Interview: 27 November 2020  
Confirmation Hearing: 11 December 2020

#### **Advertisement**

The advert (attached at Appendix A) was widely circulated on websites for public sector jobs, specifically The Guardian, The APCC, APACE, with partners and on the OPCC/WYP websites.

The advert attracted a total of 5 applications.

### **Shortlisting**

The Shortlisting Panel comprising PCC Mark Burns-Williamson and West Yorkshire Police Head of Employee Relations and HR Senior Leadership Team, Caroline Brian. The Shortlist Panel met on 24 November 2020 to consider each application and agree a shortlist. The Shortlisting Panel had support available Business Support Lead, Joanne Colley.

Prior to shortlisting each panel member had separately considered the anonymised applications and independently scored the evidence provided in each application against the 8 expertise in role areas:

1. Experience at Senior Executive level in a public facing body. ESSENTIAL.
2. Thorough and deep understanding of the legislative, governance and financial framework of public services and demonstrable ability to practically apply these successfully. ESSENTIAL.
3. Demonstrable recent experience of strategic planning and change management in a complex organisation and environment. ESSENTIAL.
4. Professional Qualification - Solicitor or barrister – with significant post-qualifying experience. ESSENTIAL.
5. Experience of advising on governance and probity within a large organisation at a senior level. ESSENTIAL.
6. Experience of working with elected officials at cabinet/Mayoral level. ESSENTIAL.
7. Experience of providing legal advice and representation at senior level to a large public body. ESSENTIAL.
8. Good knowledge of third sector, public sector and private business organisations across WY with a focus on the criminal justice system. DESIRABLE.

Shortlisted candidates must have effectively demonstrated that they met the essential criteria.

Applications were also scored against the 6 College of Policing Competency and Values Framework categories:

#### Resolute, compassionate and committed

1. We are emotionally aware
2. We take ownership

#### Inclusive, enabling and visionary leadership

3. We are collaborative
4. We deliver, support and inspire

#### Intelligent, creative and informed policing

5. We analyse critically
6. We are innovative and open-minded

These scores were then discussed and compared. Candidates deemed to have provided sufficient evidence of suitability were invited to attend interview.

Of the 5 applications received, 3 candidates were selected for interview.

### **Interviews**

The Interview Panel comprised PCC Mark Burns-Williamson, Independent Member, Trevor Lake and West Yorkshire Police Head of Employee Relations and HR Senior Leadership Team, Caroline Brian. The role of the independent member is to play a full part in the recruitment process and to ensure that the appointment is made with the principles of merit, fairness and openness. Trevor is the Chair of the Joint Independent Audit and Ethics Committee for the West Yorkshire Police and Crime Commissioner. The Shortlisting Panel also had support available Business Support Lead, Joanne Colley.

Due to national COVID regulations and to protect the safety of both colleagues and candidates, interviews were successfully held on Microsoft Teams. Candidates were given 60 minutes to prepare a 10 minute verbal presentation to the Interview Panel on the following *“The Chief of Staff will play a critical role in the successful transfer to the West Yorkshire Mayoral Combined Authority. What do you think would be your early priorities in role to ensure an efficient and effective transfer and what personal qualities will you bring to this?”* This was followed by a structured interview. 6 questions were allocated across all three panel members and this process was adhered to across all interviews. Candidates were assessed against the expertise in role as detailed in the role profile (attached at Appendix B) and the College of Policing Competency and Values framework (attached at Appendix C). Interview scores were completed on an individual basis by each panel member.

### **Decision Making**

The application of the scoring matrix, using a nine point scale, allowed for a full picture of scores. Comparisons of the scores were made to assess relativities between the scores in specific areas as well as across each interview as a whole. There was full and open discussion amongst the Panel of each candidate based on an overall view of their performance at interview and those specific areas where particular strengths and weaknesses were in evidence. At all times the focus was on the expertise in role and personal qualities needed to perform successfully in the role of Chief of Staff. The panel were unanimous with their preferred candidate.

### **Suitability**

The Police and Crime Commissioner’s preferred candidate is Janine Nelson. Janine has worked for over 10 years as a Commercial Lawyer supporting both West Yorkshire Police within the Legal Services department and since 2012, advising the Police and Crime Commissioner in all commercial matters. Janine did her law conversion course after an initial career at an investment consultancy firm in London. She obtained a distinction in her Legal Practice course and qualified as solicitor on 1 November 2000. Janine then worked for over 7 years as a Solicitor in private practice with a variety of firms and was a lecturer at the College of Law before joining West Yorkshire Police’s Legal Services.

Janine has a wealth of experience that will enhance the operations of the OPCC and, in particular, she has the key skills as detailed below:

- Legal lead for the National Police Air Service being involved from the start of West Yorkshire Police’s due diligence process prior to becoming lead force, attending all implementation board meetings, liaising with the NPIA project team, members of the home office and the legal teams of many of the other police forces, assisting with the first draft of the s22 agreement, advising on all legal aspects of the estates, new builds, procurement, governance, and attending both Local and National Boards.

- Provided legal advice and guidance to the OPCC Executive Team from September 2016 to October 2017 and has continued to review any decision papers that require legal input.
- Has full knowledge of the relevant legislation which led to the incorporation of the two separate corporation soles, the Police and Crime Commissioner and the Chief Constable and was the legal lead in regard to the due diligence that was done prior to the transition of assets and liabilities from the police authority to the Police and Crime Commissioner.
- Is the legal lead for the transfer of the Police and Crime Commissioner's functions to Mayoral Combined Authority, already sitting on the governance group, Programme Board and the Devolution working group and advising the OPCC in regard to the relevant government acts and draft statutory instrument, attending calls with MOPAC and Greater Manchester to learn from their experiences, discussing with representatives of the Home Office and WYCA the issues with the timeline and governance with particular reference to how it applies to NPAS.
- Has been attending the OPCC Commissioning Group since 2016 and provides support and legal advice to the OPCC in regard to their commissioned contracts and grants.
- Acted as Deputy Monitoring Officer for the Police and Crime Commissioner between 2015 and 2018.
- Has been giving advice on the current scheme of delegation and financial regulations which will become particularly relevant when the PCC's functions transfer to WYCA to ensure a smooth transition and business continuity.
- Covered part of the deputy head of legal services' role for a year whilst she was on maternity leave, which included managing the office, allocating work and dealing with staff issues.

### **Terms and Conditions**

Janine will be appointed on police staff council terms and conditions on a spot rate of £95,000 per annum for the duration of the 12 month appointment.

### **Appointment**

Janine has been offered the position subject to satisfactory references, vetting clearance and confirmation by West Yorkshire' Police and Crime Panel. Satisfactory vetting and references have been received.

### **Statement from Janine Nelson**

I applied for the position of Chief of Staff as I believe I have the requisite personal qualities and work experience to fulfil the role and provide strategic decision and advice to the Commissioner. I am a senior solicitor with twenty years' post qualification experience, ten of which have been in my current position as a commercial lawyer advising the Commissioner and the Chief Constable on a wide range of matters. I am the legal lead for both the National Police Air Service and for the work being done for the transfer of the PCC's functions to the Mayoral Combined Authority. I have considerable knowledge of the OPCC's functions, assets and liabilities, have already attended Executive meetings and was the OPCC's deputy monitoring officer for a number of years. I have a common sense approach to decision making and remain calm and confident under pressure.

### **Statement from Mark Burns-Williamson, Police and Crime Commissioner**

I am very pleased that Janine was successful as a result of a robust recruitment and interview process undertaken by the Chair of the Joint Independent Audit and Ethics Committee, Head of Employee Relations for West Yorkshire Police and myself with support from the Office of the Police

and Crime Commissioner; following a unanimous decision from the interview panel to recommend Janine's appointment as Chief of Staff for the Office of Police and Crime Commissioner for West Yorkshire.

Janine comes to this role with a great deal of understanding and legal expertise having worked for over 10 years as a Commercial Lawyer supporting both the Chief Constable and myself in advising on a range of high level matters. I am assured of the expertise, commitment and skills that she will bring to the role, providing strategic direction, leadership and direct legal advice during what is set to be a challenging and complex period of change, enabling me to fulfil my statutory duties, and other unique responsibilities around NPAS, helping to lead the transition of the office into the Mayoral Combined Authority as effectively and efficiently as possible. I know how passionate Janine is about this role and that she will work closely with myself, Exec team, Combined Authority, West Yorkshire Police, APCC, Home Office, Police and Crime Panel, the public and our many partners in ensuring the OPCC to continues to help deliver on the outcomes and priorities set out in the Police and Crime Plan to collectively continue to achieve our shared vision of 'keeping West Yorkshire safe and feeling safe'.

**Supporting Documents**

**Appendix A** – Chief of Staff Advertisement

**Appendix B** – Chief of Staff Role Profile

**Appendix C** – College of Policing Competency and Values Framework