

## **APPOINTMENT OF INTERIM CHIEF EXECUTIVE 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 an Interim Chief Executive to the Office of the Police and Crime Commissioner for West Yorkshire.

This report describes the process applied to the recruitment and selection of an Interim Chief Executive. 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 Jayne Sykes is appointed as Interim Chief Executive, Office of the Police and Crime Commissioner.**

### **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 Interim Chief Executive (attached at Appendix A) was reviewed and updated in July 2017 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: 20th July 2017

Closing Date: 6th August 2017

Shortlisting: 10th August 2017

Interview: 15th August 2017

Confirmation Hearing: 15th September 2017

#### **Advertisement**

The advert (attached at Appendix B) was widely circulated on websites for public sector jobs, specifically The Guardian, The Times, LinkedIn and the OPCC/WYP websites.

The advert attracted a total of 22 applications.

### **Shortlisting**

The Shortlisting Panel comprising PCC Mark Burns-Williamson and DPCC Isabel Owen met on 10 August 2017 to consider each application and to agree a shortlist. The Shortlisting Panel had support available from Karen McGinnity, Head of Change and Collaboration, HR Senior Leadership Team for West Yorkshire Police to provide guidance and ensure the process followed due diligence and Acting Business Support Manager, 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 9 expertise in role areas. These scores were then discussed and compared. Candidates deemed to have provided sufficient evidence of suitability were invited to attend interview.

Of the 22 applications received, 7 candidates were selected for interview. 2 of these candidates withdrew from the process prior to interview.

### **Interviews**

The Interview Panel comprised PCC Mark Burns-Williamson, DPCC Isabel Owen and an Independent Member, Trevor Lake. 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 Panel were advised by Julie Taffinder, Head of Corporate HR for West Yorkshire Police, Julie provided an independent oversight of the process.

On arrival, candidates were given 30 minutes to prepare a 10 minute presentation to the Panel on the following "As Interim Chief Executive you will need to provide important leadership. How will you work strategically with our partners to ensure we deliver together on the outcomes and priorities as set out in the Police and Crime Plan 2016-21 keeping West Yorkshire safe and feeling safe." 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 A). Interview recording sheets were completed on an individual basis by each panel member.

### **Decision Making**

The application of the scoring matrix, using a four 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 Interim Chief Executive. The panel were unanimous with their preferred candidate.

### **Suitability**

The Police and Crime Commissioner's preferred candidate is Jayne Sykes. Jayne has worked for West Yorkshire Police since 1987 and has held her current position as Programme Director for Project Fusion since May 2017; previously she was Head of Performance Review and Analysis. In the last two years, Jayne has successfully completed the Senior Police Staff National Assessment Centre (2016) and the College of Policing Strategic Command Course (2017).

Jayne has a wealth of experience and key skills as detailed below that will enhance the operations of the OPCC:

- Provision of advice and direction to Chief Officers in relation to the effective delivery against strategic objectives and priorities, establishing the environment for challenge and effective dialogue.
- Lead intelligence and performance functions to provide effective support at executive, manager and supervisor level across law enforcement.
- Championing the gender agenda and role of police staff in law enforcement, invited speaker at the British Association of Women in Policing and College of Policing and coach to members of the Talent Support Scheme.
- Establishing performance management frameworks that deliver significant performance and value for money improvements.
- Business Process Re-engineering and the application of lean techniques to deliver performance improvement, deliver efficiency gains and budget savings across multi-functional business areas (accredited Rummler-Brache process improvement practitioner).
- Conducting peer reviews; providing effective solutions; presenting and securing buy-in for organisational change (Local Government Improvement and Development Agency accredited Peer Assessor) in other police forces to review their analytical and performance management arrangements and make recommendations for improvement.
- Compiling and presenting research and performance reports to strategic leads and the Police and Crime Commissioner to provide clear, understandable messages relating to complex issues associated with policy, performance and operational tactics, resource allocation and value for money.
- Advise the Executive Director of Programme of Change on the performance impact of change decisions and how this will be interpreted by external governance mechanisms (Police and Crime Commissioner, Home Office and Her Majesty's Inspectorate of Constabulary).
- Manage a multi-discipline team of over 80 members through first, second and third line management, direct responsibility for five managers, each with specific skill sets and individual requirements.

### **Key Achievements:**

- Successful completion of the Senior Police Staff National Assessment Centre 2016 and College of Policing Strategic Command Course 2017.
- Successful Home Office Innovation Fund 2016/17 bid to secure funding for a £2.3m project to implement the use of predictive analytics through action learning sets (to support cultural change), supportive technology (development of mobile application for use in the field and

automated activity analysis to track compliance) and meta-analysis of techniques (to identify the most effective approach to predictive analytics).

- Membership of the National Police Chiefs Council Performance Management Coordination Committee with responsibility for the Performance Assessment Development Portfolio and service lead on the Home Office Police Data Requirements Group for the Annual Data Requirement and for the development of service user insight.
- Three recent publications of academic research in the Journal of Experimental Criminology, the European Journal of Criminology and Criminal Justice and Behaviour Journal on the impact and policy implications of body-worn cameras for law and order outcomes.

### **Terms and Conditions**

Jayne will be appointed on police staff council terms and conditions on a spot rate of £100,000 per annum for the duration of the appointment.

### **Appointment**

Jayne 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 Jayne Sykes**

I am delighted to be selected for the role of Interim Chief Executive and very much look forward to working with the PCC, DPCC, Treasurer and the OPCC team along with the PCP and wider strategic partners. I'm sure I will strengthen the OPCC leadership team as I bring a unique combination of significant leadership, performance management and collaboration experience from my time with West Yorkshire Police combined with a strong academic and research background in applied criminology and vocational development in police strategic command. This provides me with the skills and experience to effectively support the PCC in fulfilling all his statutory roles and responsibilities, including that of strategic governance and scrutiny and exercising the role of Monitoring Officer. I am very much a people person and will work tirelessly with strategic partners, subject matter experts and every member of the OPCC to collaboratively and effectively deliver the Police and Crime Plan for the good of our communities.

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

I am delighted that Jayne was successful as a result of the robust recruitment process, undertaken by myself, my Deputy and the Independent Chair of the Ethics and Audit Committee, with support from the Office of the Police and Crime Commissioner and West Yorkshire Police HR; with a unanimous decision from the interview panel to recommend her appointment as the Interim Chief Executive for the Office of the Police and Crime Commissioner for West Yorkshire.

Jayne comes to this role with a great deal of understanding having served for over 30 years within West Yorkshire Police and having worked alongside the OPCC specifically in her capacity as Head of Performance Review and Analysis. I know how truly passionate she is about the job and I am confident of the commitment and leadership that she will bring to the role, providing strategic direction and advice enabling me to fulfil my statutory roles effectively and efficiently. I know that Jayne will work with myself, the public and our many partners in leading my team to deliver on the outcomes and priorities as set out in the Police and Crime Plan 2016-21 and to achieve working together our shared vision of 'keeping West Yorkshire safe and feeling safe'.