



Home Office

Chair and Members

Police and National Crime Agency Remuneration Review Bodies

Recruitment Information Pack

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Introduction

Thank you for your interest in applying for a role on the Police Remuneration and National Crime Agency Review Bodies.

Pay Review Bodies provide independent advice to the Government on the pay of key public sector workforces. Members have an interesting and challenging role providing objective analysis of the data and evidence to recommend awards for their remit groups – in this case Police and National Crime Agency (NCA) officers.

Accordingly, the Review Bodies make a vital contribution to these public services by recommending pay which can recruit, retain and motivate Police and NCA officers.

The Police and NCA Review Bodies operate on a similar basis to other Pay Review Bodies, receiving written and oral evidence from both the Government and representative organisations. They then weigh the evidence, consider independent research and formulate detailed recommendations. The main work of the Review Bodies starts late autumn and culminates in submission of reports to the Government in April/May each year. Further details on current work can be found [here](#).

The Police Remuneration Review Body and the NCA Review Body (which were established in 2014) comprise the same membership. There is currently a Chair and five Members, with a diverse range of capabilities. The term for the current Chair is due to end in August 2018, and we are therefore looking to appoint a suitable candidate to this key post.

We are also looking for three new Members – (i) one with knowledge of the political situation and an appreciation of the context for policing in Northern Ireland and the broader labour markets context; (ii) one with senior level experience in staff representation; and (iii) one with senior level experience in policing.

As Chair of the Review Bodies, you will have specific responsibility for providing strategic leadership and direction to the Review Bodies, ensuring that they fulfil their functions as public bodies. You will be responsible for the successful running of the Review Bodies and ensuring that they are on track to deliver high quality recommendations in the requisite timeframe.

As a Member of the Review Bodies, you will have responsibility for working corporately to assess the evidence and develop recommendations to the Government. You would also need to share the commitment to making these Review Bodies a success in supporting the recruitment, retention and motivation of these most vital public services at a time of significant reform.

These roles will provide an important and challenging opportunity for the right individuals to make a direct contribution to critical public services.

About the Pay Review Bodies

Background

The eight independent Pay Review Bodies advise the Prime Minister and relevant Secretaries of State, on matters referred to them, primarily making annual recommendations about pay levels. There are bodies for: the Armed Forces; Doctors and Dentists; NHS staff; Police Officers; the National Crime Agency; the Prison Service; School Teachers; and Senior Salaries. Pay Review Bodies carry out vital work, independently reviewing pay, and in some cases broader terms and conditions, for public sector workforces, and advising the Government accordingly. Chairs are appointed by the Prime Minister, whilst other Members are appointed by the relevant Secretary of State.

The bodies operate independently of each other but their procedures are broadly similar. Each body receives written and oral evidence from both the Government and representative organisations covering its remit. Other interested parties may also submit evidence. Pay Review Bodies weigh the evidence submitted and their own independent research to formulate recommendations on the remuneration of their remit groups. Their recommendations are submitted to the Prime Minister and relevant Secretaries of State, and where appropriate, the devolved administrations. The Government's response usually attracts extensive media coverage. Members usually undertake a series of visits to meet representatives of their remit groups enabling them to gain first-hand knowledge of the pay and other issues of their remit groups

The Police and National Crime Agency Remuneration Review Bodies

The Police and National Crime Agency (NCA) Remuneration Review Bodies are tasked with providing independent advice to the Government on the pay and conditions of police officers, including Chief Officers, in England, Wales and Northern Ireland and on the pay and allowances of NCA officers designated with operational powers, essentially persons who hold the powers of a constable, an officer of Revenue and Customs, or an immigration officer. The Review Bodies provide Government with an independent view on the progress of long term reforms and the risks and challenges of a new reward structure.

The Review Bodies' Terms of Reference can be viewed here:

[Police Remuneration Review Body Terms of Reference](#)

[NCA Remuneration Review Body Terms of Reference](#)

Membership is to both bodies and currently comprises individuals who have senior-level experience from a range of backgrounds, either from the private or public sector or both. Together they provide a pool of knowledge and experience of labour market, personnel and pay issues.

The existing members are:

David Lebrecht (current Chair) – Employee Relations Consultant and former Head of Employee Relations at British Airways

Elizabeth Bell – HR Director at Screwfix

Anita Bharucha – Independent Management Consultant

Paul Leighton – Former Deputy Chief Constable, Police Service of Northern Ireland

Chris Pilgrim – HR Director at RWE Npower

Patrick Stayt – Former Police Superintendent and former National Secretary of the Police Superintendents' Association

Secretariat support

The Office of Manpower Economics (OME) – a non-statutory public body – provides the secretariat for the Review Bodies. The OME is independent of Government. It is staffed by civil servants drawn mainly from the Department for Business, Energy and Industrial Strategy.

Further details of the Review Bodies and OME can be found [here](#).

Role of the Chair of the Review Bodies

As Chair of the Review Bodies, you will have specific responsibility for providing strategic leadership and direction to the Review Bodies, ensuring that they fulfil their functions as public bodies. You will be responsible for the successful running of the Review Bodies and ensuring that they are on track to deliver high quality recommendations in the requisite timeframe. You will do this by:

- Leading the work of the Review Bodies in a way that deals comprehensively with the matters that have been referred; where necessary challenging existing assumptions; making effective use of the skills and expertise of the other members of the Bodies; and providing effective challenge to the evidence and representations that are submitted to the Review Bodies by the wide range of interested parties.
- Shaping the development of the Review Bodies' response to remit letters from the Secretary of State, including analysing written and oral evidence from the parties, reaching decisions, considering draft reports and maintaining official records of the pay round.
- Effective management of stakeholder relationships, recognising their differing priorities and perspectives.
- Effectively chairing meetings of the Review Bodies, including where applicable representation sessions with consultees.
- Managing the conduct of Review Body business, operating in accordance with legal requirements (e.g. to ensure its approach is in line with equality legislation) and its Code of Practice.

Person Specification

All candidates will be required to demonstrate in their written applications and at interview how they meet the requirements of the post. The criteria that will be used to assess whether candidates have the required qualities, skills and experience are listed below. **You must give examples in your application showing how in previous activity you have demonstrated each of the requirements.**

Professional skills

In order to apply for the role of Chair, you should be able to demonstrate the following:

- The ability to operate at a strategic level within a complex organisation.
- An appreciation of the policy, financial and operational constraints that impact on remuneration decisions.
- A broad understanding of pay, remuneration, performance management and reward issues.
- Recent, proven, and substantial record of senior leadership and achievement in complex organisations, ideally with commercial experience;

- Senior level chairing experience and the ability to create consensus through active debate and logical argument amongst a diverse group; and
- Ability to represent and lead a body and to command the confidence of key stakeholders, including Ministers, Review Body Members, senior Government officials and those within the remit group.

Personal qualities

As well as any relevant sector specific experience you will also be assessed on what general qualities and skills you bring to the role. These are listed below:

- **Analysis and interpretation** – the ability to analyse and make judgments from complex data and contribute to workable recommendations on complex and sensitive issues;
- **Strong communication, interpersonal and engagement skills** – the ability to gain respect and keep the confidence of key stakeholders, including Ministers and senior Government officials, through effective communication and influencing skills;
- **High standards of corporate and personal conduct** – demonstrate a sound understanding of and strong commitment to equal opportunities, public service values and [principles of public life](#), enabling you to act impartially and uphold the independence of the Review Bodies;
- **Intellectual flexibility** – a sharp and clear thinker who can absorb complex information, whilst maintaining a focus on national policy interests.

Due diligence: Please note that as part of the recruitment process, due diligence, including social media checks will be undertaken on the appointable candidates.

Role of a Member of the Review Bodies

As a Member of the Review Bodies you will have responsibility for working corporately to:

- assess the evidence of the Government, employers and their representatives, the relevant staff associations and trade unions; and
- contribute effectively to the Review Bodies' consideration of annual recommendations to Government under the guidance of the Chair of the Review Bodies.

Members have responsibility, with guidance from the Chair of the Review Bodies, to:

- consider the parties' written evidence, views and proposals;
- take oral evidence from the parties;
- assimilate information and data on pay, policy, economic, workforce and financial matters;
- weigh evidence and undertake independent analysis;
- meet groups of officers and managers/leaders; and
- formulate conclusions, making recommendations to the Government.

Person Specification

All candidates will be required to demonstrate in their written applications and at interview how they meet the requirements of the post. The criteria that will be used to assess whether candidates have the required qualities, skills and experience are listed below. **You must give examples in your application showing how in previous activity you have demonstrated each of the requirements.**

Professional skills

In order to apply for the Member roles you should be able to demonstrate the following:

- The ability to operate at a strategic level within a complex organisation.
- An appreciation of the policy, financial and operational constraints that impact on remuneration decisions.
- A broad understanding of pay, remuneration, performance management and reward issues.

You must also be able to demonstrate **at least one** of the following:

- Experience of operating at a senior level in Northern Ireland, with knowledge of the political situation and an appreciation of the context for policing in Northern Ireland and the broader labour markets context;

- Senior level experience in staff representation; or
- Senior level experience in policing.

Desirable criteria for all Member posts:

- A wider appreciation of the law enforcement sector.

Personal qualities

As well as any relevant sector specific experience you will also be assessed on what general qualities and skills you bring to the role. These are listed below:

- **Analysis and interpretation** – the ability to analyse and make judgments from complex data and contribute to workable recommendations on complex and sensitive issues;
- **Strong communication, interpersonal and engagement skills** – the ability to gain respect and keep the confidence of key stakeholders, including Ministers and senior Government officials, through effective communication and influencing skills;
- **High standards of corporate and personal conduct** – demonstrate a sound understanding of and strong commitment to equal opportunities, public service values and [principles of public life](#), enabling you to act impartially and uphold the independence of the Review Bodies;
- **Intellectual flexibility** – a sharp and clear thinker who can absorb complex information, whilst maintaining a focus on national policy interests.

Due diligence: Please note that as part of the recruitment process, due diligence, including social media checks will be undertaken on the appointable candidates.

Terms of Appointment

Appointment Term:

- The Chair will be appointed by the Prime Minister and Members will be appointed by the Home Secretary, in accordance with the Police Act 1996.
- The appointments will be for a fixed period of three years.
- Re-appointments can be made at the end of the period of office for a further term of up to three years at the discretion of Ministers, subject to a satisfactory appraisal of performance and mutual agreement.
- It should be noted that this post is a public appointment; Review Body members are neither employees of the Crown, Home Office nor of the Review Bodies.
- Appointments may be terminated prior to the conclusion of the period of appointment.

Remuneration

- The Chair will receive £350 per day and Members will receive £300 per day, for time spent in meetings and on visits. No additional fee is paid for any time spent in preparation or travelling. The remuneration is taxable through payroll but the appointment is not pensionable.
- The Chair and Members can claim reimbursement for reasonable travel and subsistence costs necessarily incurred on Review Body business at rates set centrally by the Department for Business, Innovation and Skills.
- Applicants should note that the successful candidates cannot be remunerated for this role, if they are being paid for an existing full time role from the public purse.

Time Commitment

- Full attendance for Review Body duties is expected. The combination of meetings and visits will be around 25-27 days per annum for the Chair and around 20 days per annum for Members.
- The workload can vary and the busiest period is between January and May but meetings take place throughout the year, usually on Wednesdays.
- Visits to meet those groups covered by the Review Bodies are mainly undertaken in Autumn. Each Member usually undertakes at least two visits a year.

Location: Meetings of the Review Bodies are usually held in London at the Office of Manpower Economics, Fleetbank House, 2-6 Salisbury Square, London EC4Y 8JX. Visits take place at NCA and police force locations across the UK.

Availability: The successful candidates will need to be available to take up the appointments from 1st September 2018, subject to the successful completion of pre-appointment checks and security clearance.

Security clearance: The successful candidates will be required to have or to obtain security clearance to Counter Terrorist Check (CTC) level. Pre-appointment checks will also be undertaken on immigration and criminal convictions. 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 has passed all checks.

Nationality: This is a non reserved post and therefore open to UK Nationals, British Nationals Overseas, British Protected Persons, Commonwealth Citizens, EEA Nationals of other member states and certain non EEA family members and Swiss Nationals under the Swiss EU Agreement. There must be no employment restriction or time limit on your permitted stay in the UK. In order to confirm your eligibility for this post, please complete the Nationality form found at the end of this candidate pack. You will not be asked to produce the evidence stated at the application stage but you will be required to do so should you be invited to the final panel interview.

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 in the course of official duties, and not to disclose information which is held in confidence.

Involvement with other Review Bodies: Candidates for the Review Bodies post who are Members of other Pay Review Bodies may apply, but would need to resign their current positions if they were appointed.

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

- anyone employed in a profession covered by the Review Bodies' remit, or whose income is affected by the Review Bodies' decisions (i.e. with a close family member who is an NCA officer or police officer);
- 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. All successful candidates will be asked to subscribe to the Review Body's [Codes of Practice](#). Candidates will be expected to abide by the "Seven Principles of Public Life" set out by the Committee on Standards in Public Life.

Registration of interests: The purpose of these provisions is to avoid any danger of Review Body members 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 Review Bodies in a separate form. Any actual or perceived conflicts of interest will be fully explored by the Panel at interview stage.

Political activity: Members will need to show political impartiality during their time on the Board and must declare any 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 (online) 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.

Response Instructions

If you wish to apply for these positions, please supply the following **by midnight on Sunday 4 March, clearly stating which role/s you wish to be considered for.**

- A **comprehensive CV** setting out your career history and including details of any professional qualifications.
- A **short supporting statement** 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 relevant person specification. **The statement should be a maximum of three sides of A4 if you are applying for the Chair role, and two sides if you are applying for a Member role.**
- In addition, please also complete and return via email the **forms at Annex A**, relating to referees, diversity, nationality, political activity and conflicts of interest.

Completed applications should be emailed to publicappointments@homeoffice.gsi.gov.uk.

If you can not apply online, please post applications to:

Public Appointments Team
Home Office
2 Marsham Street
First Floor, Peel Building
SW1P 4DF

Further Information:

If you have any queries about this role, please contact Edmund Quilty on 020 7211 8294 or email edmund.quilty@beis.gov.uk.

If you have any queries about the recruitment process for this role, please contact Pauline Hyman on 0207 035 5409 or email Pauline.Hyman@homeoffice.gsi.gov.uk.

Equal Opportunities Monitoring: The Home Office 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 (Annex A). This will help us to monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application.

Interview Access Scheme for Disabled Persons: As a member of the Employers Forum on Disability, we are committed to actively encouraging applications from people with disabilities. Applicants with a disability are guaranteed an interview if they meet the minimum criteria for the appointment, as outlined in the relevant role description. Declaring a disability for the purposes of a guaranteed interview is your decision and is entirely voluntary. A copy of the form is included within Annex A.

Whether you choose to apply under the Interview Access Scheme or not you can still ask us to make particular 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.

Data Protection

The Home Office takes its obligations under the Data Protection Act seriously. Any data about you will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may also be used for the purposes of monitoring the effectiveness of the recruitment process, but in these circumstances will be kept anonymous. The ethnic monitoring form is used for monitoring the selection process only. If you do not wish to have these details recorded please return the form uncompleted.

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. We are required by the Commissioner for Public Appointments to retain information about the people who apply for public appointments within his remit, and make this information available to him for audit purposes, if requested to do so. Information you provide in your application may therefore be made available to the Commissioner for Public Appointments and the Commissioner's auditors on a confidential basis in order to help fulfil the Commissioner's formal complaints investigation role and for audit purposes.

Our data protection policy is in line with the requirements of the Data Protection Act and the requirements of the Commissioner's Code of Practice. The Commissioner's requirements relating to the information we collect about applicants are set out below:

- Your initial contact details, including your name and address will be held by the Home Office for a period of at least 2 years.
- If you submit an application form, the form and any supporting documentation will be retained for at least 2 years.
- Information held electronically, including your contact details and the monitoring information which you provide will also be held for at least 2 years.

If you would like these details to be removed from our records as soon as this recruitment exercise is complete, please contact Pauline Hyman on 0207 035 5409.

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 Home Office Public Appointments Team.

Indicative Timetable

Please note that these dates are only indicative at this stage and could be subject to change. Please let us know in your application letter if you are unable to meet these timeframes.

Advert Closing Date	Midnight, Sunday 4 March
Short List Meeting	23 rd March
Final Panel Interviews	w/c 7 th May
Meeting with Minister (if required)	Expected post interview

Selection Process

This role is being competed 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 panel for the Chair recruitment will be chaired by Rachel Watson (Head of Police Workforce and Professionalism Unit, Home Office). The selection panel will also include Martin Williams (Director, Office of Manpower Economics), Anthony Harbinson (Director of Safer Communities, Department of Justice, Northern Ireland), and Olivia Grant OBE as an independent panel member.

The panel for the Member recruitment will also be chaired by Rachel Watson (Head of Police Workforce and Professionalism Unit, Home Office). The selection panel will also include David Lebrecht (Chair of the Review Bodies), Martin Williams (Director, Office of Manpower Economics), Anthony Harbinson (Director of Safer Communities, Department of Justice, Northern Ireland), and Olivia Grant OBE as an independent panel member.

The panels will ensure the appointments are made in accordance with the Code.

The Home Office Public Appointments Team will acknowledge your application on behalf of the Home Office 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 and decide who to invite for interview.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf

Interviews are expected to take place at Home Office HQ, central London, and to last for between 45 and 60 minutes. Further details about the format will be provided to you in advance.

The decision to appoint to these roles rests with the Prime Minister (for the role of Chair) and Home Secretary (for the Member roles). 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 of the competition.

Complaints

If you are not completely satisfied with the way your application is handled at any stage of the competition, please raise any complaint in the first instance with:

Will Nixon
Public Appointments Team
Home Office
First Floor, Peel Building
2 Marsham Street
SW1P 4DF

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

The Commissioner for Public Appointments regulates and monitors appointments to public bodies to ensure procedures are fair. More information about the role of the Commissioner and his Code of Practice is available from:

<http://publicappointmentscommissioner.independent.gov.uk/>

Information about the Commissioner's policy and manner in which complaints are investigated are set out in the Commissioner's leaflet Your Guide to Making a Complaint about a Public Appointments Process which can be found at:

<http://publicappointmentscommissioner.independent.gov.uk/contact>