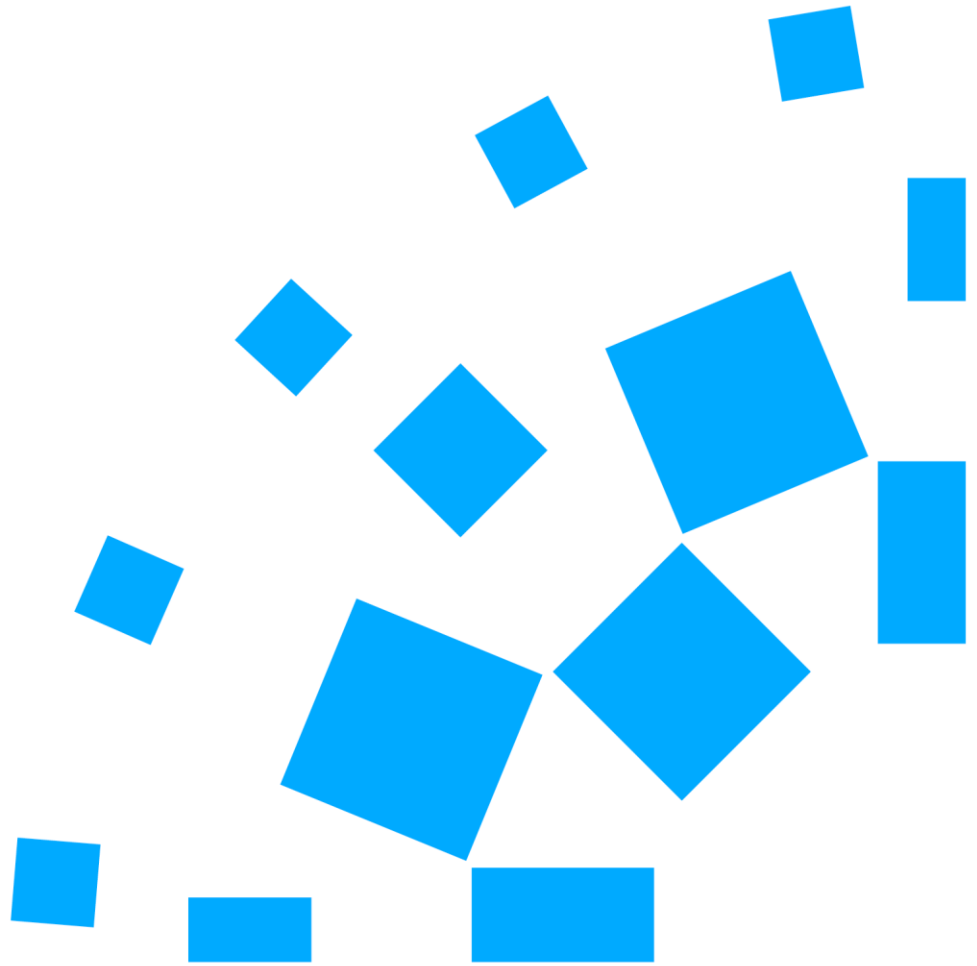


Independent Non-Executive Board Director

Recruitment Information Pack

June 2023



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Foreword from Lord Herbert of South Downs

(Chair of the Board)

Thank you for your interest in the appointment of an Independent Non-Executive Director.

This is a hugely important time for policing in England and Wales. The principle of policing by consent relies on the trust and confidence that the public has in the police service and the wider law enforcement community. The recently published Casey Review has drawn attention to issues that have seriously diminished such trust and confidence

The College of Policing, as the professional body of the service, has a critical role to play in ensuring the highest standards of leadership, professionalism and integrity and in equipping officers and staff with the skills they need.

Our corporate strategy, which was developed in response to the Fundamental Review in 2021, sets out our five key ambitions:

- Building trust and a fair culture
- Transforming police leadership
- Supporting career-long professional development and wellbeing
- Boosting core skills
- Strengthening innovation and implementing what works

Our work to overhaul leadership must now be implemented in every force. This will standardise the training and development at every rank to embed professionalism, respect and inclusion.

We are seeking a high calibre individual with experience of operating at senior board level within a major public or private sector organisation, and with particular experience in relation to leadership development, training and continuing professional development. You will help shape a compelling vision and direction for the College, providing challenge and support to the executive team.

If you are motivated to play a key role in helping the College achieve its mission, then I look forward to hearing from you and wish you the best of luck with your application.

Nick Herbert

Chair

About the College of Policing

We connect everyone in policing by sharing knowledge and best practice. We set standards and provide training and development to reduce crime and keep people safe.

How we help policing

- **Share knowledge and good practice** - We create and maintain easy access to knowledge, disseminate good practice, and facilitate the sharing of what works.
- **Set standards** - We set standards for key areas of policing which help forces and individuals provide consistency and better service for the public.
- **Support professional development** - We set requirements, accredit, quality assure and deliver learning and professional development, promote diversity and wellbeing, and help to nurture and select leaders at all levels.

Examples of our work can be viewed on our website [here](#).

As the professional body for policing, the College has an important national voice. It acts in the public interest, including ensuring that officers and staff understand and adopt the highest ethical standards. We are currently consulting on a revised **Code of Ethics**. We are often at the heart of key debates on how the police manage difficult issues, including Hate Crime, investigations into historical abuse and online crime.

We are also changing as an organisation to:

- improve our **connection** with policing.
- Improve the **relevance** and **effectiveness** of the College products and services.
- enhance our **dynamism**.

Structure & Governance

The College was established as a company limited by guarantee on 1 October 2012 as the professional body for policing in England and Wales, with the Home Secretary as its sole member (equivalent to shareholder). It is an arms-length body of the Home Office.

The College Board of Directors is led by a Chair who does not have a background in operational policing. The Board includes: the College Chief Executive, who must be a senior police officer; four independent directors from various sectors; a chief constable; a member of police staff; a member from the Superintendent ranks; a member from the Federated ranks; and three Police and Crime Commissioners. All Board members, apart from the Chief Executive, are Non-Executive Directors.

Role description

Job Title:	Independent Non-Executive Director
Roles available:	One
Appointment:	An initial minimum term of three years
Location:	London with some UK travel
Reporting to:	Chair of the Board

Purpose

The purpose of the College Board is to hold the Executive to account and to ensure the long-term success of the College of Policing. It sets the strategic direction and the values of the College and ensures that the College meets its obligations to the public, police services in England and Wales, policing partner organisations, the Home Secretary, and Parliament.

The Board ensures that the governance and structure of the College has the right level of accountability and transparency to win the confidence of the public, police services, policing partners and Parliament. Board members will shape the values and culture of the College and guide it through the next phase of its development as the professional body for policing.

As a holder of a public office in the College of Policing, Board members are expected to follow the College's Code of Ethics - A Code of Practice for the Principles and Standards of Professional Behaviour for the Policing Profession of England and Wales. The Code includes the Seven Principles of Public Life, as set out by the Nolan Committee on Standards in Public Life, and members are expected to observe the highest standards of propriety involving impartiality, integrity and objectivity.

As a Non-Executive Director of the College of Policing Limited, you will be a company director, acting in the best interests of the College, promoting its success and sharing your knowledge, skills and experience.

Key Responsibilities

Strategy and Executive Oversight

- Work collaboratively with the Chair and fellow Non-Executive Directors in setting the strategic direction for the College, approving its strategies and ensuring it has the resources in place to discharge its statutory duties.
- Contribute to the delivery of the strategic plan and the development of an efficient and effective professional body, including collaborating with key partners across all sectors.
- Oversee the work of the Chief Executive in managing the organisation and its delivery programme, in line with the strategic plan.
- Approve the annual business plan and budget.
- Approve the annual report and accounts.
- Ensure that the Executive team is held to account and systems are in place to allow them to discharge their responsibilities transparently and effectively, monitoring and challenging operational performance and performance against budget.
- Ensure that controls are in place to manage risk effectively.

Leadership

- Provide advocacy for, and represent, the College at a national or local level as appropriate.
- Acquaint themselves with the work of the College by meeting with relevant teams at College locations and attending College events.

Meetings

- Attend board meetings (and meetings of any committee of which they are a member) and contribute effectively and sensitively by listening, asking relevant questions, challenging appropriately and taking considered decisions.
- Register all interests that might have a bearing on the College's work and declare any potential or actual conflicts of interest as and when they arise.
- Contribute to the efficient conduct of the College Board's business.

- Attend meetings as requested by the Board Chair as the College representative.

Members and Relationships

- Act in accordance with the College's Code of Ethics, the Code of Conduct for Board Members of Public Bodies, 2019, the UK Corporate Governance Code and the requirements of Company Law.
- Support the values and objectives of the College and uphold College policies and procedures.
- Work as part of a team and abide by collective decisions.
- Maintain constructive interpersonal relationships with other board members, the Executive team and the Head of Corporate Governance, providing challenge and support as appropriate.
- Raise any issues and concerns with the College Chair as appropriate.
- Contribute and provide honest feedback on the work of the College Board, including its agendas.

Induction, development and performance evaluation

- Participate in a tailored induction programme, facilitated by the Head of Corporate Governance.
- Participate in, and contribute to, the Board development programme.
- Assist with the recruitment of new board and committee members where required.
- Participate in and support the annual board, committee and individual appraisal process.

Police Forces

- Maintain an active awareness of current issues in policing and seek briefings on matters of interest or concern.

Time Commitment

- Non-Executive Directors are appointed on the basis of two days' work per month.
- Board meetings are held bi-monthly in May, July, September, November, January and March.
- Committee meetings are held quarterly.

Person specification

It is essential that you provide evidence and proven examples against each of the selection criteria in Part One only of the person specification, in so far as you are able. These responses will be further developed and explored with those candidates invited for interview, together with the criteria listed in Part Two.

Part One – Essential Criteria

- Experience of operating at senior board level, either in a public or private sector organisation, working successfully with executives and non-executives to take forward the strategic direction of a complex organisation.
- Experience in relation to leadership development, training and continuing professional development within a major public or private sector organisation.
- A professional track record that demonstrates strategic leadership qualities that inspire confidence in your ability to work with others to guide the College in its ambition.
- Highly effective communication skills.
- The ability to build strong interpersonal relationships with diverse stakeholders.
- Understanding and appreciation of diversity, equality and human rights issues.

Part Two – Desirable Criteria

- An understanding of the issues relating to policing.
- An understanding of the role and goals of the College of Policing.
- A strategic understanding of:
 - Inclusion and wellbeing;
 - Digital transformation, the use of big data and the application of technology to achieve business strategy;

- Human Resources;
- Strategic financial management;
- Change management and organisational development;
- Contribution of applied research and analysis to policing or other professional practice.

Response instructions

The closing date for applications is 10 July 2023 at 23:59.

Please submit the following 3 documents, clearly labelled. In order to apply, you will need to click on one of the links below, depending on if you have already set up an account on the new Cabinet Office Public Appointment website.

<https://apply-for-public-appointment.service.gov.uk/create-account>

<https://apply-for-public-appointment.service.gov.uk/auth/sign-in>

1. A **comprehensive CV** (maximum two sides A4, minimum 11 font) setting out your career history and including details of any professional qualifications.
2. A **statement of suitability** (maximum two sides A4, minimum 11 font) giving evidence of the strength and depth of your ability to meet the essential criteria for the role. Please provide specific examples to demonstrate how you meet each of the experience, qualities and skill areas identified in the person specification.
3. Please complete and return the form at **Annex B**, relating to referees, conflicts of interest and nationality.

Please include the heading Non-Executive Board Director in the subject box.

Please submit your application documents as 3 separate attachments.

Please note the following:

- We cannot accept applications submitted after the closing date.
- Applications will be assessed on the documentation provided. Please refer to the checklist to ensure you have provided the necessary documentation. We will assess it based solely on documentation provided.
- Applications will be acknowledged upon receipt.
- Feedback will only be given to unsuccessful candidates following interview.

Further Information

If you have any queries about this role, please contact Kate Fromant, Head of Corporate Governance at kate.fromant@college.police.uk or on 07747 763371. If you have any queries about the recruitment process for this role, please contact recruitment@college.pnn.police.uk. If you have any specific queries about the public appointments process, please contact the Home Office Public Appointments Team at publicappointments@homeoffice.gov.uk.

Indicative Timetable

Please note that these dates are only indicative at this stage and could be subject to change.

Advert Closing Date	10 July 2023
Short List Meeting	Expected w/c 17 July 2023
Final Panel Interviews*	25 July 2023
Meeting with Home Secretary (if required)	If required, post interview

* Interviews will take place in London. (Venue to be confirmed.)

Selection Process

This role is being recruited to in accordance with the Government's Governance Code on Public Appointments¹, which sets out the regulatory framework for public appointments processes. The Code is based on three core principles – merit, openness and fairness.

The recruitment panel will be chaired by Lord Herbert of South Downs, Chair of the Board, and consist of Rosemary Scully, Chair of the People (Nominations and Remuneration) Committee, Peter Spreadbury, Deputy Director of Police Workforce and Professionalism Unit, Home Office and Richard Childs QPM as an independent member. The panel will ensure the appointment is made in accordance with the Governance Code. The Recruitment Team at the College will acknowledge your application and keep you updated on the progress of the competition.

At the short-listing meeting the selection panel will assess each application against the essential criteria.

The final decision to appoint to this role rests with the Home Secretary. Appointable candidates may be invited to meet with Ministers before a final decision is made. As a result, there may be a delay in informing candidates of the outcome.

We encourage a diverse workforce and welcome applications from all suitably qualified people. We encourage applications from all backgrounds and communities and are committed to having a Board that is made up of diverse skills, experiences

and abilities. We value the positive impact that difference has on our Board. We are committed to equality and diversity within our workforce and in all opportunities provided by the College.

Please note: Expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance with the College of Policing Recruitment Team.

Terms of Appointment

Nature of Appointment

You will not be an employee of the Home Office or the College of Policing. Nothing in this document shall be construed as, or taken to create, a contract of employment between you and the College or Her Majesty's Government.

Appointment Term

Your appointment will be for a minimum period of three years. There is a possibility of re-appointment, subject to a satisfactory annual appraisal of performance and Ministerial agreement.

Remuneration

£350 per day

Time Commitment

The Non-Executive Director is expected to work no less than two days per month.

Location

Board meetings are usually held in London, but occasional travel across the UK may be necessary. Travel and subsistence costs will be reimbursed in line with standard College policy.

Availability

The successful candidate will be encouraged to take up their appointment as soon as possible, subject to the receipt of satisfactory references, successful completion of pre-appointment checks and security clearance.

Security clearance

The successful candidate will be required to have or be willing to obtain security clearance to NPPV2 level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. If security clearance is not currently in place, it usually takes between 4-5 weeks to obtain the security clearance. The role will be offered on a conditional basis until the successful candidate have passed all checks.

Confidentiality

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired during official duties, and not to disclose information which is held in confidence.

Disqualification for appointment

There are circumstances in which an individual will not be considered for appointment. They include:

- people who have received a prison sentence or suspended sentence of 3 months or more in the last 5 years;
- people who are the subject of a bankruptcy restrictions order or interim order;
- in certain circumstances, those who have had an earlier term of appointment terminated;
- anyone who is under a disqualification order under the Company Directors Disqualification Act 1986; and
- anyone who has been removed from trusteeship of a charity.

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. Candidates will be expected to abide by the “Seven Principles of Public Life” set out by the Committee on Standards in Public Life (see below, page 17).

Registration of interests

The purpose of these provisions is to avoid any danger of a public appointee being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

Public appointments require the highest standards of propriety, involving impartiality, integrity and objectivity, in relation to the stewardship of public funds and the oversight and management of all related activities. This means that any private, voluntary, charitable, or political interest which might be material and relevant to the work of the body concerned should be declared. It is important, therefore, that you consider your circumstances when applying for a public

appointment and identify any potential conflicts of interest, whether real or perceived.

There is a requirement to declare any actual or potential conflict of interest you may have in being appointed to the College in a separate form. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

Political activity

Non-Executive Directors will need to show political impartiality during their time with the College and must declare significant party-political activity they undertake in the period of their appointment. Details of the successful candidate's declared political activity must be published by appointing departments when the appointments are publicised.

The Political Activity Declaration will be kept separate from your application and will only be seen by the Panel prior to interview – the Panel may at that stage explore with candidates any potential for conflict of interest. It is appreciated that political activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you may if you choose include it separately in the main body of your application.

Disability Confident

The College is a certified user of the Government's "Disability Confident" scheme and is committed to ensuring that all recruitment processes are inclusive and accessible. Applicants who meet the minimum criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to apply for consideration under this scheme, please complete the form at Part C in Annex B. It is not necessary to state the nature of your disability.

Whether you choose to apply under the Disability Confident scheme or not, you can still ask us to make arrangements for you when attending an interview. You can also contact us if you want to discuss the criteria for the role or have questions regarding your application.

Equal Opportunities Monitoring

The College of Policing is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation and transgender.

As part of the application process, we ask candidates to complete equal opportunities monitoring information. This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. The information in Annex C will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Complaints

If you are not completely satisfied with the way your application is handled at any stage of the process, please raise any complaint in the first instance with the Recruitment Team at: recruitment@college.pnn.police.uk

We will reply to your complaint within 20 days.

If, after receiving our response you are still not satisfied, you may contact the Commissioner for Public Appointments:

The Commissioner for Public Appointments Room G/8, Ground Floor 1 Horse Guards Road London SW1A 2HQ. Tel: 0207 271 0849.

Annex A – The Seven Principles of Public Life

The principles of public life apply to anyone who works as a public officeholder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public officeholders are both servants of the public and stewards of public resources. The principles also have application to all those in other sectors delivering public services.

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so 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 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 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.

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

college.police.uk