

# Police and crime panels

Guidance on appointing independent  
co-opted members





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# Introduction

The appointment of independent co-optees provides an opportunity to readjust the experience, knowledge and skills available across the membership of a police and crime panel. By carefully selecting individuals that complement the councillors nominated to the panel, independent co-optees can be used to fill experience, knowledge and skills gaps to help make the panel more effective.

This guide builds on several other pieces of LGA advice designed to assist host authorities to establish and operate police and crime panels in liaison and partnership with the other authorities in their police force area. It should be read alongside the LGA's advice on panel terms of reference and rules of procedure, and also its guidance on panel arrangements and political balance, which deals with the appointment of councillor co-optees to create geographical and political balance.

Additional councillor co-optees can be sought through well established local authority communication channels, and hence this guidance just deals with independent co-optees.

## Scope of this guidance

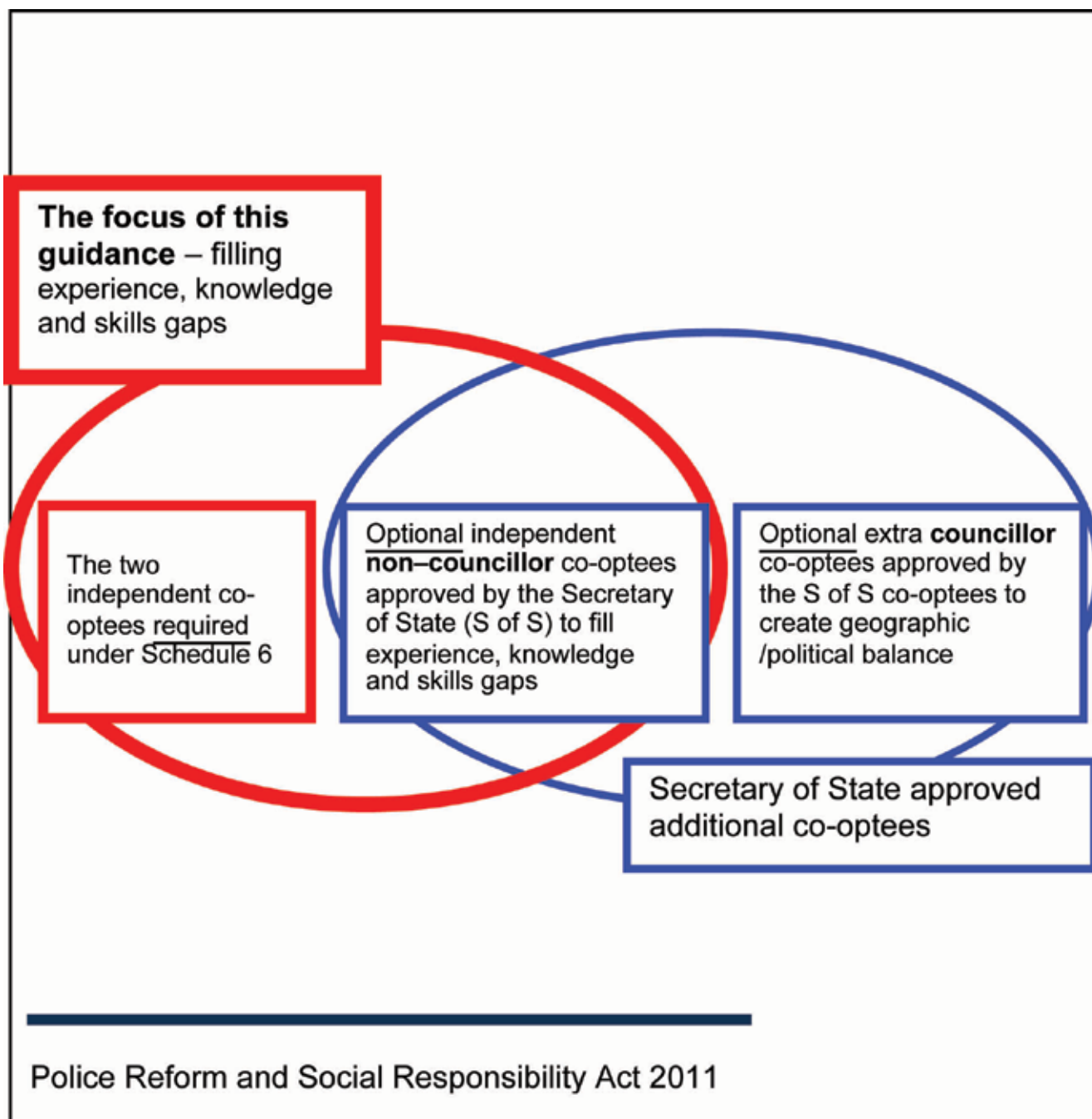
This guidance focuses on the two types of external independent co-optees illustrated in **figure 1**, with reference to Schedule 6 of the Police Reform and Social Responsibility Act 2011, and covers:

- the two compulsory non-political independent members required by Schedule 6 Part 2 Section 4(3)(a) and
- the optional additional non political co-opted members which may be specified by resolution (and subsequent agreement by the Secretary of State) under Schedule 6 Part 2 Section 4(4).

Thanks go to North Yorkshire County Council and Buckinghamshire County Council for sharing some of their documentation on establishing police and crime panels and allowing the LGA to use some of their text in this document.

Figure 1

Diagram showing types of co-optees and their functions on the panel



# Advice on timetabling

## General

It is desirable, where possible to appoint all co-optees in a time frame which allows them to be inducted and trained together with the rest of the panel members. This would save time and resources by avoiding the need to arrange separate induction and training events.

Advanced planning to integrate co-optees early on also has the advantage of allowing the membership to gel and hence function effectively as soon as possible. Planning for the appointment of co-optees must take account of the fact that the panel will need to be involved at key points in the process of seeking, short-listing and appointing co-optees.

The timetable set out in **figure 2** is not intended to be seen as the only approach, but is instead a suggested plan, which will need to be considered and varied as necessary to reflect local circumstances.

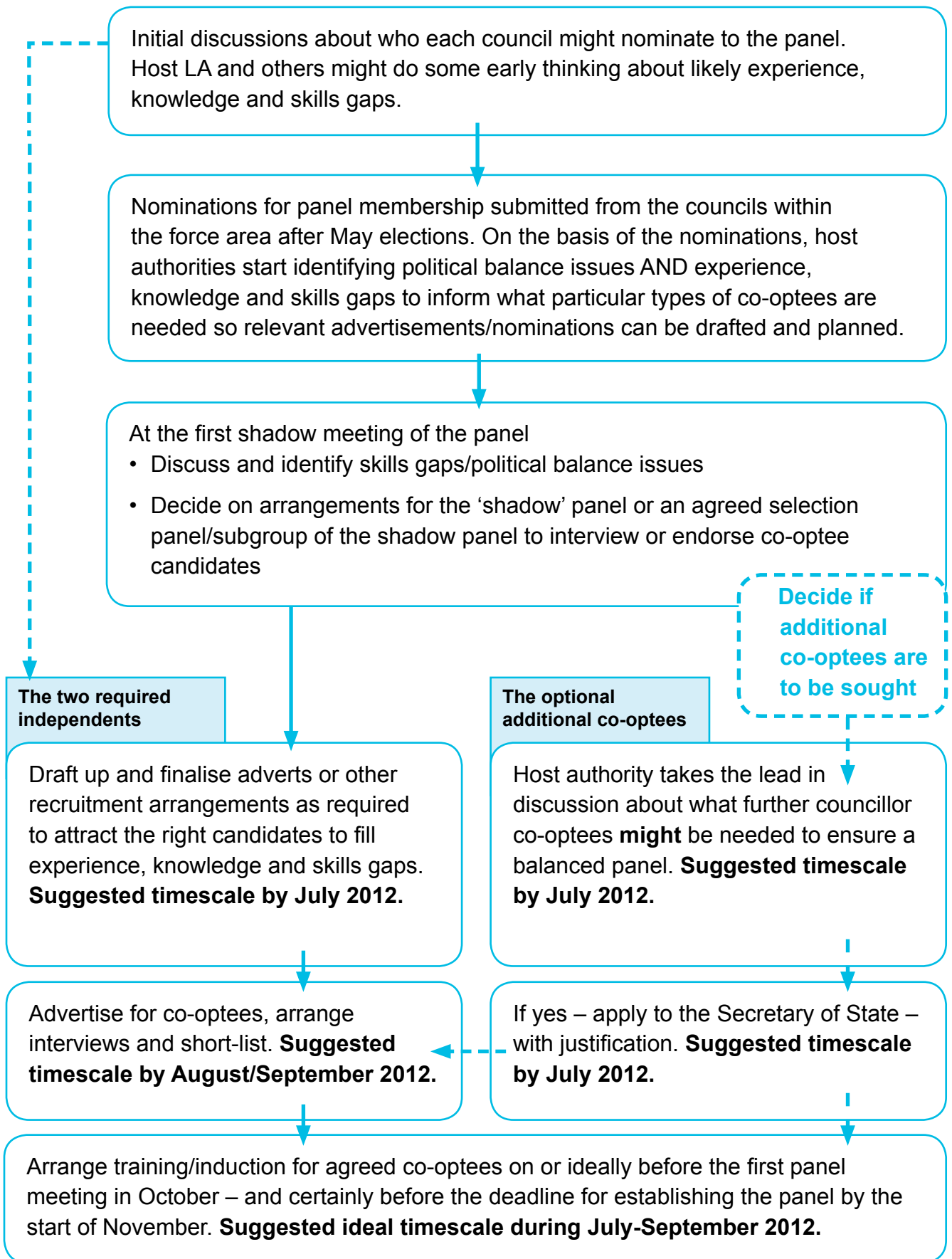
## Seeking co-optees early

Where any gaps in the panel's experience, knowledge and skills can be identified earlier than suggested in the diagram, arrangements for seeking co-optees could be brought forward from the scheduling indicated in the diagram.

Some councils have decided to seek co-optees before the panel membership has been clarified, using a generic advert, as indicated by the dotted line on the left-hand side of **figure 2**. It has been suggested that this approach would generate a wide range of applicants who can be short-listed in line with the gaps in the panel membership which become known, or at least confirmed, later in the process.

Figure 2

Advice on timetabling



## Further considerations

The arrangements and the time scheduling for seeking co-optees will need to be separately assessed in each police force area as different issues and circumstances may apply, for example:

- In some police areas the draft panel arrangements might state that the only co-optees will be the two required independent non-political appointments.
- Once the two required co-optees have been identified, a subsequent assessment of the need for further co-optees may be undertaken (if the total number on the panel is less than 20). This might show that there are still significant gaps in experience knowledge/skills etc.
- The draft panel arrangements in some areas might state at the outset that additional independent non-political co-optees will be needed. In such cases where the Secretary of State has endorsed the additional co-optees, these could be sought at the same time as the two required independent co-optees.
- As and when the panel membership changes as a result of, for example, members stepping down or being replaced, a review of panel membership and co-optees will be needed.



# Determining gaps in panel membership

## General

Gaps in panel membership should be determined against the overall objective to create a panel that satisfies the 'balanced appointment objective'. This has been covered in the guidance produced by the LGA entitled 'Panel arrangements and the balanced appointment objective' and so is not repeated here in detail.

A panel that meets the balanced appointment objective would have a membership which, when considered collectively, would be geographically and politically representative, and crucially would include the necessary experience, knowledge and skills to be effective.

It is possible that the balanced appointment objective may not be achieved after the first round of councillor nominations to the panel. This may be because these initial nominations were decided on the basis of identifying suitable and representative nominee(s) from the perspective of each individual council, rather than in the wider interests of whether the make-up of the panel overall is balanced.

As councils nominate members, and the make-up of the panel starts to emerge, it will be important to analyse what gaps might exist in experience, knowledge and skills. It is suggested that the 'gap analysis' should be carried out on a holistic basis, which recognises that the councillor panel nominees will (in addition to providing their political input) also have some very useful and relevant experience, knowledge and skills.

This guidance does not seek to dictate exactly how gaps in the panel are determined, but it is hoped that the framework provided here will assist.

## Experience, knowledge and skills across the panel

**Experience:** The experience of individuals is often linked with relevant knowledge and skills they might have. Exploring the experience of individuals is therefore a good starting point in assessing the likely effectiveness of the panel.

The following provides some suggestions of the kinds of experience/and background of individuals which may indicate that individuals have relevant knowledge and skills to offer. It is not a comprehensive or exclusive list, but suggests a range of relevant experience which would be useful to draw on from individuals across the whole panel.

### **Suggested useful experience for panel members:**

- previous experience in the health sector eg work with PCTs, or future involvement with the local Health and Wellbeing Board or a clinical commissioning group
- voluntary or paid work and experience with victim support groups
- involvement and experience of restorative justice
- work with the police and resultant awareness of policing issues from both a strategic and delivery perspective
- community involvement with, for example, neighbourhood watch or a parish and town council
- work with the criminal justice system
- youth work and youth justice work
- work as a magistrate
- work in management of a business
- prominent people in the community working in the area of community safety
- experience with the voluntary and community sector generally
- fire and rescue services
- experience in the education sector
- experience of drug and alcohol issues
- relevant current academic experience in policing and crime and anti-social behaviour issues
- work with the probation service and links to the local probation trust, or other relevant knowledge or experience in this area
- reformed ex-offenders who might offer a valuable perspective on policing and crime and anti-social behaviour issues, and possibly restorative justice

- experience of challenging and scrutinising from other fields.

**Skills:** The following skills should collectively be well enough represented so as to create a panel culture which results in:

- **Strategic thinking:** To have breadth of vision, to rise above detail, and to see problems and issues from a wider, forward-looking perspective and to make appropriate linkages.
- **Good judgements:** To take a balanced, open-minded and objective approach, for example, in evaluating the priorities of the police and crime commissioner, assessing candidates for top level appointments or considering complaints against the police and crime commissioner (PCC).
- **Supportive approaches:** To be able to support the PCC and the other members of the panel in delivering their duties.
- **Effective scrutiny and challenge:** To be able to rigorously scrutinise and challenge constructively without becoming confrontational, using appropriate data, evidence and resources.
- **Effective analysis:** To interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.
- **Effective communication:** To be able to communicate effectively both verbally and in writing – and to interact positively with other members of the panel, the PCC and the public.

The above experience and skills lists might be used as the criteria on which to base an analysis of existing 'shadow' panel members and for seeking co-optees to fill any gaps identified. As part of the process, it should be recognised that individual panel members will not have experience, knowledge and skills in equal measure.

Some individuals lacking in particular areas will make up for this with other experience, knowledge and skills they may have. The objective to consider in identifying gaps in the membership is: which would affect the effective functioning of the panel?

**Training and knowledge:** Before coming to conclusions about the significance of any gaps identified, it would also make sense to consider whether, for example, gaps, particularly in knowledge, might be addressed by training and on-the-job experience, rather than necessarily by seeking additional further co-optees.

## Gaps in the panel associated with diversity

The panel membership should, where possible, reflect the diversity of the community they serve, for example in terms of:

- age
- gender
- faith
- ethnicity
- sexuality
- disability.

Whilst these matters would be considered when councillor nominations are submitted by individual authorities, the collective panel membership result might not be representative of the overall diversity of the population in the force area. It is suggested that the host authority should take a lead in monitoring the situation and determining what adjustment might be needed, and whether that could be addressed by the appointment of co-optees.

## Further considerations

The first meeting of a shadow panel provides an opportunity for members to both get to know each other and to share areas of expertise to help analyse against the suggested framework above whether there are any significant gaps in the panel's collective experience.

It is worth noting that gaps in experience, knowledge and skills will change over time, particularly after elections and resignations of panel members. Regular gap analysis reviews will be needed to ensure the panel continues to have the right experience, knowledge, and skills to be effective.

# The process for finding and appointing the right co-optees

Once the gaps on the panel have been identified, the next stage is to advertise and then seek nominations for independent co-optees as required. The candidate specification requirements used locally and targeting of adverts should be considered in the light of the gap analysis referred to in the previous chapter. Any additional councillor co-optees being sought should also be considered, in case their experience, knowledge and skills may affect the position.

It is suggested that officers from the host authority will normally manage the administration of the recruitment process on behalf of the panel. The process should not be dissimilar to that involved in seeking independent co-optees for standards and audit committees which officers working in democratic services will already be familiar with. The following therefore just highlights some issues which are particularly pertinent to police and crime panels.

## Setting up a selection panel

At an early point in the process in establishing a police and crime panel, thought should be given to how the independent candidates will be short-listed, interviewed and selected (see **figure 2**). Whilst this is a function of the police and crime panel (or before November the panel in shadow format) there are some different options for how this can be carried out.

The default option is that the police and crime panel (or 'shadow' panel) carries out this function itself. However not all areas have established a shadow panel, and where they do exist, there is a risk that the work involved would be overwhelming (ie due to the time necessary to sift applicants, short-list and interview).

Alternatively these matters might be delegated to an agreed selection panel or sub-committee of the (shadow) panel. For example this might consist of the panel chair and perhaps two or three others, working to a clear framework ideally agreed by the whole panel. The selection panel/sub committee would, if possible, have some experience of selection procedures, but would also be supported by officers from the host authority.

The make-up of the selection panel/sub committee need not be politically balanced as the selection of independent co-optees should not be linked to political allegiance. It is envisaged that a selection panel/sub committee would refer any key issues back to the panel for discussion before the panel formally appoints successful candidates.

## Advertising for independent co-optees candidates

It is not the role of this guide to advise on how advertising is carried out. Whilst traditional options include paid-for adverts in newspapers, this is not required and may not be the best approach. It is suggested the most appropriate and effective advertising arrangements, particularly in terms of targeting, will depend on what type of candidates are being sought.

Opportunities should be taken for 'free' advertising through press releases; existing council and police websites and publications; existing mailings to parish councils and voluntary organisations. This should help to maximise the likelihood of a strong and diverse field of suitable candidates. Applications from candidates in underrepresented groups should be encouraged through this process.

There is a requirement for the selection procedures to be fair and transparent. There is a precedent for this to be an open application process, as this is the approach that has been taken for police authorities and standards committees.

Within an open recruitment process, likely candidates and organisations that have an interest and expertise could still be targeted to ensure that suitable candidates come forward.

Given there are no resources available for paid targeted advertising, it is suggested that costs might be minimised through each local authority undertaking the following, where possible:

- advertisement by local promotion of the opportunity via local community, safety partnerships and voluntary and community sector organisations
- advertisement through use of free externally-focused publications
- utilising existing mailing lists to parish councils and other local voluntary groups.

The host authority could also seek to generate interest through:

- advertisement via the police authority
- advertisement on the national public appointments website
- advertisement via volunteering networks.

## Application forms

Text which might be used or adapted for a potential advert is included in **Annex 1**.

### **Criminal record checks**

It is suggested that an opportunity should be given on the form for applicants to flag-up criminal or other issues which might cause embarrassment or conflicts of interest.

The application form used for independent co-optees might, for example, include a declaration in relation to any past criminal activity or integrity issues as follows:

“Is there anything in your private or working life, or in your past, or, to your knowledge, in that of any member of your family or close friends, which, if it became generally known, might bring you or the [‘anywhere Blogshire’] Police and Crime Panel into disrepute, or call into question your integrity, authority or standing as a member of the Panel? If yes, please give details”.

### **Disabled candidates**

The form should include a reference to disabled applicants, which asks for example, if they have any particular requirements in order to attend an interview.

## Information for candidates

Some suggestions for information that candidates may find useful have been provided in annex 2.

Standard information about welcoming applicants from a range of diverse backgrounds should be included.

## Short-listing and assessing candidates

The assessment of candidates will depend on the experience, knowledge and skills in the panel make-up, and what would best complement the councillor panel members. The following are more general issues to consider.

Although the independent co-optees may be sought for something they can bring to the panel to fill a particular gap, they should also be able to draw on wider, more general, experience. A factor in the assessment of independent candidates might be their involvement in community activities, such as volunteering as school governors, with their trade association, or as youth workers.

Candidates wishing to be independent co-opted members would not be assessed against their personal political interests.

The selection panel should ensure that candidates short-listed reflect a wide range of people in the community. It is suggested that where possible this would include those who have direct experience of crime, either as victim or someone who might have some understanding of those who commit crime and their relationship with the police. In this context a reformed criminal might be considered.

The selection panel should avoid simply resorting to people that the authority or panel members already know, for example ex-councillors who previously served on the police authority. On the other hand, if the panel membership does not already include any ex-police authority members, candidates with some police authority experience may have much to offer. They would however need to apply fresh thinking and not simply default to re-creation of police authority practice.

Selection panels should seek to agree a balanced short-list to ensure that a representative range of social groups are included, particularly, ethnic minority communities, women, people with disabilities, and young people.

## Some key checklist points to consider when short-listing

Matters which are prerequisites to panel membership

Satisfies eligibility criteria below?

Where further independent co-optee nominees are to be sought, it will be important at the outset to be clear about who cannot be considered for a position on the panel, namely:

- anyone under 18-years-old
- the PCC or a member of their staff
- MPs
- members of the National Assembly for Wales or the Scottish Parliament
- members of the European Parliament
- members of the local authorities in the region
- police officers<sup>1</sup>
- persons who do not live or work in the police force area
- civil servants engaged in political activity.

**Criminal record checks ok**

**Satisfies person specification** (see annex 2 appendix 4)

Matters which might complement the existing panel membership

Effect on existing panel membership	Improves balance	Makes no difference	Detrimental effect
Experience			
Particular knowledge			
Particular skills			
Ideally, lives and works in the area			
Effect on diversity balance of panel			

<sup>1</sup> Police officers are not covered by the restrictions on membership of the panel in Section 22 in Schedule 6. Also police officers do not fall within Section 22 (a) as members of staff of the PCC as this category covers people appointed under Section 6 of Schedule 1.

However, under section 1(2)(a) of Schedule 1 to the Police Regulations 2003 (S.I. 2003/527) a member of a police force may not “take any active part in politics”. The Home Office would regard co-option to a panel, for the purpose of scrutinising an elected PCC, as taking an active part in politics, and accordingly as being prohibited for police officers.

## Interviews

It is envisaged that interviews would be carried out by the whole panel or by a sub-committee or a selection panel. Those interviewing should be persons who are also members of the police and crime panel itself. It is suggested that relevant officers from the host local authority would also attend to provide the necessary human resources and administrative support.

The relevant competency criteria at interview will be the same as that identified at an early stage in the information to potential candidates, see **Annex 2**.

The panel may identify the key areas they would like to bring out in answers to questions on competencies which are particularly relevant to any currently identified gaps in the panel's experience, knowledge and skills. The interview might also explore with the candidate some of the 'desirable' matters identified in the person specification in **Annex 2 appendix 4**.

Recommendations for appointment should be made on merit and ability judged against a competency based framework of criteria with any specific additional elements that are needed to complement the panel membership.

## Final selection

It is suggested that the final selection decisions will be discussed, if necessary, by the wider panel and endorsed before notification to the candidate and subsequent formal appointment by the wider panel.

## Feedback to candidates

This guidance does not attempt to prescribe how feedback should be given. However, authorities should note the recommendation in a Home Office review from 2003 around the appointment of co-opted members which suggests that procedures need to be put in place to ensure feedback is available in a fair and balanced way to all candidates seeking appointment.

Where possible unsuccessful candidates might be provided with alternative suggested options for local voluntary work.

## Allowances for co-optees

It is envisaged that all co-optees will be paid the same expenses as for any other joint scrutiny committee. Some information about allowances and expenses for operating panels is available in a letter circulated from the Home Office dated 23 January 2012. This stated that there would be £53,000 for support and training costs. In addition, £920 will be made available per member of the panel (including additional co-optees) to fund the same expenses as the other members of the panel.

There is no requirement to pay allowances to co-opted members and it is left to authorities to decide if they should be paid. If the decision is made to pay the co-opted members an allowance for this needs to be reflected in the panel arrangements.



## Complaints

Host authorities should establish or identify an existing complaints procedure for dealing with any complaints about the candidate application arrangements. It is envisaged that established procedures will be used for this, with any amendments if necessary.

It has been suggested that complaints about the conduct of independent co-optees once in post are not covered by councils' codes of conduct under the Localism Act. A solution would be to ensure the independent co-optees are covered by the Nolan principles and associated procedures applicable to the host authority. This would require the independent members to specifically sign an agreement to that effect as part of their appointment.

## Standardised suggested application documentation

Some of the administration for achieving the above might be standardised on the basis of the advice and models suggested in this guidance. The information in the following annexes may be helpful in providing a template for candidate information packs. It should be noted however that the detail will have to be considered and amended carefully to make it relevant locally.

# Annex 1– Draft text for generic advert to encourage potential applicants

## Advert

On the 15 November 2012, the XXXX will be electing its first police and crime commissioner who will be responsible for setting the priorities and resources for XXXX Police, as well as supporting broader community safety activities across the region.

In addition to this a police and crime panel will also be established to scrutinise the work of the PCC. The purpose of this role is to assist the PCC through providing independent challenge as a critical friend.

The panel will be made up of one representative from each of the XX local authorities in the force area, and two independent co-opted members.

The commissioner will be required to consult with the panel on their plans and budget for policing, as well as the level of council tax and the appointment of a chief constable.

The panel is looking for two committed and energetic people who either live or work within the [name force area] to serve as co-opted independent members from summer 2012 for a four-year term. This is an exciting opportunity to be involved from the start with new and very different arrangements for reducing crime and disorder.

The role of a panel member will be an important and demanding one. The typical commitment required from a member of the panel is expected to average one day a month, including preparation time.

Meetings will generally be held in evenings at varying locations throughout the XXXX. All panel members will be able to claim reasonable travelling expenses. All panel members will receive induction and other appropriate training.

For a copy of the application pack see [www.#####.###.uk/#####](http://www.#####.###.uk/#####) or telephone #####. The closing date for applications is XX XXXX 2012.

The panel wishes to reflect the breadth of communities in the XXXX area and welcomes applications from all eligible people irrespective of gender, ethnic origin, religious belief, sexual orientation, disability or any other factor.

# Annex 2 – Information pack for candidates

<b>Information pack for candidates to be members of police and crime panels including job description/associated text for panel members for discussion</b>	
<b>Contents:</b>	<b>Appendix</b>
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# Appendix 1 – Letter to potential applicants

[Based on documentation from N Yorkshire – and shared with their permission]

Dear Applicant

Thank you for your interest in becoming a co-opted independent member of XXXX police and crime panel.

The panel will be part of the new governance and accountability arrangements for policing in XXXX. The panel's role will be to maintain a regular check and balance on the performance of the directly elected police and crime commissioner (to be elected on 15 November 2012).

The panel is looking for [XXXX eg two] committed and energetic people to serve as co-opted independent members from summer 2012 for a four year term. This is an exciting opportunity to be involved from the start of new and very different arrangements.

The role of a panel member will be an important and demanding one. In considering your application you should be aware that the typical commitment required from a member of the panel is expected to average one day a month, including preparation time. Meetings will generally be held during normal office hours at varying locations throughout XXXX.

All panel members will be able to claim reasonable travelling expenses and a small allowance (to be determined). All panel members will receive induction and other appropriate training.

Further information is attached:

- background to the post
- eligibility criteria
- person specification
- roles and responsibilities
- application form.

The closing date for applications is XXXX, after which the local authority panel members will consider and assess all applications received. It is expected that short-listed candidates will be invited for interview [amend as applicable] in the second half of June 2012 and that formal appointments will be made in early July 2012 [amend as necessary to reflect dates which are realistic locally].

You will note that the application form asks for details of two referees. We intend to take up references for short-listed candidates, prior to interview. If you would not wish us to contact your referees at that stage then please indicate with your application.

The panel wishes to reflect the breadth of communities in [XXXX police area] and welcomes applications from all eligible people – irrespective of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (ie gender), sexual orientation, marriage and civil partnership.

If you wish to discuss any aspect in more detail please contact ##### #####.

## Appendix 2 – Background to the post

The panel will be part of the new governance and accountability arrangements for policing in [xxx xxxxx]. The panel's role will be to maintain a regular check and balance on the performance of the directly elected police and crime commissioner (to be elected on 15 November 2012).

The panel requires energetic people to serve as panel members from summer 2012 for a four-year term. This is an exciting opportunity to be involved from the start with new and very different arrangements.

The role of a panel member will be an important and demanding one. In considering your application you should be aware that the typical commitment required from a member of the panel is expected to average one day a month, including preparation time.

Meetings will generally be held during normal office hours at varying locations throughout [xxxx xxxxx].

All panel members will be able to claim reasonable travelling expenses and a small allowance (to be determined). All panel members will receive induction and other appropriate training.

## Appendix 3 – Eligibility criteria for independent panel members

The following cannot be considered for a position on the panel, namely:

- anyone under 18 years old
- the PCC or a member of their staff
- MPs
- members of the National Assembly for Wales the Scottish Parliament
- members of the European Parliament
- police officers<sup>2</sup>
- persons who do not live or work in the police force area
- civil servants engaged in political activity.

Please also note:

Independent non-councillor co-optees (either those required and any optional independent co-optees added later) must not be local authority councillors.

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<sup>2</sup> Police officers are not covered by the restrictions on membership of the panel in Section 22 in Schedule 6. Also police officers do not fall within Section 22 (a) as members of staff of the PCC as this category covers people appointed under Section 6 of Schedule 1. However, under section 1(2)(a) of Schedule 1 to the Police Regulations 2003 (S.I. 2003/527) a member of a police force may not “take any active part in politics”. The Home Office would regard co-option to a panel, for the purpose of scrutinising an elected PCC, as taking an active part in politics, and accordingly as being prohibited for police officers.

## Appendix 4 – Draft person specification for panel members

For the appointment of panel members, including independent and councillor co-optees, on interview the assessors will consider potential candidates against the following criteria:

### Abilities/skills

As well as being of good character, candidates will need to possess most, if not all, of the following competencies:

- **The ability to think strategically:** To have breadth of vision, to rise above detail, and to see problems and issues from a wider, forward-looking perspective and to make appropriate linkages.
- **The ability to make good judgements:** To take a balanced, open-minded and objective approach, for example, in evaluating the priorities of the police and crime commissioner, assessing candidates for top-level appointments or considering complaints against the police and crime commissioner.
- **The ability to be supportive:** To be able to support the PCC and the other members of the panel in delivering their duties.
- **The ability to scrutinise and challenge:** To be able to rigorously scrutinise and challenge constructively without becoming confrontational, using appropriate data, evidence and resources.

- **The ability to be analytical:** To interpret and question complex written material, including financial and statistical information and other data such as performance measures and identify the salient points.
- **The ability to communicate effectively:** To be able to communicate effectively both verbally and in writing – and to interact positively with other members of the panel, the PCC and the public.

### Other requirements and considerations

- Candidates must be able to attend meetings in the evenings (Monday to Friday 9am to 5pm) at varying locations throughout the [xxxx] area at least six times a year, as well as attend any appropriate training sessions.
- Candidates should have the time, energy and commitment to prepare for and attend regular meetings. We suggest that they would need to allocate a minimum of one day per month to devote to this role.
- Candidates should have a willingness to learn.

**Note:** Candidates must be eligible for the role (see eligibility criteria separately listed in this job information pack).

The following personal skills and qualities are also very important:

- **Team working:** The ability to play an effective role in meetings 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:** 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).
- **Respect for others:** The capacity to treat all people fairly and with respect, to 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.
- **Decisiveness:** The ability to show resilience even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

It is also important for candidates to:

**be able to:**

- consider their own biases and prejudices
- work with people from all areas within the police force area
- work with people from diverse backgrounds
- work with people with and without disabilities
- work with people from a variety of faiths and cultures
- work with people who may be gay, lesbian, bisexual or transgender.

It would also be useful if candidates:

**have experience of:**

- working with other people on issues of mutual interest over a period of time (eg voluntary work)
- situations where they needed to compromise
- interacting or working with people of all ages
- interacting or working with people who have different political views and/or religious beliefs
- interacting or working with people who are physically and/or mentally impaired.

**have an interest in:**

- policing issues and current affairs, specifically in respect of the ways in which they affect people locally
- challenging and combating institutional discrimination
- the issues associated with recruiting, promoting and retaining staff from under-represented groups
- engaging with and representing local people and/or specialists within their field of expertise.



## Appendix 5 – Roles and responsibilities of independent co-optees on the panel

Note: independent co-optees will be treated equally as other elected members on the panel and therefore have the same responsibilities and duties.

All co-optees are full voting members and will have access to the same level of support and information as elected members on the panel. The core role of both elected members and independent co-optees on the panel is to:

- scrutinise the work of the PCC to ensure that the PCC is discharging its functions effectively
- bring any specialist knowledge, skills, experience and expertise they may have to the scrutiny work of the panel
- ensure that there is an effective independent challenge to the PCC and that this challenge is constructive to support the PCC in carrying out their role
- act as a non-party-political voice for those who live and/or work in the XXXX area.

## Responsibilities of co-optees

A co-opted member of the police and crime panel is expected to:

- attend all formal meetings of the panel (approx 4-6 per year)
- establish good relations with other members, officers and co-optees
- attend additional meetings eg working groups or evidence gathering sessions, as required
- prepare for each meeting by reading the agenda, papers and additional information to familiarise yourself with the issues to be covered during the meeting. Prior to the meeting consider the questions you may wish to put to the police and crime commissioner and other expert witnesses
- listen carefully at the meetings, ask questions in a way which is non-judgmental, respect confidentiality and help the panel to make practical suggestions for improvements in services
- assist in the preparation of reports and the formulation of recommendations; this may involve volunteering to participate in a task group to conduct a scrutiny review
- attend training and development events as needed
- abide by the panel arrangements and rules of procedure which set out how the police and crime panel will operate in the [xxxx] area
- keep abreast of the key issues in relation to the responsibilities of the police and crime commissioner and the priorities within the police and crime plan
- contribute to achieving an open, accountable and transparent decision-making process in relation to policing and community safety issues in the [xxxxx] area.

**Note:** all panel members would also be expected to adhere to the ‘seven principles of public life’ which are listed below:

## Nolan principles<sup>3</sup>

**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 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 rewards 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.

**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.

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<sup>3</sup> Nolan Committee's First Report on Standards in Public Life from the First Report of the Committee on Standards in Public Life (1995).

# Appendix 6 – Application form

[Example documentation from N Yorkshire – shared with their permission to be amended and adapted by others as required]

## Confidential

### Application form to be a Co-opted Independent Member of North Yorkshire Police and Crime Panel

Please write in black ink or type. Do not include a CV or other information.

Please return this completed application form by 1 June 2012 either:

- by post to Assistant Director (Policy and Partnerships), North Yorkshire County Council, County Hall, Northallerton DL7 8AD; or
- by email as an attachment in Word format

Further information about North Yorkshire Police and Crime Panel is available on [www.nypartnerships.org.uk/pcp](http://www.nypartnerships.org.uk/pcp)

## 1. Personal details

The information in this section will not form part of the shortlisting process and will be separated from your application form upon receipt.

Title (Mr/Mrs/Ms etc)
Name in full (please also give any other names by which you have been known)
Permanent home address
How long have you lived at this address?
If less than five years at this address, please give details of your previous address(es)

Daytime telephone number	Evening telephone number

Mobile telephone number	Email address

Date of birth

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

References: Please give 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. We intend to take up references for shortlisted candidates, prior to interview. If you do not wish us to contact your referees at that stage then please indicate this clearly.

Name		Name	
Address		Address	
Tel No:		Tel No:	
Email:		Email:	
Position:		Position:	

Please sign and date this form

I declare that the information I have given is true and complete.

Signed ..... Date .....

## 2. Equality monitoring questions

The information in this section will not form part of the recruitment process and will be separated from your application form upon receipt. The information provided will be used for monitoring purposes and to help us to develop our policies and practice. The information provided will be treated confidentially and be subject to the provisions under current equality and data protection legislation. You do not have to answer these questions. However, by answering the questions you will help us to make sure that our recruitment is fair and accessible to everyone.

Gender	
What is your gender? <input type="checkbox"/> Male <input type="checkbox"/> Female	
Age	
Which age category are you in?	
<input type="checkbox"/> 18-19	<input type="checkbox"/> 20-29
<input type="checkbox"/> 30-39	<input type="checkbox"/> 40-49
<input type="checkbox"/> 50-64	<input type="checkbox"/> 65-74
<input type="checkbox"/> 75-84	<input type="checkbox"/> 85 +
Disability	
Do you consider yourself to be a disabled person or to have a long-term, limiting condition?	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
Ethnicity	
What is your ethnic group? Please choose one section from A – E, and then tick one box to best describe your ethnic group or background.	
<b>A White</b> <input type="checkbox"/> English/Welsh/Scottish/Northern Irish/British <input type="checkbox"/> Irish <input type="checkbox"/> Gypsy or Irish Traveller <input type="checkbox"/> Any other White background, please write in	<b>B Mixed/multiple ethnic groups</b> <input type="checkbox"/> White and Black Caribbean <input type="checkbox"/> White and Black African <input type="checkbox"/> White and Asian <input type="checkbox"/> Any other Mixed/multiple ethnic background, please write in
<b>C Asian</b> <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Indian <input type="checkbox"/> Chinese <input type="checkbox"/> Any other Asian background, please write in	<b>D Black/African/Caribbean/Black British</b> <input type="checkbox"/> African <input type="checkbox"/> Caribbean <input type="checkbox"/> Any other Black/African/Caribbean background, please write in
<b>E Other ethnic group</b> <input type="checkbox"/> Arab <input type="checkbox"/> Any other ethnic group, please write in	

### 3. Personal history

What is your current employment status and occupation, if any?

Please give details of part-time and full-time employment, voluntary work, career breaks and any other work you do or have done in the local community. If you do not live in North Yorkshire or the City of York 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's address.

Name and address of organisation	Dates position held (from/to)	Positions held and nature of responsibility

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

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Please list any academic, professional and/or vocational qualifications

Date obtained

Please list any academic, professional and/or vocational qualifications	Date obtained

## 4. Required competencies, personal skills and qualities

Please give brief examples to demonstrate how you meet the following competencies	
<p><b>1. The ability to think strategically</b> To have breadth of vision – to rise above detail, and to see problems and issues from a wider, forward-looking perspective – and to make appropriate linkages.</p>	
<p><b>2. The ability to make good judgements</b> To take a balanced, open-minded and objective approach – for example, in evaluating the priorities of the police and crime commissioner, assessing candidates for top level appointments or considering complaints against the police and crime commissioner.</p>	
<p><b>3. The ability to be open to change</b> To be able to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change.</p>	
<p><b>4. The ability to scrutinise and challenge</b> To be able to rigorously scrutinise and challenge constructively, using appropriate data, evidence and resources.</p>	
<p><b>5. The ability to be analytical</b> To interpret and question complex written material – including financial and statistical information and other data such as performance measures – and identify the salient points.</p>	
<p><b>6. The ability to communicate effectively</b> To be able to communicate effectively both verbally and in writing – and to interact positively with other members of the panel, the police and crime commissioner, and the public.</p>	



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

<p><b>1. Team working</b> The ability to play an effective role in meetings through listening, persuading and showing respect for the views of others.</p>	
<p><b>2. Self-confidence</b> The skill to challenge accepted views constructively without becoming confrontational.</p>	
<p><b>3. Enthusiasm and drive</b> 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).</p>	
<p><b>4. Respect for others</b> The capacity to treat all people fairly and with respect, to value diversity and respond sensitively to difference.</p>	
<p><b>5. Integrity</b> The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.</p>	
<p><b>6. Decisiveness</b> The ability to show resilience even in challenging circumstances, remaining calm and confident and able to make difficult decisions.</p>	

Please give details of your experience (in a paid or unpaid role) in community safety, victim support, criminal justice and related issues

## 5. Why do you want to be a co-opted independent member?

Please say why you are interested in becoming a co-opted independent member of the North Yorkshire Police and Crime Panel

## 6. Other information

If you are employed, is your employer willing to release you to carry out the duties of a co-opted independent member of the North Yorkshire Police and Crime Panel?

Do you hold, or have recently held, any of the following positions?

- The police and crime commissioner for North Yorkshire
- A member of the staff of the police and crime commissioner for North Yorkshire
- A member of the civilian staff of the North Yorkshire police force
- A Member of Parliament, the National Assembly for Wales, the Scottish Parliament or the European Parliament
- A Member of Craven District Council, Hambleton District Council, Harrogate Borough Council, North Yorkshire County Council, Richmondshire District Council, Ryedale District Council, Scarborough Borough Council, Selby District Council or City of York Council
- A police officer

If yes, please give details.

Is there anything in your private or working life, or in your past, or, to your knowledge, in that of any member of your family or close friends, which, if it became generally known, might bring you or the North Yorkshire Police and Crime Panel into disrepute, or call into question your integrity, authority or standing as a member of the Panel? If yes, please give details.



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please contact us on 020 7664 3000.  
We consider requests on an individual basis.