



Home Office

Association
of **Police**
Authorities

Selection and appointment of independent members of police authorities in England and Wales

Joint guidance from the Association of Police Authorities and the Home Office

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Contents

1	Introduction	3
2	The legal requirements	4
3	Security checks	5
4	Selection panels	6
5	Attracting the right candidates	12
6	The selection procedure	16
7	Final selection and feedback	20
8	Handling complaints	22
9	Induction of new members	23
10	Further information	24
	Annex A The essential role of independent assessors	25
	Annex A1 Model form – independent assessor’s evaluation form	30
	Annex B Other model forms – application form and monitoring questionnaire	32
	Annex C Competency framework for police authority members in England and Wales	38

1 Introduction

The purpose of this guidance, jointly produced 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 selection of independent members.

At least one independent member must be a lay justice. This guidance also covers the appointment of lay justice candidates.

This guidance is meant to supplement, not supplant, the statutory requirements. It is intended to help selection panels and police authorities plan and deliver a successful selection process. It includes material on attracting the right calibre of candidates and how to address the issue of diversity in different areas. A check-list of the qualities, skills and competencies needed in a police authority member is also provided.

Police authorities have a good track record of recruiting independent members from a diverse range of backgrounds relative to many other public sector organisations. But there is always room for further improvement, learning from experience gained through recent appointments. In particular, it is hoped that further increases might be seen in the numbers of persons applying overall and, in some areas, greater diversity in age, gender, ethnicity and skills mix.

The process of recruiting independent members is crucial to shaping the future of the police authority and sustaining its viability as the main mechanism for police accountability locally. Police authorities are well aware that this not only needs to be a fair and transparent process, but also needs to be seen to be so. It is hoped that the new arrangements will help them achieve this more effectively.

2 The legal requirements

The primary legislation governing the selection and appointment of independent members is the Police Act 1996, as amended by the Police and Justice Act 2006. The key provisions are contained in Section 4 of the 1996 Act and Schedule 2 of the 2006 Act.

The detailed legal requirements are set out in the *Police Authority Regulations 2008* (SI 630 2008) and the *Metropolitan Police Authority Regulations 2008* (SI 631 2008). Detailed reference in this guidance to regulations is to the first set of regulations. The provisions for the Metropolitan Police Authority (MPA) are very similar but may have different paragraph numbers.

Lay justice is defined in Section 9 of the Courts Act 2003 as “a justice of the peace who is not a District Judge (Magistrates’ Courts)”. This therefore excludes those on the supplemental list under Section 12 of the Courts Act 2003.

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

3 Security checks

There is no legal requirement to conduct either security vetting or Criminal Records Bureau checks on either selection panel members or police authority members. This is entirely a matter for police authorities to decide locally, but whatever arrangements authorities do put in place, these should be consistent with their existing procedures and practice. Home Office appointees to selection panels will have already passed basic checks that are conducted by the Home Office, but independent assessors will not have been checked by the Home Office.

Authorities should also bear in mind that individuals are not obliged to disclose 'spent' convictions, under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (see also **Section 5.5**).

If authorities do decide to conduct checks of this nature, they will need to be clear about this in appointing panel members, where appropriate, and in ensuring that panels include this requirement in information which is circulated to prospective candidates (see **Section 5.5.3**). They will also wish to ensure that arrangements have been put in place to enable them to conduct these checks as quickly as possible, so as not to hold up the appointments process unduly.

4 Selection panels

Selection panels play a crucial 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:

- the number and quality of the applications that can be attracted in a selection round; and
- the skill of the panel in compiling the shortlist of candidates from which the police authority will choose its new independent members.

In carrying out their role, 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.

4.1 Membership of selection panels

Selection panels for each police area consist of five members (Regulation 32). Except in the MPA, three are appointed by the police authority, one is appointed by the Home Secretary and the fifth member of the panel (the 'independent assessor') is appointed jointly by the other panel members. In the MPA, two panel members are appointed by the police authority, one by the Home Secretary, one by the Mayor of London and the fifth member of the panel (the 'independent assessor') is appointed jointly by the other panel members.

4.1.1 Police authority appointees to the selection panel

These should be appointed by the police authority to the selection panel for a term of five years (except as explained below) (Regulation 33(3)(a)), and for no more than ten years (Regulation 33(4)) in total. They do not have to be members of the police authority, but they must be people whose principal place of work or home is in the area (Regulation 33(2)), and in common with the other

four members, would not otherwise be disqualified from being police authority members (Regulation 33(1)), e.g. by being bankrupt or committing a criminal offence. Police authorities will wish to carefully consider whether to appoint a non-police authority nominee(s) to the panel, as the new arrangements were designed to give authorities greater influence over their own future by rebalancing the number of police authority and non-police authority representatives on selection panels. An external appointee would add independence and an additional dimension to the process, but authorities will also wish to consider how the views and corporate knowledge of the police authority should be represented on the selection panel. It is for the authority to decide which combination best meets local needs and, as part of this process, the authority will also wish to consider the balance of councillor and independent members that it wishes to appoint to the panel and the selection process as a whole.

Where the appointee is a member of the police authority, police authorities have discretion to appoint selection panel members for five years or until they cease to be a member of the authority (Regulation 33(3)(b)). In deciding which option to use, police authorities will need to consider why they are appointing a particular member to the panel. If the primary reason is to ensure the member represents the views of the authority, then authorities will wish to ensure these members are appointed only for as long as they are police authority members. If, on the other hand, the member is appointed to a panel primarily because s/he has recruitment expertise, then it may be appropriate to consider appointing for the full five years, irrespective of whether they are a police authority member or not. Authorities will need to be clear in the letter of appointment to the selection panel member which option is being used, the reasons for this and the term of appointment.

Appointments 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. A balance of geography as well as gender, ethnicity, experience, skills, and any other relevant factors should be considered.

4.1.2 The Home Office nominee

This member will be appointed to the selection panel by the Home Secretary for a term of five years and a maximum of two terms of office (Regulation 33(5)).

In relation to reappointment for a second term, the authority can make recommendations but the final say will rest with the Home Secretary.

4.1.3 Independent assessor

The independent assessor should be appointed by agreement between the other four members of the selection panel from a list of suitable people held by the Home Office. They should be appointed for a term of five years and a maximum of two terms of office (Regulation 33(5)).

The criteria for being an independent assessor used by the Home Office is that, ideally, they should have completed Office of the Commissioner for Public Appointments (OCPA) training, but formal qualifications are not essential. They should have relevant experience and attributes, and should be able to demonstrate commitment to equalities and diversity and have received relevant training, but they can be drawn from any background or walk of life.

Independent assessors should not be employed by the Home Office, a police authority, or a police force, or have been so within the previous 12 months.

Suitable candidates for this role with the right skills and experience can be nominated by individuals or organisations, including police authorities. The final decision about whether individuals are included on the list rests with the Home Office, who will endeavour to ensure that there are

sufficient individuals on the list to give selection panels a choice about suitable assessors who are available across different regions of the country. More information about independent assessors can be found in **Annex A**.

The key role of the independent assessor is:

- to ensure all decisions of the panel are on merit only;
- to ensure equality of opportunity in all recruitment processes;
- to encourage as diverse a range of applicants as possible;
- to ensure openness and transparency in all recruitment processes; and
- to ensure the selection panel provides the best possible service to communities.

The overarching role of independent assessors is to reinforce confidence that the selection process is fair, open and transparent and above all that decisions are made solely on merit. However, it is important to note that this role is in respect of the panel stage of the selection process, which produces the shortlist of the most suitable candidates for the police authority to consider. It does not extend to the final stages of the process which are conducted within the police authority.

It is open to police authorities to invite the independent assessor or other external members of the panel to be observers in the latter stages of the process if they wish. However, this is entirely a matter for the authority to decide. If an authority chooses to do this, external members of the panel cannot vote on who should be appointed to the authority.

Independent assessors should be people who can carry out their key role successfully and who have an understanding of the local communities that make up the police area in question. In choosing this panel member, it might be helpful for the other four 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.

4.1.4 Mayor's appointee (MPA only)

This member will be appointed to the selection panel by the Mayor or London for a term of five years and a maximum of two terms of office (MPA Regulation 30(c)).

4.2 Disqualification and removal from selection panels

The following are disqualified from being a selection panel member: employees of police authorities; employees of councils which nominate members to the police authority; those that are bankrupt; or have committed a criminal offence; are under 18; or a member of a police force (Regulation 33(1)). Additionally, police authority nominees to selection panels are disqualified if they do not live or work in the area of the authority, and have not done so for the last 12 months. Independent members applying for reappointment may not sit on that selection panel and would be disqualified as independent members if they did so (Regulation 17).

For independent members who might have previously been appointed to the panel, it would no longer be appropriate to have any role in the selection process if and when they apply for reappointment as authority members (Regulation 9(2)), and they would automatically be disqualified from that selection panel. In that case, a replacement panel member would be necessary, and means that independent members may not revert to membership of the selection panel if re-appointed to the authority, unless another vacancy on the panel subsequently becomes available.

The police authority is able to remove from the panel any member for reason of non-attendance, criminal offence, incapacity etc (Regulation 34), but in the case of the Home Office nominee, it can

only do so with the consent of the Home Secretary (Regulation 34(2)).

4.3 Payment of allowances and expenses to selection panel members

The authority may make payments to panel members by way of an allowance and must reimburse expenses (Regulation 37). Each police authority has in place its own local allowances scheme but, as the bulk of the work for selection panels is generally cyclical, the Independent Panel on Members' Allowances in 2004 recommended in its report that authorities should consider adopting a daily payment rate for all panel members. This included the police authority members on the selection panel, as the role should not be regarded as part of their basic or special responsibility allowance payments. The appointment of selection panel members for up to five years adds weight to the argument that there should be a daily payment rate for police authority members, as well as other members of the panel.

These arrangements are currently being reviewed by the Independent Panel on Members' Allowances, which is expected to publish its report in summer 2008.

In addition, the police authority must provide the panel with accommodation and other assistance.

4.4 Training/induction for selection panel members

The job of selection panel members is to identify high quality candidates suitable to serve on the police authority. Authorities should ensure that selection panel members, particularly those who are not members of the authority, are aware of their responsibilities as set out in legislation and receive appropriate training.

In particular, under Regulation 39, 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 of the police authority, and include persons with skills, knowledge or experience which are under represented among the existing members of the police authority.”

The panel may also be required to consider lay justice candidates, as the police authority is obliged to ensure that at least one of its independent members is also a lay justice. More information about this is set out below.

In performing their functions, selection panel members also have a duty to have regard to the legislation listed below:

The Race Relations (Amendment) Act 2000 to:

- eliminate unlawful racial discrimination; and
- promote equality of opportunity and good race relations between persons of different racial groups.

The Disability Discrimination Act 2005 to:

- eliminate discrimination that is unlawful under the Act;
- eliminate harassment of disabled persons that is related to their disabilities;
- promote equality of opportunity between disabled persons and other persons;
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- promote positive attitudes towards disabled persons; and
- encourage participation by disabled persons in public life.

The Equality Act 2006 to:

- eliminate unlawful discrimination and harassment; and
- promote equality of opportunity between men and women.

Police authorities should ensure that they have put adequate training in place for panel members to fulfil their obligations, particularly in respect of the key selection and equalities duties listed above. This would apply not just to external members of the panel, but also to police authority panel members.

4.5 Beginning the selection process

It is the job of the chief executive of the police authority to trigger the selection process (Regulation 40). The chief executive will obviously need to ensure that a full selection panel is in place and, where it is not, take the appropriate steps to ensure that new selection panel members are appointed. When an independent member's term of office is due to expire, the chief executive must notify the selection panel of this at least four months beforehand (Regulation 40(1)). When an independent member ceases to be a member before the expiry of his/her term of office, the chief executive should inform the selection panel as soon as possible.

Once notified, the chief executive will need to put in place arrangements for the panel to convene to begin their work.

The chief executive will also need to make arrangements, prior to the beginning of the selection process, to notify the Home Secretary when an independent member wishes to apply for reappointment for more than two terms of office (Regulations 40(2) and 20(2)(a)). Where this is the case, the chief executive will need to write to the Home Secretary, setting out a case for why that member should be considered for reappointment.

The regulations stipulate that this should take place at least four months before the term of office of that member is due to expire, but authorities may wish to do this earlier. This decision should be based on a consideration of the wider timetable they will be putting in place for the reappointments process. It would be helpful, for instance, for the candidate to know whether

s/he has been given consent before being required to fill out detailed application forms. In any event, the chief executive will need to ensure there is sufficient time for a decision to be made before the closing date for applications locally.

4.6 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 providing it with secretarial and administrative support.

Selection panel members may, if they wish, ask the help or advice of the chief executive to the police authority. For instance, it may be helpful, particularly for those panel members who are not members of the police authority, to have more information about the work of police authorities. The information suggested for candidates in the final paragraph in **Section 5.5** might be a useful starting point.

The chief executive can also supplement the panel's local knowledge, for instance about skills that are under-represented on the authority (bearing in mind the potentially annual changing pattern of councillor member skills), local demographic information, or the key policing issues that matter to local communities. Skills gaps could relate to a range of different knowledge areas, but may for instance include finance, human resources, or business change experience.

In addition, selection panel members may find it helpful to consult the chief executive about identifying ways of targeting particular groups to increase the skill base of the police authority and the diversity of its membership. The chief executive 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. This may include advising on and organising venues for presentations to potential applicants.

The chief executive 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.

Finally the panel will want to consider the process by which the applications will be judged, which will be informed by the earlier information provided by the chief executive about the skills and communities that are under-represented on the police authority.

Chief executives of 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. No member of the police authority (other than selection panel members), nor any other person not directly involved in the process, should see the applications at this stage.

Although the chief executive – or a member of the police authority's staff – may be present when the panel considers applications, they should take no part in the decisions about the merits of individuals. No member of the police authority (other than those appointed to the selection panel) should be present.

4.7 Conflicts of interest

All panel members should declare all potential conflicts of interest at the earliest stage, for example, membership of any organisations, financial interests or personal relationships which might be relevant to the appointments process.

It is important to do so even if panel members think it would not affect their judgement as any accusation, however unfounded, can damage the appointment process.

Handling of interviews where candidates are known personally to panel members needs careful consideration. It might be appropriate for panel

members to withdraw from the interview, but this is not necessarily practicable. For instance, where an existing police authority member is applying for reappointment, s/he is likely to be known by more than one member of the panel. But if all relevant panel members withdrew, the panel might not be quorate.

5 Attracting the right candidates

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

- the panel must attract sufficient persons willing to be candidates for independent members of the police authority in their area;
- the panel should consider how to attract candidates with the skills, experience and knowledge which are under-represented on the police authority, but at the same time should bear in mind the wider perspective of equality and diversity;
- if the panel is required to shortlist candidates who are also lay justices, it will need to consider the best ways of attracting these candidates;
 - such persons must represent the interests of a wide range of people in the police area; and
 - such persons must have the skills, knowledge and expertise to be effective police authority members.

During previous appointment rounds, there have been variations in the numbers and quality of applications that police authorities received. The legal requirement is to advertise the vacancies in at least two papers that circulate in the local area. However, experience has demonstrated the importance of targeting publicity material well, being innovative about how this is done, and making the tone and content attractive. In the past, despite considerable efforts both locally and nationally, some authorities have received disappointingly few credible applications. It is very important, therefore, for the panel to think beyond the legal requirements and consider what additional advertising and other local publicity, such as information days for potential candidates, will maximise applications.

5.1 Attracting candidates from all local communities

Both the APA and Home Secretary are strongly committed to promoting equality of opportunity

for all and encouraging candidates from the full range of local diverse communities to apply. We appreciate that this commitment is shared by police authorities and selection panels and is of particular importance to the fulfilment of their duties under the Race Relations (Amendment) Act 2000, Disability Discrimination Act 2005 and Equality Act 2006.

Each advertisement shall comply with set criteria to ensure effective communication with the varied communities in the area of the authority. These are contained in Regulation 41, which is dealt with in more detail in **Section 5.3**.

It is extremely important that the panel seeks to identify and to shortlist individuals who are able to reflect a 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, about what constitutes diversity in their police area. Not every area will contain large ethnic minority populations, but all areas should aim to attract applicants from diverse ethnic backgrounds, and all areas will be diverse in other ways, including age, sexual orientation, or faith. Selection panels should be alive to the need to attract applications from both men and women, from different social groups, and from a range of ages across all sections of the community.

Panels should also consider and be clear and transparent about the process that will be followed for interviewing disabled candidates. Good practice indicates that all disabled candidates meeting the minimum criteria should be offered an interview. If this approach is adopted it should be made clear in all publicity and other information for candidates (see also **Section 5.5** – model application form).

Authorities should develop and maintain a full profile of the local communities in their area. Selection panels may find it helpful to have this profile available to them, together with the latest population census data for the area. Authorities

will also have an equalities policy, supported by schemes for race equality, gender equality and disability equality, and panels might find it helpful to have a summary of the information contained in these documents.

5.2 Attracting lay justice candidates

Police authorities must ensure that at least one independent member is a lay justice, as defined by Section 9 of the Courts Act 2003, for an area all or part of which forms part of the police authority's area. Although a police authority will not necessarily need to appoint a lay justice in every recruitment round, when they are required to do so, the panel will also need to consider the best way of advertising the vacancy amongst lay justices within the area. This should be done within the wider context of attracting people from a variety of backgrounds, and bearing in mind, as far as possible, the skills and competences that might be under-represented on the authority. However, there are some particular measures that selection panels might wish to consider in attracting lay justice candidates.

The panel will need to make contact with the local courts service area director and justices clerks' committee to arrange for the vacancy to be advertised to all lay justices sitting in the police authority area. The notice will need to be clear that this is a vacancy for an independent member, at least one of whom must be a magistrate. The notice should contain all the key information listed in **Section 5.3** 'Requirement to advertise' below. In addition, the panel might wish to draw attention to any particular skills or attributes they may be seeking which are lacking on the authority.

Selection panels will also wish to bear in mind **Section 5.4** about using a wide range of avenues to attract candidates, and whether it would be beneficial to use additional events or techniques aimed specifically at lay justices. However, lay justices might also see or be aware of any generic

publicity or events organised to attract new independent candidates, so panels will need to consider if anything specific is needed in their area. The chief executive will be able to advise the panel about local experience – for instance, whether there has been a poor response from lay justices in the past – to help inform this decision.

5.3 Requirement to advertise

The 2008 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:

- the name of the police authority and police area;
- that a specified number of vacancies exist, or will exist;
- when appropriate, that at least one of these vacancies must be filled by a lay justice;
- that the authority is looking for candidates to represent the interests of a wide range of people within the area, particularly those from communities or with skills which are under-represented on the authority;
- the duty of the police authority to promote diversity and its commitment to equality of opportunity;
- the duties of a police authority member – e.g. attendance at meetings and local consultative groups; keeping up-to-date with developments in local and national policing, etc;
- eligibility for appointment – e.g. must be over 18, living or working in the police area, and not be disqualified from being a police authority member (e.g. bankruptcy, criminal offence, etc); and
- that applicants should apply for an application form and the date by which the application form must be completed and returned.

The APA has agreed with the Home Office an advertisement template, which can be adapted by authorities locally, and an information booklet for prospective members of authorities which, taken together, will be deemed to fulfil these requirements.

The chief executive of the police authority usually makes the advertising arrangements for the panel, after the panel has considered (see above) the best means and media to use in attracting candidates.

There is a limited exemption from the requirement to advertise vacancies locally i.e. 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 there are a sufficient number of available candidates still remaining from that appointment round to enable the panel to compile a shortlist (Regulation 41(4)). This provision is intended to deal primarily with casual vacancies, where an existing independent member becomes unexpectedly unavailable to serve on the police authority. If a significant number of vacancies were to occur in this way, it would be good practice to advertise and conduct a further full recruitment round.

5.4 Other forms of publicity

In addition to complying with the legal requirements, as a matter of good practice, selection panels should also use a wide range of other avenues to publicise the vacancies. This will enable them not only to attract the broadest possible range of applicants, but also to ensure suitable candidates have an opportunity to understand more fully what is required in a successful candidate, and how they might best present information about their skills and experience. Selection panels might consider holding one or more 'roadshows' for potential candidates to fulfil this requirement and ensure proper engagement and outreach. If possible, the dates and venues of any 'roadshows' that have been arranged should be included in advertisements.

The APA has produced a range of publicity and other material, which is available through the APA Secretariat (see 'Contacts' under **Section 10**). This includes the template for advertisements and the information booklet for prospective candidates, referred to in **Section 5.3**, as well as other publicity material. The APA hosts a microsite – www.apa.police.uk/independent – dedicated to the independent member appointment process.

Where appropriate, publicity materials should also be circulated to the local courts service area director, and justices clerks' committee for onward transmission to lay justices within the area.

5.5 Information for prospective candidates

The 2008 regulations require selection panels to supply prospective candidates with an application form free of charge, together with information about being a police authority member and details of the grounds which would disqualify someone from being a member.

They also state that, if it is clear from the information they have already been supplied about a candidate that the candidate is not eligible to be a police authority member, then application forms and further information about the position should not be sent to that person (Regulation 42(2)). However, it would be good practice to write to the person concerned, explaining why they are not eligible and why further information cannot therefore be sent to them about the vacancy.

The information that selection panels will want to make available to eligible candidates is set out below:

5.5.1 Model application form (Regulation 42(2))

A model application form prepared for authorities by the APA can be found in **Annex B**. The form complies with the statutory requirements and should be tailored or adapted to meet local needs.

It is also available electronically from the APA website at www.apa.police.uk/independent

The form does not require applicants to declare any 'spent' convictions as this would be contrary to the provisions of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975. It does include a section for candidates to note whether they are disabled (as opposed to restricting this information to the monitoring form). This is good practice in terms of helping authorities to comply with the duty to take account of disabilities, and encourage disabled people to participate in public life.

This approach enables panels and authorities to make provision for accommodating disabled candidates for interview, but also enables disabled applicants to be offered interviews provided they meet minimum competencies. For these purposes panels need to be clear about what their minimum competencies are, but it is suggested that those listed in **Annex C Section 3** ('Key Requirements') could be used as a guide.

However, this approach is not mandatory, unless the authority has secured two ticks under the 'Positive About Disabled People Scheme', in which case it is expected that panels and authorities will automatically interview disabled people where they meet the minimum criteria, even where that involves treating them more favourably than other persons. In any event, panels and authorities need to be transparent about what principles they will apply in considering disabled candidates, and make this clear in their publicity and other information for candidates.

The content of the form has 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. Nevertheless, panel members will be aware that competency-based applications can be daunting even for professional candidates. Without diluting a rigorous process, the selection panel may want to consider whether there are any ways in which the process may be made more user-friendly.

5.5.2 Information booklet (Regulation 42(3))

An information booklet for potential independent member applicants is available from the APA. This includes general information about police authorities, and the role of police authority members, as well as details of the grounds for disqualification as a police authority member. Supplies are available to all selection panels, but can also be downloaded from the APA website.

5.5.3 Other information

In addition, panels may wish to provide prospective candidates with the following:

- information about the local police authority, its structure, membership and how it works;
- a copy of the local policing plan and local policing summary;
- details of the authority's local members' allowance scheme;
- details of the code of conduct which all members must sign up to;
- a copy of the authority's equalities policy (which will include information about accessing the authority's various equalities schemes if required);
- the authority's website address;
- details of any training and/or assessment schemes for members;
- the timetable for the selection process, and when candidates can expect to hear about decisions that have been made, including a reminder about the closing date for applications; and
- details of any security vetting or Criminal Records Bureau checks the authority intends to complete for new members, together with the stage at which this would be done, and the extent to which successful appointment is conditional upon passing these checks.

6 The selection procedure

The job of the selection panel is to draw up a shortlist of suitable candidates, to be submitted to the police authority, and from which the authority will make their appointments during the final stage. The shortlist should be twice the number of vacancies and, in addition, when the authority is required to appoint an independent member who is also a lay justice, the shortlist must include at least two lay justices (Regulations 38(2) and (3)).

Following the deadline for receipt of applications, the selection panel must assess the suitability of these applicants in accordance with the criteria and process which was agreed at the outset (see **Section 4.6**), and decide upon a shortlist.

Panels should complete written records of their assessment of candidates at all stages of the process. The chief executive should keep these records, which will include the criteria, assessments and the decisions made in applying them. It is important that this information is available to give feedback to candidates, but there are also legal considerations. The panel is appointed by the authority which would therefore be responsible in the event of any legal action, e.g. by disappointed applicants, and these records would be needed by the authority to defend any decisions made.

6.1 Assessing candidates

Appointments should be made on merit and ability judged against a competency-based framework of criteria to complement the existing range of skills, knowledge and experience of authority members. The APA has produced a competency framework for selection panel members to assist all those involved in appointing or selecting people to serve on the police authority. The full framework is in **Annex C**, and should be the starting point for authorities in determining the key qualities required and the merits of candidates against them. However, panels will also wish to consider some of the additional factors set out below, to help fill in the wider background to judge which skills and experience are most appropriate to the

vacancy (or vacancies) and best complement existing authority knowledge and composition.

6.1.1 Active community involvement

One particular emphasis is the inclusion in the criteria for assessing candidates in relation to 'community engagement'. 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 could 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 the social fabric of the local area.

6.1.2 Diversity

In focusing on nominating high quality candidates capable of setting strategy and properly challenging performance, selection panels should seek to agree a balanced shortlist 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 shortlisted reflect a wide range of people within the police area.

6.1.3 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 absolute priority to their own personal judgement of the needs of the community, and not to any political party or other group. However this does not mean that members of political parties should be excluded.

6.1.4 Lay justices

When the authority is required to appoint at least one lay justice member, the panel will be asked to provide at least two candidates on the shortlist who are lay justices. However, unless only the lay justice position is vacant, the panel's starting point should be to look at the whole field of independent member candidates with a view to producing a balanced shortlist representing a range of skills and backgrounds. The process may be then adjusted to include the additional criteria of being a lay justice member. The task is not to draw up a shortlist as two separate processes, e.g. one list for lay justices and a separate list for other independent members. Nor should it be approached from the point of view of selecting two lay justices for the shortlist first, and then building the rest of the list around this. Panels will also want to bear in mind that the task of selecting two lay justices for the shortlist is a minimum requirement. They may wish to select more if the individual merits of candidates justify this choice.

6.1.5 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. In nominating candidates to become independent members, the selection panel will wish to have assessed each candidate's understanding of and commitment to:

- human rights principles;
- the promotion of equality; and
- the standards of conduct expected of police authority members.

Candidates should be able to demonstrate an understanding of how these impact on the work of police authorities.

6.2 Interviewing candidates

The changes to the process in removing what was 'the Home Office stage' and increasing the number of authority appointees on the selection panel means the police authority's responsibility is strongly enhanced. In addition the time required to produce a shortlist of twice the number of vacancies, while considerable, may be less onerous than previously.

The regulations do not specifically require the panel to interview any or all of the candidates. Nevertheless this is strongly recommended, so that panels are able to test 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.

The relevant competency criteria at interview will of course, be the same as those identified at an early stage of the process and included in publicity material and application forms. However panels might want to focus their questions on key criteria which they have identified as particularly important to the role, but will want to make sure that these questions are the broadly similar for all candidates. Panels might wish to agree prior to interview the main points they are trying to bring out in answers to question on competencies. But in probing candidates' initial answers to questions, subsequent questions put by the panel to candidates may well vary from candidate to candidate, depending on how candidates have responded in the first place.

6.3 Reappointment of current members

Regulation 20 restricts police authority members to a maximum of two consecutive terms unless an exception for a third term is agreed by the Home Secretary, as explained in more detail below. For the 2008 process, previous membership as a lay justice member does not count towards these two

terms. However, former independent members who have already served either two terms (or three, having secured the assent of the Home Secretary) are not eligible for reappointment until at least four years have passed since the date of resignation/term end, unless they have received permission from the Home Secretary to stand again (see end of this section).

Selection panels should consider applications from existing members on their merits. There is no presumption that reappointment of current members is automatic or necessarily to be expected. 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 reappoint first and then build the list around them.

Authorities will recognise that this is a sensitive issue but, except as set out below, members applying for reappointment should be treated in exactly the same way as other applicants. For example, they should complete application forms and submit them to the panel within the deadline given in the local advertisement, and be treated at any subsequent interview in a similar manner to other candidates.

Regulation 20(2)(c) requires the panel to be satisfied that members applying for reappointment have demonstrated appropriate performance against the competencies set for that member during their previous term. The panel should ask the chief executive to provide a copy of any existing formal performance assessment or other appropriate information, such as records of attendance, to evidence competencies. This assessment should obviously not contain any material which cannot be substantiated, and should not be used in a way which either favours or disadvantages an existing member unfairly. It is also important that the format of the interview, including key questions, is not materially different from that applied to other candidates.

The panel may also wish to have regard to consistency and continuity that a current member may provide to the authority.

Independent members wishing to reapply for a third term must apply to the Home Secretary for permission to do so. This will be considered where a member has demonstrated exceptional effectiveness. However, in order to ensure that the appointment process runs smoothly, existing independent members wishing to be considered for reappointment should ensure that there is sufficient time for their case to be considered by the Home Secretary, before the application process closes locally. More detail about this process is set out in **Section 4.5**, but the panel will wish to assure itself, where appropriate, that such permission has been received before proceeding with applications from candidates affected by this regulation.

6.4 Applications from former councillor members or police staff

Selection panels will wish to carefully consider candidates who have stood down as councillor members within the last five years after losing or resigning from their council seats. Although such candidates may have acquired valuable knowledge and experience, there is an acknowledged difficulty about switching from a role as a local councillor to a role as an independent member.

Applications from former (as opposed to serving) police officers or police support staff may be considered, but likewise panels will wish to look carefully at these. They will have considerable knowledge of policing, but selection panels will 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.

6.5 Submitting the shortlist

The selection panel should provide to the authority a shortlist with twice the number of candidates as there are vacancies (Regulation 38(2)) which should include the following information:

- the names on the shortlist, including at least two lay justices where appropriate;
- a copy of the application form for each candidate on the list; and
- any other information the panel considers appropriate. This should include the panel's rating scheme where the shortlist above has placed candidates in an order of preference. Such information may allow the final selection panel within the authority to further probe candidates on any areas of concern.

A panel can submit a smaller list if there are insufficient qualified candidates (Regulations 38(2)), but it cannot submit a smaller number of candidates because it considers that the rest are not suitable for appointment. However, if the panel considers that a candidate is unsuitable for appointment, they should indicate this on the documents submitted to the police authority.

6.6 Independent assessor's feedback

At the end of the selection panel process, the independent assessor on the selection panel should provide to the chief executive a form (set out in **Annex A1**), confirming that s/he is satisfied with the manner in which the selection panel has carried out its task, or alternatively that there were some defects in the process, noting what those defects were. This form will form part of papers kept by the chief executive as an audit trail about the selection process, but it should be stressed that

this document supplements those other records – it is not a substitute for them. It is still essential that panels complete detailed and accurate records of the decisions made by them and the reasons for making those decisions.

Where an independent assessor is not satisfied with the approach taken by the panel, the process for raising concerns is set out in **Annex A**, and should be followed as soon as possible to enable problems to be addressed before the end of the panel's involvement in the selection process. The form completed by the independent assessor is simply a record of this, and should also be able to identify what corrective action was taken.

However, at the end of the process, the chief executive in addition to merely keeping a record, may wish to review the independent assessor's feedback to see if lessons can be learnt for future appointment procedures.

7 Final selection and feedback

7.1 Making the final selection

Having received the shortlist from the selection panel, the police authority should then make the final appointments. The selection procedure can be carried out either by all the members or by a small committee of members, but should not, of course, include any existing members who are candidates. If a committee is formed to carry out the final selection process, members may or may not include those police authority members who were on the selection panel, but will wish to consider both the merits and disadvantages of this approach.

As a matter of good practice generally, all those on the shortlist received should be interviewed again, irrespective of whether the authority opts to carry out the final stages through a committee or by using all the members. This stage of the process might involve other forms of assessment based on good recruitment practice which were not used initially. For example candidates may be asked to give a short presentation, to analyse and present a report on an aspect of police authority business (e.g. consulting local people about anti-social behaviour), 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, and bear in mind that some exercises of this nature can be very daunting to people who are not used to doing them.

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.

7.2 Providing information to the Home Office and the APA

Authorities are required to publish a notice setting out the names of the members appointed, together with other information about the

member which the authority considers appropriate (Regulation 10(1)) and to send a copy of this notice to the Home Secretary (Regulation 10(2)). This can be done through the contacts in **Section 10**.

Chief executives 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.

7.3 Feedback to candidates

In 2003 the Home Office commissioned a review of the independent member appointment process from Mr Kenneth Hamer. One of the recommendations that the APA and Home Office accepted was that:

"Procedures need to be put in place to ensure feedback is available in a fair and balanced way to all candidates seeking appointment as independent members of police authorities."

Selection panels and police authorities should ensure that candidates are offered feedback and that it is made clear to candidates that they have a right to see all the records held on them. It is the responsibility of the chief executive to keep these records and ensure they are as full as possible. Feedback would normally be provided by the chief executive, although it is possible for other panel members to do this if the panel agrees. However, if alternative arrangements are adopted, panels will wish to ensure that the member(s) concerned are available to give prompt feedback. Whoever gives feedback to candidates, selection panels and police authorities must ensure they are in a position to be able to offer a detailed and constructive analysis.

In providing feedback to candidates, panels and chief executives are also encouraged to suggest to candidates how they might engage in other policing activities that contribute to the development of the social capital of the area, such as:

- neighbourhood watch;
- independent advisory groups
- neighbourhood panels; or
- the Special Constabulary.

Indeed, there may be other opportunities available within the authority, for example as:

- an independent member of the standards committee;
- an independent custody visitor;
- an independent member of police misconduct panels;
- a community assessor on police recruitment and promotion panels; or
- a community member offering input into the formation, design, delivery and evaluation of police training.

8 Handling complaints

Police authorities should establish a complaints procedure to deal with any grievance, concern, displeasure or resentment from the process.

Local processes should include the scope for a review of any initial decision, if a complainant is not satisfied with the handling of his or her complaint. If a complaint is made about the panel stage of the selection process, the review mechanism should be within the panel, if at a later stage, it would be within existing authority structures, and might, for instance be a role for the standards committee.

In establishing a complaints procedure, panels and authorities may want to make it clear that neither the APA nor the Home Office has any oversight powers for complaints issues, and will want to bear in mind two key principles:

- the person that hears an initial complaint should not be involved in reviewing the decision on that complaint; and
- if a complaint is about an individual, that individual should not be involved in hearing or reviewing the complaint in any way.

9 Induction of new members

As a matter of good practice, all authorities usually arrange induction training for new appointees – including, for example, familiarisation visits to the authority and force, attending authority meetings and training on specific issues. Authorities may also ask an appropriate more experienced member to mentor a new member. The APA has developed an induction training framework, which can be accessed through the APA website at www.apa.police.uk. In addition, the APA also organises specific training for authority members on equalities, performance management, and other topics.

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 induction and familiarisation training and events.

New appointees should not, of course, vote on any police authority decisions, such as setting the budget or local policing priorities, before their appointment begins.

10 Further information

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

APA Secretariat
15 Greycoat Place
London
SW1P 1BN
Tel 020 7664 3096
Fax 020 7664 3191

Police Reform Unit
Crime Reduction and Community Safety Group
Home Office
6th Floor
2 Marsham Street
London SW1P 4DF
Tel 020 7035 1951
Fax 08703 369 007

www.apa.police.uk/independent

www.police.homeoffice.gov.uk/police-reform/

Association of Police Authorities/Home Office
April 2008

Annex A

The essential role of independent assessors

At all times an independent assessor must take all reasonable steps:

- **to ensure all decisions of the panel are on merit only;**

All shortlisting for police authority appointments should be solely on the basis of merit, and this decision should be made based on the information provided to the selection panel in writing or at interview about that person's abilities, experience and qualities.

- **to ensure equality of opportunity in all recruitment processes;**

All persons applying for appointment should be given an equal chance to show their suitability based on their ability and experience, irrespective of their age, disability, gender, race, religion, sexuality or any other irrelevant factors. It is also important to ensure that all applicants are effectively monitored for commitment, awareness and knowledge of equality and diversity.

- **to encourage as diverse a range of applicants as possible;**

It is important that authorities are able to reflect their communities as closely as possible, and a diverse range of applicants is required to enable them to do this, whilst still ensuring that all decisions are made on merit only.

- **to ensure openness and transparency in all recruitment processes; and**

All decisions made by a selection panel should be well-reasoned and transparent so an objective person can readily see why the appointment was made.

- **to ensure the selection panel provides the best possible service to communities.**

All selection panel members must be committed to providing a service to the public. Decisions and appointments should be made with reference as to what would provide the greatest service to communities.

Background

Police authorities

A police authority is an independent body that holds the local police force to account on behalf of the people who live and work in that area. Its job is to make sure that there is an efficient and effective local police force which gives best value to local people.

Most police authorities have 17 members, however Devon & Cornwall, Thames Valley, Greater Manchester, Dyfed-Powys and South Wales Police Authorities have 19 members, and the MPA has 23.

Under the law, the majority of police authority members (9 of 17, 10 of 19 and 12 of 23) are councillor members appointed by the local authority/authorities in the area, except in the case of London, where they are appointed by the Mayor from the members of the Greater London Authority.

All other police authority members are 'independent members'. These are members of the community, who bring an additional range of skills and diversity. They are appointed by the police authority from a shortlist drawn up by the selection panel. At least one independent member must be a lay justice.

Selection panels

Police authority selection panels are independent bodies responsible for identifying high quality candidates to serve as independent police authority members from a wide range of people within the local community through advertising for, sifting and interviewing potential candidates. Except in the MPA each panel consists of five members, three members being appointed by the police authority, one member being appointed by the Home Secretary, and one member, 'the independent assessor', who is appointed jointly by the other selection panel members. In the MPA two panel members are appointed by the police

authority, one by the Home Secretary, one by the Mayor of London, and the fifth member of the panel, the 'independent assessor', is appointed jointly by the other panel members.

The job of the panel is to draw up a short list of potential candidates from which the police authority will make independent member appointments.

Members of the police authority (other than those who are members of the selection panel) have no right to see the applications until the shortlist is compiled.

Police authority secretariat

The chief executive of the police authority is responsible for advising the selection panel and supplementing their local knowledge, for example about the work of the authority or key policing issues.

The chief executive 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, such as advising on how best to attract a broad range of applications.

The chief executive or monitoring officer of the police authority is also able to provide advice on legislation and its interpretation. In addition, panels can, if they wish, also seek the advice of other specialists, such as human resources or recruitment consultants.

Although the chief executive – or any member of the police authority's staff – may be present when the panel considers applications, they should take no part in the decisions about the merits of individuals.

Relevant legislation

It is important that police authorities and their selection panels make sure that the selection process conforms to the following legislation:

- the Race Relations (Amendment) Act 2000;

- the Disability Discrimination Act 2005; and
- the Equality Act 2006.

Police authorities also have a specific duty in legislation to promote equality and diversity and a duty to 'encourage participation by disabled people in public life'.

In order to do this police authorities and selection panels must ensure that they meet the general duties of the relevant equalities legislation. Police authorities also have specific legislative duties that they must meet.

Independent assessors

Appointment

Independent assessors are appointed by the other four members of the police authority selection panel from a list held centrally by the Home Office.

Standard for entry on the Home Office list

All candidates on the Home Office list will have demonstrated to the Home Office that they are independent and are committed in applying the principles listed above under 'essential role' through having been trained by the Office of the Commissioner for Public Appointments (OCPA) or through membership at an appropriate level of a relevant professional body. This will mean they have relevant high-level experience and training, especially regarding diversity issues.

Those candidates who have experience as OCPA appointed independent assessors, or are Companions of the Chartered Institute of Management, Chartered Members of the Chartered Institute of Personnel and Development or other equivalent bodies will be considered to meet the standards outlined above, but other candidates who meet the standards may be included on the list.

Process for candidates to be included on the list

For a candidate to be considered for entry on the list, a letter must be written to the Home Office

nominating the candidate, and outlining how the candidate meets the standard above. Letters may come from the candidate themselves or any other person, although a nominating party should seek the consent of the candidate before writing. All nominations that meet the standard above will be included on the list.

Eligibility

Formal qualifications are not needed to be an assessor, merely relevant experience and attributes. Independent assessors can be drawn from all backgrounds and walks of life.

Independent assessors will ideally have completed OCPA training. Independent assessors should have had appropriate equalities and diversity training, and be able to demonstrate relevant commitment, knowledge and experience.

Independent assessors should not be employed by the Home Office or a police authority (including police staff), or have been so within the previous 12 months. No current or former police officers, police authority members, or Home Secretary or police authority appointees to selection panels are eligible to be an independent assessor.

Conflicts of interest

All independent assessors should declare all potential conflicts of interest at the earliest stage, for example:

- membership of professional associations;
- membership of political parties;
- any relevant financial interests; and
- any relevant personal or professional friendships or relationships.

It is important to do so even if they think it would not affect their judgement as any accusation, however unfounded, can damage the appointment process and therefore it is important for such issues to be made clear before their appointment as an assessor.

As an objective observer, the independent assessor has a key role in monitoring potential conflicts of interest. The way of dealing with any conflicts is a decision for each selection panel, but should involve declaring conflicts as soon as possible and may, for instance, include:

- all selection panel members declaring if they know a candidate before any sift or interview takes place, especially where previous police authority members are subject to reappointment;
- submitting a list of declarations of interest with the shortlist; and
- asking people who know the candidates to speak last when discussing the applications.

Handling of interviews by panel members that know candidates personally needs careful consideration. It might be appropriate for panel members to withdraw from the interview, but this is not necessarily practicable, for instance, where there is a quoracy issue because the candidate is known to more than one panel member, such as where an existing police authority member is applying for reappointment.

When existing or former authority members apply for reappointment, although past experience with the authority must be considered, panels should ensure that nothing which is not mentioned either in the application form, the interview, or validated supporting documents which evidence competencies, such as performance assessments, should be considered. It is also important that the format of the interview, including the key questions, is not materially different to that applied to other candidates.

Role and functions

The overarching role of independent assessors is to reinforce confidence that the selection panel is fair, open and transparent and above all that decisions are made solely on merit. In doing this assessors will want to consider the arrangements panels have put in place to offer timely and evidenced

feedback to candidates, supported by a clear audit trail. The appropriateness of feedback to both successful and unsuccessful candidates, as well as the police authority, should be considered at every stage. Selection panels should discuss what information they wish to give the police authority with the shortlist, for example whether the assessor's evaluation of the process should go to the authority.

Another important function of an independent assessor is to consider encouraging the selection panel to approach the selection from a different perspective, to challenge established methods and ideas, and to suggest new ideas and concepts. However it is important that assessors do not try to 'reinvent the wheel' and instead build on the networks the panels have already set up. There is also a specific role in encouraging the selection panel to attract and consider as diverse a range of candidates as possible, which might include suggesting alternative forms of publicity.

In order to carry out their essential role fully, independent assessors will be required to play an active part in all appropriate areas of the selection process, starting with reviewing the role, responsibilities and competencies appropriate to the vacancy, and any application forms or advertising used.

Independent assessors have responsibility for ensuring the correct approach is used in the selection panel's process, for example that the summary of each candidate is a fair representation of their skills and abilities.

If independent assessors think that the process is not as they would like, the first port of call should be the panel itself – the assessor should let the panel know what they think the problem is and how best to rectify this.

If after doing this the assessor still thinks there is a problem, they should inform the chair of the panel in a letter.

If after doing this the assessor still thinks there is a problem, they should write to the chief executive of the police authority, with a copy going to the chair of the panel.

After the panel has finalised its shortlist and passed it to the police authority, the independent assessor should provide the chief executive of the police authority with an assessment of the process of compiling the shortlist. A copy of the assessment form is included in this guidance

They will be asked to confirm they have fulfilled all the aspects of the 'essential role' outlined above, to state whether or not they needed to intervene in the process to be able to do this and, if so, what actions were taken. They will also be asked how the panel responded to any interventions they made and how that affected the end result. This form should be completed in consultation with the chief executive but it is important that the form truly reflects the independent assessor's opinion.

They should also be able to justify the decision of the panel, on the basis of the points listed under 'essential role', if they are asked.

Integrated selection panels

It is very important that assessors integrate with their selection panel, and the chief executive will be key in enabling this, by letting the assessor know information about the authority (especially in regard to any skill gaps) and the local area.

Assessors should note that they are appointed as a selection panel member, rather than having an entirely different role to the other panel members. Therefore, for example, they would have one vote when the panel makes decisions.

It is important that both assessors and other selection panel members do all they can to work as a unit, this will include:

- making sure all panel members are party to all discussions and all information the panel considers;

- specific discussions within the panel as to ways to help members integrate including, for example, how voting processes will work;
- clearly defining the various roles within the panel and ensuring that candidates are informed of the various roles;
- having training to learn the duties of a selection panel; and
- the assessor ensuring that all his or her queries are raised first with the selection panel.

Every assessor and selection panel is different and therefore it is important that each assessor and panel look carefully at what is necessary for integration.

Annex A1

Model form – independent assessor's evaluation form

Independent assessor's evaluation form



Independent member recruitment evaluation form

To be returned to the chief executive of the police authority

Police authority

Chair

Chief executive

Independent assessor

Recruitment campaign dates

The essential role of independent assessors

At all times an independent assessor must take all reasonable steps:

- to ensure all decisions of the panel are on merit only;

All shortlisting for police authority appointments should be solely on the basis of merit, and this decision should be made based on the information provided to the selection panel in writing or at interview about that person's abilities, experience and qualities.

- to ensure equality of opportunity in all recruitment processes;

All persons applying for appointment should be given an equal chance to show their suitability based on their ability and experience, irrespective of their age, disability, gender, race, religion, sexuality or any other irrelevant factors. It is also important to ensure that all applicants are effectively monitored for commitment, awareness and knowledge of equality and diversity.

- to encourage as diverse a range of applicants as possible;

It is important that authorities are able to reflect their communities as closely as possible, and a diverse range of applicants is required to enable them to do this, whilst still ensuring that all decisions are made on merit only.

- to ensure openness and transparency in all recruitment processes; and

All decisions made by a selection panel should be well-reasoned and transparent so an objective person can readily see why the appointment was made.

- to ensure the selection panel provides the best possible service to communities.

All selection panel members must be committed to providing a service to the public. Decisions and appointments should be made with reference as to what would provide the greatest service to communities.

Please complete either **part A** or **part B** overleaf

Part A

I confirm that I was properly involved in all relevant aspects of the panel's role of compiling the shortlist and was able to fulfil all the aspects of the essential role of an independent assessor without having to directly intervene in the processes of the panel.

I felt that the following parts of the process adopted worked particularly well and should be repeated in future appointment rounds

Signature of independent assessor x

Date

Part B

I confirm that I was able to fulfil the essential role of an independent assessor in taking reasonable steps, but was unable to ensure all aspects of the role. I have outlined below the problems that were faced. **PLEASE USE ADDITIONAL SHEETS IF NECESSARY**

I felt there were the following flaws in the process

I made the following interventions to try to correct these flaws

In my interventions I contacted the following people

I received the following responses

I felt that the following parts of the process adopted worked particularly well and should be repeated in future appointment rounds

Signature of independent assessor x

Date

Annex B

Other model forms – application form and monitoring questionnaire

Application form

Application form
to be an independent member of
Anyshire Police Authority

1 Personal details

Title (Mr, Mrs, Miss, Ms, Dr, etc)

Name in full

Please also give any other names by which you have been known

Permanent home address

Postcode

Length of time living at this address

If less than five years at the address above, please provide details of your previous address(es)

Postcode

Daytime telephone no

Evening telephone no

Mobile telephone no

Email address

Date of birth

Place of birth

2 Personal history

Current occupation (if any)

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. If you do not live in Anyshire and/or have not done so during the past 12 months please include the main location of your work if this is different from your employer/appointing body's address

Name and address of

Dates postion

Positions held and

employer/appointing body

held (from/to)

nature of responsibility

Please provide details of any involvement in local community activities not already mentioned above

Local community activities

Please provide details of your academic, professional and/or vocational qualifications

Qualification

Date obtained

3 Relevant skills and experience

Please provide examples to demonstrate how you meet the following competencies

1 Strategic thinking

Breadth of vision, the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective, and to make appropriate linkages

2 Good 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

3 Openness to change

The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed

4 The ability to scrutinise and challenge

To be able to rigorously scrutinise and challenge constructively, and to exercise effective oversight of all aspects of force performance, using appropriate data, evidence and resources

5 Analytical ability

The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points

6 Ability to communicate effectively

To be able to explain policing issues clearly, often 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

7 Community engagement

To understand the importance of community views in shaping local policing style and be prepared to represent their views in an impartial way, and participate in policy-making aimed at engaging local communities

8 Effective time management

To be able to identify priorities and make the most productive use of own and others' time

3 Relevant skills and experience (continued)

Please provide examples to demonstrate the extent to which you possess the following personal skills and qualities

1 Team working

The ability to play an effective role in committees and other partnerships through listening, persuading and showing respect for the views of others

2 Self-confidence

The skill to challenge accepted views constructively without becoming confrontational

3 Enthusiasm and drive

The ability to be proactive in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements

4 Respect for others

The capacity to treat all people fairly and with respect, to value diversity and respond sensitively to difference

5 Integrity

The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all

6 Leadership

The confidence to lead by example, establish clear goals and objectives and build support and commitment within the authority and force as well as the wider community and with partner agencies

7 Decisive

To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

4 Why you want to be an independent member

Please state why you are interested in becoming an independent member of Anyshire Police Authority

5 References

Please provide details of two people, not related to you, who have agreed to be contacted by us about your application (it would be helpful if one referee was familiar with your community activities)

Name _____

Address _____

Postcode _____ **Telephone no** _____

Position _____

Name _____

Address _____

Postcode _____ **Telephone no** _____

Position _____

6 Other information

Please state if you consider yourself to have a disability Yes, I have a disability No, I do not have a disability

The Disability Discrimination Act 1995 describes a disabled person as 'anyone with a physical or mental impairment which has a substantial and long-term adverse effect upon their ability to carry out normal day-to-day activities'

If YES, please say whether there is any special provision, equipment or assistance we can provide to help you attend an interview

If there is any other information about yourself which you would like the selection panel to know in considering your application, please provide it here

7 Please sign and date this form

I declare that the information I have provided is true and complete

Signed x _____ **Date** _____

Please tick the following box if you would like confirmation that we received your application

8 What to do now

Please return this completed application form and monitoring questionnaire by [DATE] via post, fax or email to:

The Chief Executive, Anyshire Police Authority, 000 Address Details, Anyshire ABC 123

If you have any questions or queries, please contact the Chief Executive for further information

Thank you for completing this form

Anyshire Police Authority Monitoring questionnaire

Anyshire 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.**

Age

- <30
 31-45
 46-56
 >56

Gender

- Male
 Female

Gender identity OPTIONAL

If you identify as transsexual or transgender (in that you have effected a permanent change of gender identity) or as intersex, please state which group you identify with

- Transsexual
 Transgender
 Intersex

Sexual orientation

- Bisexual
 Gay or lesbian
 Heterosexual
 Prefer not to say

Disability

- Yes
 No

Under the Disability Discrimination Act 1995 and Disability Discrimination Act (Amendment) 2005, a person is disabled if they have (or have recovered from) a physical or mental impairment (including learning disabilities) which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities such as those involving mobility, manual dexterity, physical co-ordination, speech, hearing, eyesight or communication, or a permanent condition which is controlled by medication, e.g. diabetes or epilepsy. Individuals with HIV, cancer or multiple sclerosis are automatically treated as disabled.

Thank you for completing this form

Ethnic origin

Asian or Asian British

- Indian
 Pakistani
 Bangladeshi
 Any other Asian background

PLEASE SPECIFY _____

Black or Black British

- Caribbean
 African
 Any other Black background

PLEASE SPECIFY _____

Chinese

- Chinese

Mixed

- White and Black Caribbean
 White and Black African
 White and Asian
 Any other Mixed background

PLEASE SPECIFY _____

White

- British
 Irish
 Any other White background

PLEASE SPECIFY _____

Other ethnic group

- Any other background

PLEASE SPECIFY _____

Religious belief or faith

- Buddhist
 Christian

STATE DENOMINATION IF YOU WISH _____

- Hindu
 Jewish
 Muslim
 Sikh
 None
 Any other religious belief or faith

PLEASE SPECIFY _____

- Prefer not to say

Annex C

Competency framework for members of police authorities in England and Wales

This competency framework sets out the skills, abilities and personal qualities expected of police authority members. It includes introductory information about the role of police authorities and about the partnerships which authority members will want to establish with a range of relevant bodies.

It is intended to assist all those involved in the selection or appointment of members to serve on police authorities, and contains the following sections:

Section 1

Introduction

Section 2

Summary of police authority relationships

Section 3

Key requirements

Section 4

Competencies and personal skills and qualities

Section 5

Standard job profile for a police authority member

Section 6

Summary of police authority role and responsibilities

Section 7

The seven principles of public life

1 Introduction

Each police authority is an independent, corporate body. Although membership is drawn from two different groups – councillors and independent members (and at least one independent member must be a lay justice) – 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 reflect the diversity of the communities within the area. Both the APA nationally and police authorities locally have worked hard in recent years to increase 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 APA, is intended to assist all those involved in the selection and appointment of police authority members including:

- selection panels for independent members;
- police authority members involved in the selection of independent members; and
- local councils or joint committees of local councils, who appoint councillor members to police authorities

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

Further information can be obtained from:

www.apa.police.uk/independent

2 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 police service for their area. Key partnerships are with:

Local communities - through a range of consultation and engagement processes, to ensure that the diverse needs of all groups are properly reflected in local strategies and policing plans, and that decisions reached on policing priorities or on the local precept are reported back to communities.

The police themselves – both at senior force level and at divisional level, 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.

The Secretary of State – the Home Secretary, together with police authorities and chief police officers, 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 impact directly on individual police authorities through, for example, allocation of police grant and approval of the appointment of senior officers. Police authorities provide information, advice and views on issues that impact upon their locality through the APA.

Local authorities, health authorities and the fire and rescue service – particularly in relation to local strategic partnerships, crime and disorder reduction partnerships (community safety partnerships in Wales) and the development of local area agreements, or strategies to reduce crime and fear of crime.

Criminal justice agencies, such as the courts, probation service, Crown Prosecution Service and local criminal justice boards – to ensure that the police play an effective role in bringing offenders to justice and in protecting the rights of suspects, victims and witnesses.

Her Majesty's Inspectorate of Constabulary (HMIC) – 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.

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.

3 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 four essential requirements:

A commitment to policing and to the delivery of a fair and non-discriminatory police service to all members of local communities

This involves the 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, promoting equality of opportunity and preventing discrimination or harassment.

Availability

Members must be prepared to devote at least seven to ten hours on average each week to police authority work. A recent survey of police authority members who did not have additional responsibilities indicated they spent a minimum of seven hours and up to 21 hours per week on police authority business. The average time spent was ten hours. For those with additional responsibilities, such as the chair, the commitment would be much greater. Members will be expected to attend all meetings of the police authority and to participate effectively as a member of any committee, panel or other fora 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.

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.

Nolan Principles

All members must be willing to abide by the Nolan Principles of standards of conduct in public life (see **Annex C Section 7**)

4 Competencies and personal skills and qualities

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

There is no expectation that all police authority members will have all of these qualities, but authorities will wish to assure themselves that, between the totality of their membership, all these qualities are available to them. 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, although members will not be expected to be fully effective immediately. 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.

Competencies

Strategic thinking

Breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

Good 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 environment and context in which the authority and force must operate.

Openness to change

The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.

The ability to scrutinise and challenge

To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of force performance, using appropriate data, evidence and resources.

Analytical ability

The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.

Ability to communicate effectively

To be able to explain policing issues clearly, often 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.

Community engagement

To understand the importance of community views in shaping local policing style and be prepared to represent their views in an impartial way, and participate in policy-making aimed at engaging local communities.

Effective time management

To be able to identify priorities and make the most productive use of own and others' time.

Personal skills and qualities

Team working

The ability to play an effective role in committees and other partnerships through listening, persuading and showing respect for the views of others.

Self confidence

The skill to challenge accepted views constructively without becoming confrontational.

Enthusiasm and drive

To be pro-active in seeking out learning and developmental opportunities to enhance

knowledge and understanding, for example on financial matters and statutory requirements.

Respect for others

The capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.

Integrity

The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.

Leadership

The confidence to lead by example, establish clear goals and objectives and build support and commitment within the authority and force, as well as the wider community and partner agencies.

Decisive

To show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

5 Standard job profile for a police authority member

Role

- To ensure that there is an effective and efficient police service for the area.
- To hold the chief officer to account for the policing service delivered within the area.
- To set the strategic direction for the force and exercise effective oversight of force performance.
- To ensure improvements in the way the force delivers policing services to the public.
- To determine the policing precept (the element of council tax that supports local policing) and the police budget (where appropriate), and ensure that arrangements are in place for proper financial management.
- To represent the interests of all those who live in, work in, or visit the police authority area and to ensure that the views of local people are reflected in the nature and style of local policing.
- To monitor the way in which complaints are dealt with by the force and directly consider complaints against chief officers.
- To ensure that policing services are provided fairly and in a way which does not discriminate against any group or individual.
- To participate constructively in the good governance of both the authority and the force and, where appropriate, of activities undertaken jointly with partners.

Responsibilities

- 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 strategic direction and local policing priorities, agreeing policing and improvement plans for the force area, developing

the authority corporate/strategic plan).

A list of police authority roles and responsibilities is set out in **Annex C Section 6**.

- To participate actively and effectively as a member of any committee, panel, task group or other authority forum to ensure the strategy, policy and plans of the authority are carried out.
- To participate actively and effectively as a member of any external board, committee, panel, or post, to which appointed to represent the police authority (for instance, crime and disorder reduction partnerships, local criminal justice boards, local strategic partnerships [community safety partnerships in Wales], local authority scrutiny committees, answering questions at council meetings, joint committees overseeing shared services).
- To participate actively in reviews of force or authority effectiveness or efficiency, including reviews of personal effectiveness as an authority member, and contribute to ensuring improvements and major change programmes are implemented successfully.
- To comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics.
- To maintain an up-to-date knowledge and awareness of national and local policing issues.
- To maintain a good working knowledge of force policies and practices and ensure they meet the requirements of all relevant legislation (including health and safety, human rights, race relations and disability), and to establish good working relationships with officers of both the authority and the force.
- To rigorously scrutinise, challenge and monitor all aspects of force performance.
- To participate fully in developing authority community engagement strategies with local people about local policing services.

- To represent the views of the police authority within local communities and the views of local communities to the authority.
- To be involved in the appointment, discipline or dismissal of senior officers and staff, as appropriate.
- To champion human rights and equality of opportunity, and work to eliminate unlawful discrimination both internally within the authority and force and in the provision of policing services.
- To attend local, regional and/or national conferences/seminars/briefings, if nominated by the authority.
- To attend and actively participate in training programmes relevant to the role of police authority member.
- To contribute to the maintenance of an effective independent custody visiting scheme.

6 Summary of police authority roles and responsibilities

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

- the **Home Secretary** sets national strategic priorities for policing, expresses the will of Government as it applies to policing, and is answerable to Parliament about how this is carried out;
- the **local police authority** sets local policing priorities, provides independent local oversight of the police, holds the chief officer to account for the policing services delivered, and is itself accountable to local communities for how it does its job; and
- the **chief officer** is responsible for the direction and control of the police force, and is accountable to the police authority for the delivery of policing services.

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 to:

- maintain an efficient and effective local police force for its area;
- hold the chief officer to account;
- set the policing precept and police budget (except in the MPA area, where the MPA recommends the budget to the Mayor of London who sets the precept, and the City of London which operates different arrangements through the Corporation of London);
- ensure arrangements are in place within the force for proper financial management;
- ensure that the force acts within its powers and in accordance with the law;
- appoint the chief officer of police and senior police officers;

- oversee professional standards and complaints issues within the force;
- ensure that the local police force keeps improving, including receiving HMIC force inspection reports and responding to HMIC about implementing recommendations;
- consult local people and ensure that their views are reflected in the nature and style of policing and local policing objectives;
- work in partnership with others to reduce crime and disorder and the fear of crime;
- secure collaboration between forces, monitor their force's compliance with human rights legislation, and promote diversity;
- set local policing objectives within the national framework set by the Home Secretary, and publish plans and reports about the policing of their area;
- monitor force performance against plans and budgets;
- use discretionary power to require the chief officer to submit a written report on any matters connected with the policing of the area;
- meet employer's liabilities, including health and safety requirements, and ensure the force does likewise;
- ensure that the force has adequate arrangements for the management of risk; and
- publish annual accounts to demonstrate the authority's stewardship of public funds.

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

To meet the statutory duties placed on police authorities, 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 for and co-operation with 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 monitor closely and to scrutinise all aspects of force performance against those targets and standards, and ensure that action is taken to remedy weak or poor performance.

Publishing a local policing plan annually

The local policing plan sets out in detail how the community will be policed in over the course of the following three years. It includes the local policing priorities, which are arrived at following consultation with local people, and performance targets for the police force. This document is drafted by the chief officer 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:

- engage with local communities about their policing concerns and priorities – this is a wide-ranging and on-going process;
- set key objectives, performance measures and targets, both for local priorities and for strategic priorities set by the Home Secretary; and
- ensure the plan includes strategies for improvements to the policing service delivered, including collaborative arrangements with other forces and efficiency savings.

Setting the policing precept (where appropriate) and annual budget

Police authorities are responsible for setting the police budget, aligned to priorities for policing in the force area, and then for holding the chief constable to account for how the budget is spent. Police authorities receive approximately 50 to 75 per cent of funding via central government grants, and set a precept on the council tax according to locally determined need (except in the MPA and City of London Police Authority – see above). It therefore follows that police authority members must be ready to acquire an understanding of how the funding system operates, and who is responsible for what. The chief officer is usually responsible for managing the financial resources allocated to him in the budget, although authority members will typically be involved in agreeing large contracts and capital expenditure.

Publishing an annual report and local policing summaries

The police authority is responsible for producing an annual report, to inform the community on the extent to which the local policing plan has been achieved. This will be informed by the chief officer's end of year report to the police authority. In addition, police authorities must publish, at least annually, a document that sets out how the local policing priorities will be met, as well as an objective assessment of the force's performance for the previous year. These are called local policing summaries and are circulated to every household in the local area.

Participating in local partnerships

Police authorities, along with chief officers, local authorities, health authorities and the fire and rescue service, all contribute to local crime and disorder reduction partnerships (community safety partnerships in Wales). The partnerships are responsible for producing an annual partnership plan informed by the results of a strategic assessment for the area. The plan sets out on a rolling three year basis the means by which each member of the partnership will work together to tackle local crime and drugs issues and anti-social behaviour. These local strategies are one of the elements that contribute to the development of the wider local policing plan.

Police authorities also contribute to a range of other local partnerships in the public and criminal justice sectors, such as local criminal justice boards, and have a duty to co-operate in developing local area agreements, which are the main vehicles through which councils deliver their priorities and plans. All of these partnerships will inform aspects of policing and local priorities for policing, and in turn will be informed by what the local police are doing or planning to do. In order to ensure all this activity is effectively joined up, police authority members play a key role in representing the authority on these partnerships, and individual members may, for instance, be asked to take on a lead role in a particular partnership on behalf of the authority.

Other statutory functions

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

- monitoring the handling by the police force of complaints from the general public;
- directly considering any complaints against the chief, deputy and assistant chief constables;
- acting as the disciplinary authority for the chief, deputy and assistant chief constables;
- meeting the requirements as a police authority and monitoring the force's compliance with the provisions of the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006, to:
 - eliminate unlawful discrimination and harassment;
 - promote equality of opportunity;
 - promote good race relations between people of different racial groups and positive attitudes towards disabled persons;
 - have regard to the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons; and
 - have regard to the need to encourage participation by disabled persons in public life;
- to monitor the force's compliance with the Human Rights Act 1998;
- to secure collaboration with other police authorities in the provision of services where this would be in the interests of efficiency and/or effectiveness;
- to monitor the performance of the force against the delivery of the local policing plan;
- to secure the views of local communities in relation to the policing of the area and secure their cooperation with the police in preventing crime; and
- to operate an independent custody visiting scheme to provide a check on persons detained in police cells.

7 The seven principles of public life

As identified by the Committee on Standards in Public Life, July 1997

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for awards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.