



# Selection and Appointment of Independent Members of Police Authorities in England and Wales

Association of Police Authorities  
1) and Home Office

Joint Guidance

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## 1. Introduction

On 31 March 2003, the terms of office of those independent members of police authorities appointed in April 1999 will expire. The purpose of this guidance, jointly endorsed by the Home Office and the Association of Police Authorities (APA), is to help selection panels and police authorities undertake their important role in the forthcoming selection round.

This guidance is meant to supplement, but not supplant, the statutory requirements impacting on any selection round. The statutory requirements are, in any case, set out in the guidance. But more than this, the guidance is intended to help selection panels and authorities plan and deliver a successful selection round. It includes material on attracting the right calibre of candidates and how to address the issue of diversity in your area. A check-list of the qualities, skills and competencies needed in a police authority is also provided.

The major selection round in 1999 was a notable success in many areas, and it is hoped that this time the results will be even better. In particular, it is hoped that significant increases might be seen in the numbers of persons applying overall and in some areas greater diversity in age, gender, ethnicity and skill mix.

For those authority or selection panel members who have not previously been involved in the appointment of independent members, a brief overview of the selection procedure can be found at **Annex A**.

## 2. The Legal Requirements

The primary legislation governing the selection and appointment of independent members is Schedule 2 and Schedule 3 of the Police Act 1996.

The secondary legislation is The Police Authorities (Selection Panel) Regulations 1994 (SI 2023/1994), made under paragraph 11, Schedule 3 of the 1996 Act ("the 1994 Regulations" originally issued under the Police and Magistrates' Courts Act 1994). These regulations have very recently been amended by the Police Authorities (Selection Panel) (Amendment) Regulations 2002 (SI 1282/2002) which:

- 1 remove the references to the 70 year age limit in the notice to be published by the Panel (in line with the removal of the 70 year age limit); and
- 2 enable a Selection Panel to act if only two members are present because the third member of the Panel has died.

The selection and appointment procedure of independent members must comply with the relevant statutory requirements.

### 3. Selection Panels

Selection panels play a key role in the successful outcome of the process of selecting independent members of police authorities. The quality and effectiveness of independent members of a police authority (and therefore in part, of the authority itself) will be largely determined by:

- 1 The number and quality of the applications the panel can attract in a selection round; and
- 2 The skill with which the panel can compile the long list of candidates to send to the Home Secretary.

In so doing, selection panels will make their contribution to the more effective policing of their area; to the reduction of crime; and to greater satisfaction on the part of local people in the service they receive from the police force and authority.

#### 3.1 Membership of selection panels

Selection panels for each police area consist of three members. One is appointed from amongst the councillor and magistrate members of the police authority and another is appointed by the Home Secretary. These two then appoint a third (but equal) colleague. The choice rests with those two people alone and they must agree the appointment. In choosing the third member, it might be helpful for the two panel members to consider their own experience and skills and seek to appoint someone who would bring additional expertise to the panel and who will work well with them as part of a team. The third member cannot be a member of the police authority.

Disqualifications from being a member of a selection panel are set out at paragraph 2 of Schedule 3 of the 1996 Act as amended (the age limit of seventy has been removed). These include:

- 1 being under 21 years of age
- 2 a bankrupt
- 3 an employee or officer of a police authority or a relevant council
- 4 certain convictions
- 5 being a member of a police force

In addition, all members of selection panels must have either their principal or only place of residence or work in the police area. Independent members of police authorities may not be appointed as members of selection panels.

Appointments in all three categories should be of persons who can carry out the role of a selection panel member successfully and are representative of, and in sympathy with, the local communities that make up the police area in question.

The aim should be to have all places on selection panels filled by the end of August.

It would be helpful if clerks would notify the Home Office (see contact details at section 9) of the names and particulars of the police authority and "third member" of the panel. This can be done at the same time as the

long list is submitted.

### **3.2 Role of selection panel members**

The job of selection panel members is to identify high quality candidates suitable to serve on the police authority.

In particular, under the 1996 Act, the panel is required to have regard to the desirability of ensuring that, so far as reasonably practicable:

*“the persons nominated by them represent the interests of a wide range of people within the community in the police area”*

In performing their functions, selection panel members also have a duty under the Race Relations (Amendment) Act 2000, to:

- 1 eliminate unlawful discrimination;
- 2 promote equality of opportunity; and
- 3 promote good race relations between people of different racial groups.

Authorities should therefore ensure that selection panel members, particularly those who are not members of the authority, are aware of their responsibilities under the Act and receive appropriate training.

### **3.3 Support to selection panel members**

Selection panels are independent of police authorities, but the police authority is responsible for accommodating and funding the functions of the selection panel and will provide it with secretarial and administrative support. Clerks to police authorities should ensure that applications for appointment as independent members are kept in confidence until the panel is ready to consider them. Applications should be seen only by those police authority staff required to do so in order to administer the process. Members of the police authority (other than the selection panel member) or force have no right to see the applications at this stage.

Selection panel members may, if they wish, seek the clerk's assistance and advice in supplementing their local knowledge, for example about the work of the authority or key policing issues. The clerk may also be asked to help in identifying ways of targeting particular groups to increase the skill base of the police authority and the diversity of its membership. The clerk may be asked to advise on or tasked to research those media best suited to delivering the selection panel's strategy for attracting a broad range of applications. The clerk is also able to provide advice on the legislation and its interpretation. In addition, panels can also seek the advice of other specialists, such as human resource or recruitment consultants.

Although the clerk - or a member of the police authority's staff - may be present when the panel considers applications, they should take no part in the discussions of the merits of individuals. Decisions on those applicants who, in the panel's view together represent the diversity of the community and would take forward the work of the police authority are for the panel alone. No member of the police authority (other than the selection panel member) should be present.

### **3.4 Allowances for selection panel members**

Under the Police Act 1996, police authorities are responsible for determining the level of payment of allowances and expenses to be made to selection panel members. Prior to 1 December 2001, most police authorities paid selection panel members the same allowances as those paid to police authority members under the Home Secretary's scheme. The Home Secretary no longer determines members' allowances and each police authority has in place its own local allowances scheme.

As the bulk of the work for selection panels is generally cyclical, the Independent Panel on Members' Allowances recommended in its report that authorities should consider adopting a daily payment rate for panel members. These rates should also be payable to the police authority member of the selection panel and should not be regarded as part of their basic or special responsibility allowance payments. The Independent Panel's report suggested that police authorities should consider setting this rate at between £130 and £150 per day.

A recent review of members' allowances shows that many police authorities have adopted this recommendation, whilst others have devised an hourly payment rate for selection panel members.

## **4. Attracting the Right Candidates**

At the outset, selection panels should plan clearly what it is they want to achieve, by when and the resources they need to achieve the desired result.

- 1 The panel must attract sufficient persons willing to be nominated as candidates to be independent members of the police authority in their area.
- 2 Such persons must represent the interests of a wide range of people in the police area.
- 3 Such persons must have the skills, knowledge and expertise to be effective police authority members.

During the second round of appointments in 1998/99, there was a great deal of variation in the numbers of applications that authorities received. Despite considerable efforts both locally and nationally, many authorities still received disappointingly few applications. It is important, therefore, for the Panel to consider what sort of advertising and other local publicity will maximise these outcomes.

## 4.1 Attracting candidates from all local communities

Both the Home Secretary and the APA are firmly committed to promoting equality of opportunity for all and to encouraging candidates from a wide range of local communities to apply. This view is, no doubt, shared by police authorities and selection panels and is of particular importance to the fulfilment of their new duties under the Race Relations Act, as amended.

Moreover, as previously indicated, under Schedule 3 of the 1996 Act, there is a statutory requirement that the panel 'shall have regard to the desirability of ensuring that, so far as reasonably practicable, the persons nominated by them...represent the interests of a wide range of people within the community in the police area'.

It is extremely important that the panel seek to identify and nominate individuals who are able to represent a broad range of local communities. In doing so, the panel should consider the composition of the police authority as a whole to identify any areas of under-representation as well as conferring on, and seeking advice if necessary, on what constitutes diversity in their police area. Not every area, for example, has a broad ethnic mix, but will be diverse in other ways and selection panels should be alive to the need to attract applications from both men and women and from a broad age range across all sections of the community.

**Home Office Ministers have made it clear that they expect the ethnic and other diversity of a police area to be visible in the membership of a police authority.**

The APA guidance for police authorities on developing a Race Equality Scheme advises that authorities should develop and maintain a full profile of the local communities in its area. Selection panels may find it helpful to have this profile available to them, together with the latest population census data for the area.

## 4.2 Requirement to advertise

The 1994 Regulations require the panel to advertise in at least two newspapers circulating in the police area.

The Regulations set out the information that should be included in the notice, this includes:

- 1 name of the police authority and police area
  - 2 that a vacancy exists, or will exist
  - 3 the duties - e.g. attendance at meetings and local consultative groups; keeping up-to-date with developments in local and national policing etc.
  - 4 eligibility for appointment - e.g. must be over 21; living or working in the police area etc.
  - 5 date by which application form must be completed and returned
- 21) The Clerk to the police authority usually makes these arrangements for the panel.
- 22) There is a limited exemption from the requirement to advertise vacancies locally. If, at a date when the vacancies occur - or are expected to occur - less than two years have passed since the publication of the last advertisement *and* the panel have a sufficient number of candidates (i.e. four times the number of vacancies) willing to be nominated, the panel may choose not to advertise again. However, this is primarily intended to deal with casual vacancies. Even where the panel considers that they have available a good quality list of candidates, representative of the interests

of all their local communities, Panels are encouraged to advertise given the number of vacancies in this current round.

### 4.3 Other forms of publicity

In addition to complying with the legal requirements, as a matter of good practice, panels should also use a wide range of other avenues to publicise the vacancies so as to attract the broadest possible range of applicants.

- 21) As in previous rounds of appointments, the APA will be mounting a national publicity campaign as well as assisting police authorities with their local campaigns by producing a range of publicity and other material. The separate APA "publicity pack" contains:
  - 1 good practice guidance for panels on local advertising and publicity - including how to access and make use of local radio; the use of members of the authority to highlight the campaign for applications while dealing with other policing issues and the placing of advertorials; and
  - 2 details of the action being taken nationally by the APA to support local campaigns.
- 21) The APA website will contain a microsite ([www.apa.police.uk/apply](http://www.apa.police.uk/apply)) dedicated to the independent member appointment process, including a facility for applicants to download an application form on-line. The APA will also be placing adverts to attract applications on websites well used by those groups that are currently under-represented on police authorities.

Although not a statutory requirement, it is important that any advertisements and other publicity material demonstrate the panel's and the authority's commitment to equal opportunities.

### 4.4 Information for Prospective Candidates

The 1994 regulations require selection panels to supply prospective candidates with:

- 1 an application form;
- 2 information about being an authority member; and
- 3 details of the grounds which could disqualify someone from being a member.

#### *Model application form*

The APA has updated and revised the previous model application form and this is enclosed at **Annex B**. The form complies with the statutory requirements and can be tailored or adapted to meet local needs. It is available electronically.

Panels will wish to note that the form no longer requires applicants to declare any "spent" convictions following legal advice to the effect that this would be contrary to the provisions of the Rehabilitation of Offenders Act 1974 (Exceptions Order) 1975.


The content of the form has also been reviewed in an effort to ensure that it does not seek unnecessary information or place any hidden barriers in the way of those from diverse communities.

### *Information booklet*

The APA has also produced an information booklet for potential independent member applicants which includes details of the grounds for disqualification as a police authority member. Supplies will be made available to all selection panels.

Again, the booklet has been updated and revised in light of both the newly-devised member job profiles and the need to attract a greater number of applicants from under-represented groups, such as women, minority ethnic communities and young people.

Supplies of the booklet will also be available in the following languages:

- |  |   |
|--|---|
| ➤  Bengali  | ➤  Hindi   |
| ➤  Chinese  | ➤  Punjabi |
| ➤  Gujarati | ➤  Urdu    |
| ➤  Welsh    |   |

All language versions of the booklet will be made available on the APA's Independent Member appointments website at [www.apa.police.uk/apply](http://www.apa.police.uk/apply).

In addition, as a matter of good practice, panels may wish to provide prospective candidates with the following:

- 1 information about the local police authority, its structure, membership and how it works;
- 2 a copy of the local policing plan and the authority's most recent annual report;
- 3 details of the authority's local members' allowance scheme;
- 4 details of the local code of conduct which all members must sign up to; and
- 5 a copy of the authority's Race Equality Scheme.

## **5. The Selection Procedure**

Following the deadline for receipt of applications, the selection panel must assess the suitability of these applicants and decide upon a long list - four times the number of vacancies - to be submitted to the Home Secretary. The panel will need to agree clear criteria for assessing and selecting candidates and the process for doing so.

### **5.1 Assessing candidates**

The APA has produced a competency framework for police authority members to assist all those involved in appointing or selecting people to serve on the police authority. The framework is at **Annex C**.

### *Active Community Involvement*

One particular emphasis this time, as compared to previous guidance is the inclusion in the criteria for assessing candidates of "active participation in communities". Selection panels should look for candidates who can demonstrate in some way that they add something to the social capital of their local communities. This can be by voluntary activities or volunteering in the broadest sense e.g. school governor, trade associations, charity, housing association, youth work, faith community/place of worship, clubs and other local organisations. It need not necessarily mean membership of a particular charity or trust, although it would include this. The above list is not prescriptive. However, the panel will wish to identify those activities and associations of candidates that are not related to remuneration and which add to social fabric of the local area. The Home Secretary puts a particular emphasis on the importance of active citizenship and community participation in community cohesion and social renewal and there is some evidence to suggest that communities with a multiplicity of informal social links and active voluntary groups tend to experience lower crime rates.

### ***Skills and qualities***

In considering the suitability of applicants, panels may wish to evaluate the merits of each applicant in the light of:

- 1 the description of the skills and qualities expected of police authority members (Sections C and D of the competency framework); and
- 2 the duties of police authority members (summarised in Section F)

Panels should bear in mind the need to ensure that the police authority, as far as practicable, has a wide range of expertise and skills available to it.

### ***Diversity***

Although the focus should inevitably be on nominating high quality candidates, the selection panel should also seek to submit a balanced long list to ensure that people from all social groups are represented, particularly women, minority ethnic communities, people with disabilities and young people. In particular, the panel should ensure that candidates on the long list represent the interests of a wide range of people within the police area.

### ***Geographic, social and environmental factors***

In previous rounds of appointments, both panels and authorities have experienced difficulties in trying to get a geographical mix of applicants from the police area. Although the Home Secretary would find it helpful to receive information about the geographical location of candidates - and panels are still advised to provide it - each panel must decide how much weight should be given to this factor and devise their long lists accordingly. Selection panels are strongly encouraged to select candidates based on their personal qualities and ability to fulfil the role of an independent member. However, they will also wish to take account of geographical and other social and environmental factors to ensure that the long list is reflective of the range of the whole authority area.

### ***Political interests***

Applicants should be nominated solely on the basis of their ability to fulfil the role of a police authority member and not on the basis of any political views or affiliation. The Panel will wish to be satisfied that if appointed to the police authority the candidate will give priority to their own personal judgement and not to

any political party or other group.

### ***Key Criteria***

As the competency framework makes clear, police authority members must maintain the highest standards of conduct and ethics and be committed to upholding human rights, eliminating unlawful discrimination and promoting equality of opportunity and good race relations. In nominating candidates to become independent members, the selection panel will wish to have assessed each candidates' understanding of and commitment to:

- 1 Human Rights principles;
- 2 the promotion of equality;
- 3 the standards of conduct expected of police authority members;

34) and how these impact on the work of police authorities.

## **5.2 Interviewing candidates**

It is clear from previous rounds of appointments that where selection panels did not interview candidates before submitting the long list, the quality of some short listed candidates when interviewed was often disappointing. Having sifted all applications, selection panels are therefore strongly encouraged to interview those candidates that they feel may be most suitable or promising at the long list stage. This is a matter for each panel to decide as it involves a significant additional time commitment. But by interviewing at this stage in the selection process, panels should be able to test more fully whether candidates meet the qualities and skills identified in the competency framework. In selecting candidates for an initial interview, panels should follow a clear set of criteria and ensure a sufficient number of candidates are considered.

## **5.3 Reappointment of current members**

Under Schedule 2 paragraph 22, a member may be re-appointed if otherwise eligible. This means that there is **no legal restriction** preventing independent members from reapplying to serve for a second or third term. However, Nolan principles suggest that it is normally inappropriate for an individual to serve more than two terms of appointment on any public body and the Code of Practice on Public Appointments suggests a maximum of 10 years. In the case of police authorities, these principles are a benchmark only and are not binding.

Applications from existing members, including those who have already served two terms should be treated on their merits but panels may wish to look carefully at those where a further appointment would take a police authority member's service over 10 years. There should be no discouragement about including such a person on the long list, but panel members may wish to examine other applications with particular care to offer the Secretary of State, and later the police authority, the option of appointing fresh candidates.

Where there are particular issues around continuity of membership, the panel should make this clear in submitting the long list.

Members applying for re-appointment should be treated in exactly the same way as other applicants - for

example, they should complete application forms and submit them to the selection panel within the deadline given in the local advertisement. In considering the list of candidates nominated by the panel, the Home Secretary will expect to have recently completed application forms for all applicants, including for any current members on the list. There is no presumption that re-appointment of current members is automatic or necessarily to be expected.

When current members are included on the long list, the selection panel should decide whether it wishes to provide an assessment of their performance. Whilst it is a matter for the panel's discretion, it is recommended that an assessment of performance is included in line with the Code of Practice on Public Appointments. If an assessment is required, it might be helpful for the panel to consult the Clerk who should then ask the Chair of the authority to provide a confidential assessment. This assessment should not contain any material which cannot be substantiated. Having received this, the panel may then wish to forward the assessment to the Home Secretary along with the long list.

However, the panel's starting point should be to look at the whole field of applicants with a view to providing a list of candidates who can represent the interests of the local communities. It should not be to decide which members to re-appoint first and then build the list around them.

#### **5.4 Applications from former councillor members or police staff**

Selection panels should be aware that Ministers will not normally shortlist candidates who have stood down as councillor members within the last five years after losing or resigning from their council seats. Although such candidates have acquired valuable knowledge and experience, there is a difficulty about switching from a political role as a local councillor to a non-political role as an independent member.

Applications from former (as opposed to serving) police officers or police support staff may be entertained. They will have considerable knowledge of policing, but selection panels may wish to bear in mind that members of the authority need to distinguish themselves from the force in order to give proper scrutiny. This is particularly true if they served in the force for which that police authority is responsible. It is important to take a view on these sorts of applications as to how long it has been since the applicant served with the force, what they have done since and whether there is a clear indication that they can exercise critical judgement, independent of the force, when the need arises.

#### **5.5 Submitting the long list**

A timetable for the short-listing process is set out at **Annex D** and panels are asked to submit the long list during the period shown on the timetable.

In doing so, the selection panel is required to provide the following information to the Home Secretary

- 1 the names on the long list;
  - 2 a copy of the application form for each candidate on the list; and
  - 3 any other information the panel considers appropriate.
- 37) In practice, it is often Clerks or their staff who write to the Home Secretary on behalf of the panel but in such cases it must be made clear that the letter and accompanying documents come with the panel's approval. The documents should then be sent to the Home Office contact at section 9

below.

A panel cannot submit a smaller number of candidates because it considers that the rest are not suitable for appointment. However, the panel should *clearly indicate its preferences and comment as it thinks fit on the candidates*. It is helpful for selection panels to specify their 'top ten' candidates on the long list and to detail their reasons for choosing them. Equally, if the panel considers that a candidate is unsuitable for appointment, they should indicate this on the list. The Home Secretary will take a careful note of such an assessment, although he cannot give any assurances that he would choose those preferred candidates for the short list.

Panels should ensure that they provide the fullest possible information on their views and all relevant factors and issues when submitting the long list because once the short list has been returned from the Home Secretary this cannot then be altered.

## 6. The Home Secretary's Role - The Short List

Once the selection panel has submitted its long list, the Home Secretary is then responsible for producing the short list - twice the number of vacancies. The panel's statements of preferences are always welcomed and carefully considered and the Home Secretary will base his considerations solely on the need to find candidates who represent the interests of a wide range of people in the community and who possess the skills and qualities being sought.

However, the short listing function is not and cannot be a rubber stamping exercise - there can be no assurances that preferred candidates will be short listed. Ministers have their own views on what is the right balance of factors to be taken into account at this stage, and will exercise their own judgement just as other parties involved in the selection process exercise theirs.

In the previous round of appointments, some police authorities were concerned at the lack of feedback on those candidates on the long list who were not short listed by the Home Secretary. This lack of feedback made it impossible for authorities to respond to queries or complaints from unsuccessful candidates as well as from their own selection panels. Therefore, in cases where the Home Secretary's short list differs from the selection panel's preferred candidates, the Home Office will aim to give an indication of the reasons for this to help in giving feedback to unsuccessful candidates.

Once the Home Secretary has returned the short list he may not alter his decision, even if requested to do so by the police authority. So it is crucial, therefore, that all the information about candidates which the selection panel considers to be relevant is included with the long list.

However, this does not prevent the Home Secretary from adding a name to the short list to replace a candidate who no longer wishes to be considered or who is ineligible. In these cases, the selection panel can decide whether it wishes the Home Secretary to add a candidate to the short list or the councillor and magistrate members can make the appointments from the remaining names on the list.

## 7. Final Stages

The Home Secretary will endeavour to return the short list to the authority in accordance with the timetable set out at **Annex D**.

## **7.1 Making the final selection**

Having received the short list, the councillor and magistrate police authority members should then make the final appointments. The selection procedure can be carried out either by all the councillor and magistrate members or a small committee of members but the final decision must be endorsed by **all** the councillor and magistrate members.

As a matter of good practice, the councillor and magistrate members should interview all those on the shortlist received from the Home Secretary. This stage of the process might also involve other forms of assessment based on good recruitment practice, for example candidates may be asked to give a short presentation, to analyse and present a report on an aspect of police authority business or engage as a group in chairing or contributing to a "police authority committee meeting". However, the processes adopted should in all cases be fair, transparent and non-discriminatory.

Again, just as with the selection panel, police authority members should concentrate on the core competencies, skills and personal qualities needed for a police authority member in making their decision while aiming to produce a slate of members who have the balance of skills needed and who are representative of their police area.

The procedure should be completed in good time for the appointees to take up their posts on 1 April 2003.

## **7.2 Providing information to the Home Office and APA**

Details of those appointed as independent members of the authority should be sent to the Home Office. The Home Office would also be grateful for an analysis of the ethnic origin and gender of all applicants, to be submitted with the long list.

Clerks should also notify the APA of all new appointees and should ensure that all new members complete an APA member profile form so that these can be added to the APA database.

## **8. Induction of New Members**

As a matter of good practice, all authorities usually arrange induction training for designated appointees including for example familiarisation visits to the authority and force, attending authority meetings and training on special issues.

The APA will be organising a series of regional induction training events for new members to raise awareness of major national policing issues. Further information will be provided to Clerks in due course.

Appointees cannot be paid any allowances until the term of their appointment begins. However, it is open to police authorities to pay travel and out of pocket expenses to enable designated appointees to attend such induction and familiarisation training and events.

Designated appointees should not of course be involved in any police authority decisions, such as setting the budget or local policing priorities for 2003/4, before their appointment begins on 1 April 2003.

## 9. Further Information

If you have any queries about this guidance or about the appointment or selection of independent members, please contact:

**Fionnuala Gill or Claire Cooper** APA Secretariat  
Local Government House Smith Square London  
SW1P 3HZ [www.apa.police.uk](http://www.apa.police.uk)

**Dave Dwyer** PSMU Policing and Crime Reduction  
Group Home Office 6<sup>th</sup> Floor 50 Queen Anne's Gate  
London SW1H 9AT

Tel 020 7664 3167/3088 Fax 020 7664 3191 Email:

[fionnuala.gill@lga.gov.uk](mailto:fionnuala.gill@lga.gov.uk)

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Tel: 020 7273 3338 Fax: 020 7273 3015 Email:

[David.Dwyer@homeoffice.gsi.gov.uk](mailto:David.Dwyer@homeoffice.gsi.gov.uk)

Association of Police Authorities/Home Office

July 2002

# Selection and Appointment of Independent Members of Police Authorities in England and Wales

## Annexes

Independent Member Selection Procedure

CONFIDENTIAL

APPLICATION FORM  
to be an  
INDEPENDENT MEMBER  
of  
XXXXXXXXXXXX POLICE  
AUTHORITY

Ref. No.	
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**1. PERSONAL DETAILS**

<b>TITLE (Mr/Mrs/Ms/Dr etc.)</b>

<b>NAME IN FULL (Please also give any other names by which you have been known)</b>

<b>PERMANENT HOME ADDRESS</b>

<b>HOW LONG HAVE YOU LIVED AT THIS ADDRESS?</b>

<b>IF LESS THAN FIVE YEARS AT THIS ADDRESS, PLEASE GIVE DETAILS OF YOUR PREVIOUS ADDRESS</b>

<b>DAYTIME TELEPHONE NUMBER</b>	<b>EVENING TELEPHONE NUMBER</b>

<b>MOBILE TELEPHONE NUMBER</b>	<b>E-MAIL ADDRESS</b>

<b>DATE OF BIRTH</b>	<b>PLACE OF BIRTH</b>

**2. WHY DO YOU WANT TO BE AN INDEPENDENT MEMBER?**

**Please say why you are interested in becoming an Independent Member of xxxxxxxxxxxx Police Authority (please continue on a separate sheet if necessary).**

**3. WHAT SKILLS AND EXPERIENCE DO YOU HAVE?**

**Please say what skills, experience and qualities you would bring to XXXXXXXX Police Authority. You might find it helpful to look at section 13 of the Information Booklet when you answer this question. Include information about voluntary work, activities in your local community, public appointments as well as any particular areas of expertise (please continue on a separate sheet if necessary).**

**4. WORK HISTORY FOR LAST 10 YEARS (most recent first)**

<b>Please provide details of part-time and full-time employment as well as any voluntary work, career breaks or any work you do - or have done - in the local community.</b>		
<b>Name and address of employer</b>	<b>Dates</b>	<b>Position held and nature of responsibility</b>

**5. DO YOU HAVE ANY EDUCATIONAL, VOCATIONAL OR OTHER QUALIFICATIONS?**

<b>Please give details of any qualifications you have</b>	<b>Date Obtained</b>

## 6. REFERENCES

<b>Please give details of two people, not related to you, who have agreed to be contacted by us about your application.</b>			
<b>1.Name</b>		<b>2.Name</b>	
<b>Address</b>		<b>Address</b>	
<b>Tel No:</b>		<b>Tel No:</b>	
<b>Position</b>		<b>Position</b>	

## 7. WORK COMMITMENTS

<b>Please confirm that your employer will release you to carry out the responsibility of an Independent Member of xxxxxxxx Police Authority (tick one box)</b>	
<b>YES</b>	<b>NO</b>

## 8. CONVICTIONS

<b>Have you any <u>unspent</u> convictions? (tick one box)</b>	<b>YES</b>	<b>NO</b>
<b>Please list below all unspent convictions in chronological order. Please note: under the Rehabilitation of Offenders Act 1974, following a certain period of time which depends on the sentence imposed, all convictions except those resulting in prison sentences of more than 2½ years are regarded as spent. This means that sentences of up to 6 months become spent after 7 years and those of between 6 months and 2½ years are regarded as spent after 10 years.</b>		
<b>Please note that a criminal record check will be made on all successful applicants prior to appointment.</b>		

## 9. HOW DID YOU HEAR ABOUT THIS POSITION?

<b>We would like to know how you learned that we were looking for Independent Members, to help us in the future. If it was through a newspaper, magazine or other publication, please state its name or title, and date or if it was on the internet, please give details of the website.</b>

**10. PLEASE SIGN AND DATE THIS FORM**

<b>I declare that the information I have given is true and complete.</b>
Signed.....Date.....

**11. WHAT TO DO NOW**

<b>Please return this completed Application Form and Monitoring Questionnaire by [ DATE ] via post or fax to: THE CLERK, XXXXXXXXXXXX POLICE AUTHORITY [ADDRESS] Please tick this box if you would like confirmation that we received your Application Form.</b>
--

If you have any questions or queries, please contact the Clerk for further information.

# XXXXXXX POLICE AUTHORITY MONITORING QUESTIONNAIRE

XXXXX Police Authority is firmly committed to promoting equality of opportunity for all local people and communities, irrespective of gender, ethnic origin, disability, religious belief, sexual orientation, age, or any other irrelevant factor. We therefore ask you to complete this questionnaire to enable us to monitor the effectiveness and fairness of our policy and processes.

This information is for statistical monitoring purposes only. IT WILL NOT FORM PART OF THE SELECTION PROCESS.

Ref No.	
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**A. GENDER (tick one box)**

Male	Female
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**B. ETHNIC GROUP (tick one box)**

<b>White</b>	<b>British</b>	
	<b>Irish</b>	
	<b>Any other White background</b>	
	Please write in	
<b>Mixed</b>	<b>White and Black Caribbean</b>	
	<b>White and Black African</b>	
	<b>White and Asian</b>	
	<b>Any other Mixed background</b>	
	Please write in	
<b>Asian or Asian British</b>	<b>Indian</b>	
	<b>Pakistani</b>	
	<b>Bangladeshi</b>	
	<b>Any other Asian background</b>	
	Please write in	
<b>Black or Black British</b>	<b>Caribbean</b>	
	<b>African</b>	
	<b>Any other Black background</b>	
	Please write in	
<b>Chinese or other ethnic group</b>	<b>Chinese</b>	
	<b>Any other background</b>	
	Please write in	

**C. DISABLED (tick one box)**

Are you a disabled person?	YES	NO
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<b>If YES, are you registered with <a href="#">DWP</a>?</b>	<b>YES</b>	<b>NO</b>
<b>Please use the space below to describe your disability and any special needs that the Police Authority would need to make provisions for.</b>		

**THANK YOU FOR COMPLETING AND RETURNING THESE FORMS.**

FOR USE OF POLICE AUTHORITY ONLY

<b>NOTES</b>

Annex C

**A**

**Competency Framework  
for  
Members  
of  
Police Authorities  
in  
England and Wales**

Produced by the Association of Police Authorities

This competency framework sets out the skills, abilities and personal qualities expected of a police authority member. It includes introductory information about the role of police authorities and the expectations of police authority members.

It is intended to assist all those involved in the selection or appointment of members to serve on police authorities.

The framework contains the following sections:

Section A: Introduction

Section B: Summary of Police Authority Relationships

Section C: Key Requirements

Section D: Skills and Personal Qualities

Section E: Standard job profile for a police authority member

Section F: Summary of police authority role and responsibilities

## 1) Section A: Introduction

Each police authority is an independent, corporate body. Although membership is drawn from three different groups - councillors, magistrates and independent members - all members are collectively responsible for discharging a range of statutory duties and require similar skills and qualities.

In keeping with the corporate status of police authorities, all members are expected to represent the whole police area and the diverse local communities within it, not particular localities or political/sectional interests (although individual members of the authority may be asked to develop particular roles or take lead responsibility for a specific aspect of policing or area of the force).

A primary role for police authorities is to represent the interests of people who live in, work in, or visit the police authority area. It is therefore critically important that the membership of each authority should be drawn from as wide a range of backgrounds as possible and reflects the diversity of the communities within the area. Both the APA nationally and police authorities locally have worked hard in recent years to improve the number of police authority members from under-represented groups, including women, black and minority ethnic communities and young people. Whilst some good progress has been made, there is still a considerable way to go.

This competency framework, prepared by the Association of Police Authorities, is intended to assist all those involved in the selection and appointment of police authority members including:

- 1 Selection panels for independent members
- 2 Councillor and Magistrate members involved in the selection of independent members
- 3 Local Councils or Joint Committees of Local Councils
- 4 Magistrates' Courts Committees

The framework also aims to help police authority members and staff identify training or development needs for members.

***Further information can be obtained from:***

APA Secretariat  
Local Government House  
Smith Square  
London  
SW1P 3HZ  
[www.apa.police.uk](http://www.apa.police.uk)

Tel: 020 7664 3168

Fax: 020 7664 3191

## Section B: Key Police Authority Relationships

To be effective, police authorities must retain their independence while engaging in a series of constructive partnerships to secure the effective and efficient delivery of the right police service for their area. These partnerships are with:

- 1 **local communities** - through a range of consultation processes, to engage with local communities and ensure that the diverse needs of all groups are properly reflected in local strategies and policing plans and that decisions reached on policing priorities are reported back to the communities

38)

- 1 **the police themselves** - to develop police authority members' awareness and understanding of the pressures and challenges they face, without compromising the authority's statutory duty to maintain effective, independent scrutiny and oversight

39)

- 1 **the Secretary of State** - the Home Secretary together with police authorities and chief officers of police forms the tripartite relationship responsible for the governance of policing in England and Wales. Much of the interface with the Home Office on issues facing police authorities will be mediated through the APA, but the Home Secretary's statutory responsibilities do impact directly on individual police authorities through for example, the national policing plan; allocation of police grant, the crime fighting fund and approval of the appointment of senior officers. Police authorities provide the Home Office with information, advice and views on issues that impact upon their locality as well as through their national association.

40)

- 1 **local authorities and health authorities** - particularly in relation to local crime and disorder reduction partnerships and the development of strategies and audits to reduce crime and fear of crime

41)

- 1 **criminal justice agencies, such as the courts, probation service and CPS** - to ensure that the police play an effective role in bringing offenders to justice and protecting the rights of suspects, victims and witnesses

42)

- 1 **Her Majesty's Inspectorate of Constabulary** - which provides professional advice and support not only to the Home Secretary and police forces but to police authorities as well, by promoting good practice and offering advice on the appointment of chief officers

43)

- 1 **The Audit Commission and local auditors** - who promote good practice in policing by encouraging economy, efficiency and effectiveness in both the management and delivery of services.

## 1) Section C: Key Requirements

Given the diverse range and complexity of police authorities' functions, newly appointed members are not expected to have all the requisite skills from the outset. But there are three essential requirements:

- 1 **A commitment to policing and to the delivery of a fair and non-discriminatory police service to all members of local communities** - this involves an ability to engage with a wide range of people by seeking out and listening to their views. Members have to demonstrate integrity and be committed to upholding human rights and promoting equality of opportunity and good race relations.
  
- 1 **Availability** - members must be prepared to devote about 7 to 10 hours each week to police authority work. They will be expected to attend all meetings of the police authority and to participate effectively as a member of any committee, panel or other forum to which they are appointed as well as undertaking preparatory work and attending appropriate training courses and seminars. Police authority members are entitled to reasonable time off work to carry out their duties.
  
- 1 **A balanced approach** - to promote good policing, authority members need to establish and maintain constructive partnerships with their police force and other organisations, without compromising their core responsibility of providing effective, independent oversight and scrutiny.

47)

## 48) Section D: Skills, Abilities and Personal Qualities

49)

This section sets out the **skills, abilities and personal qualities** which are particularly relevant to the work undertaken by police authority members.

There is no expectation that all police authority members will be able to be fully effective immediately. All police authority members can make a valuable contribution to the work of the authority from the start, drawing on their background and expertise gained in their working life, their involvement in the community, voluntary work or other experiences. But they must be willing to extend their knowledge and skills in order to play a full part in the wide range of duties for which police authorities are responsible.

### Skills

- 1 **analytical skills** the ability to interpret and question complex written material - including financial information and other data such as performance measures - and identify the salient points

48)

- 1 **scrutiny skills** be able to rigorously scrutinise and exercise effective oversight of all aspects of force performance, using

appropriate data and resources

49)

1

**strategic thinking** breadth of vision - the ability to rise above detail and to see problems and issues from a wider, forward-looking perspective

50)

1

**judgement** to take a balanced, open-minded and objective approach - for example, in evaluating policing priorities, assessing candidates for top level appointments or considering complaints against officers - and to develop an understanding of the challenges officers face in their day-to-day work

51)

1

**communication** to explain policing issues clearly - sometimes in public meetings with the media present - and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies

52)

1

**time management** be able to identify priorities and make the most productive use of own and others time

53)

54)

#### 55) Personal Qualities

56)

1

**team working** plays an effective role in committees and other partnerships through listening, persuading and showing respect for the views of others

54)

1

**self confidence** challenges accepted views constructively, without becoming confrontational

55)

1

**enthusiasm/drive** is pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding - for example on financial matters and statutory requirements.

56)



- 1 to carry out collectively all statutory and locally determined requirements of a police authority member, including participation in the formulation of policy, decision-making and other activities of the full authority (such as determining the budget and precept, determining local policing priorities, agreeing the annual policing/best value plan and other strategies).
- 2 to participate effectively as a member of any committee, panel, taskgroup or other authority forum to which the member is appointed
- 3 to participate in best value reviews, as nominated by the authority
- 4 to comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics
- 5 to maintain an up-to-date knowledge and awareness of national and local policing issues
- 6 to maintain a good working knowledge of force policies and practices and to establish good working relationships with officers of both the authority and the force
- 7 to rigorously scrutinise, challenge and monitor all aspects of force performance
- 8 to participate fully in local consultative arrangements and actively engage in communication and dialogue with local people about local policing services
- 9 to represent the views of the police authority within local communities and the views of local communities to the authority
- 10 to participate actively in any outside body or forum on which the member is appointed to represent the authority
- 11 to be involved in the appointment, discipline or dismissal of senior officers, as appropriate
- 12 to monitor the way in which complaints are dealt with by the force and deal with complaints against chief officers
- 13 to promote equality of opportunity and work to eliminate unlawful discrimination both internally within the authority and force and in the provision of policing services
- 14 to attend local, regional and national conferences/seminars/briefings, if nominated by the authority
- 15 to answer questions at council meetings, if nominated to do so by the authority
- 16 to ensure that an effective Independent Custody Visiting Scheme is maintained
- 17 to participate in inspections and audits of the force and authority

83)

## **84)Section F: Summary of police authority roles**

### **85) and responsibilities**

Local police authorities, together with chief officers and the Home Secretary make up the **tripartite relationship** responsible for governance of policing in England and Wales.

- 1 the Home Secretary produces an annual national policing plan and sets national priorities for policing
- 2 the local police authority provides independent local oversight of police and holds chief officer to account for policing services delivered
- 3 the chief officer is responsible for direction and control of police force

The primary purpose of a police authority is to provide strategic direction and oversight of its police force. The authority's fundamental statutory duties are:

- 1 to maintain an efficient and effective police force
- 2 to secure best value in local policing services
- 3 to make arrangements for obtaining the views of local people about the policing of their area

The responsibility for operational activities and the day-to-day management of the force rests with the chief constable.

To meet the statutory duties placed on police authority members are responsible -collectively - for the following functions:

### **Engaging with Local People**

A key role of police authorities is to ensure that local people have a say in how they are policed and that their views are reflected in the nature and style of local policing. Police authorities are required to consult with local communities to ascertain their views on policing and to elicit their support and co-operation for the police. Engaging in an effective and ongoing dialogue with local people and being transparent and accountable to them is therefore critical to the work that authorities do.

### **Scrutinising and monitoring police performance**

It is the police authority's job to hold the chief constable and force to account, on behalf of local people, for the policing services delivered. Accordingly, one of the police authority's most important duties is to set standards and targets to improve local policing services; to closely monitor and scrutinise all aspects of force performance against those targets and standards and ensure that action is taken to remedy weak or poor performance.

### **Producing a three-year strategic plan**

Police authorities are responsible for producing three-year strategic plans which set out the authority's medium and long-term strategies for the policing of the area. The plan is drafted by the chief officer of the force following consultation with local communities and submitted to the authority for approval. Ownership of the plan rests with the police authority. The three-year plan should be consistent with the National Policing Plan which is issued by the Home Secretary.

### **Publishing an Annual Policing /Best Value Performance Plan**

The Annual Policing/Best Value performance plan sets out how the community will be policed in the year ahead and how performance will be improved over a five-year period. As with the three year strategic plan, this is drafted by the chief constable and the authority must consult him/her about any changes to the draft. But public accountability requires that ownership of the plan rests with the police authority. To inform this process police authorities are required to:

- 1 engage with local communities about their policing concerns and priorities - this is a wide ranging and on-going process
- 2 set key objectives, performance measures and targets both for local priorities and those set by the Home Secretary
- 3 manage the best value process and become involved in best value reviews
- 4 fully understand the business of policing

### **Setting the Annual Budget**

Police authorities are responsible for setting the police budget and priorities for policing in the force area, and then holding the chief constable to account for how the budget is spent. Police authorities receive approximately 85% of funding via central government grants, and set a precept on the council tax according to locally determined need. It therefore follows that police authority members must be ready to acquire an understanding of how the funding systems operates and who is responsible for what. The chief constable is responsible for managing the financial resources allocated in the budget, although authority members will be involved in agreeing large contracts and capital expenditure.

### **Publishing an Annual Report**

The police authority is responsible for producing a report at the end of each financial year reporting back to the community on the extent to which the Annual Policing/Best Value performance plan has been achieved.

### **Participating in local Crime and Disorder Reduction Partnerships**

Police authorities, along with chief constables, local authorities, health authorities and the probation service all contribute to local crime and disorder reduction partnerships. The partnerships are responsible for producing a three year strategy to tackle local crime and drugs issues. The local strategies contribute to the development of the wider local policing plan.

## **Other Statutory Functions**

In addition, police authorities have a wide range of statutory functions. The most important of these include:

- 1 appointing the chief constable and assistant chief constables
- 2 monitoring the handling by the police force of complaints from the general public
- 3 agreeing annual costed human resource plans for the force and monitoring progress against these plans during the year
- 4 considering any complaints against the chief and assistant chief constables
- 5 acting as the disciplinary authority for the chief and assistant chief constables
- 6 meeting the requirements of the Race Relations (Amendment) Act 2000 to:
  - eliminate unlawful racial discrimination
  - promote equality of opportunity
  - promote good race relations between people of different racial groups
- 7 operating an Independent Custody Visiting scheme to provide a check on persons detained in police cells

**Association of Police Authorities**  
**August 2002**

## Selection Procedure: Timetable

	Timescale
<b>Advertising and other publicity</b> <i>NB. the closing date for applications must be at least one month from the date of the advertisements in local newspapers</i>	20 September - 31 October 2002
<b>Selection Panel</b> Consider applications and produce long list	31 October - 30 November 2002
<b>Long List Selection Panel</b> to submit long list to the Home Office	1 December 2002 - 15 January 2003
<b>Home Secretary's Short List</b> <i>Home Office will return short list 4 weeks from receipt of long list</i>	4 weeks after receipt of long list
<b>Final Selection</b> <i>Councillor and magistrate members to choose final appointees from short list</i>	Before 15 March 2003

100)

101)