

# **Four Independent Non-Executive Directors (Including Chairs of Audit and Risk Committee and Nominations and Remuneration Committee)**

## **Commencing January 2022**

### Recruitment Information Pack

August 2021



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## Foreword by Lord Herbert of South Downs

(Chair of the Board of the College of Policing)



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

This is a hugely important time for policing in England and Wales. While officer numbers are rising through the biggest recruitment drive in a generation, the service faces great challenges, and significant questions are being asked about it. The highest standards of professionalism and leadership in the service are critical.

Consequently, this is an exciting time of change for the College of Policing. As the professional body of the service, it has a critical role to play in setting standards, equipping officers and staff with the skills they need, and sharing best practice. Over the course of the last few months we have heard encouraging support expressed for this vision and the College, but also a prevalent view that it has yet to fulfil its potential. So, ten years on from when as Police Minister I initiated the work to create the College, we are taking a fundamental look at its role, effectiveness and place in the policing landscape.

The College can and should be much more than the legal standard setter for policing. We should hold and share a compelling evidence base for good practice and what works to reduce crime; we should actively support personal development and leadership in policing; and we should ensure that we are practically useful to every officer and staff member, regardless of rank or position, in the drive to cut crime and keep the public safe. The British model of policing is admired across the world, and a strong College, overseen by a strong Board, should also be an international exemplar and ambassador for the UK.

The College is currently playing a critical role in helping to meet the Government's commitment to increase officer numbers by 20,000, to increase the diversity of the Service, and to prepare guidance swiftly in response to the current pandemic. We

want to build on these activities and create a much bolder role for the College in addressing the challenges and seizing the opportunities facing policing.

We are seeking four high calibre individuals from a range of backgrounds who will help shape a compelling vision and direction for the College, providing challenge and support to the executive team. These include applicants with expertise in commercial, digital, finance, learning and development, legal, and regulatory standards disciplines. We believe we should be an exemplar to the service and would like to reflect this in the diversity of our new Non-Executive Director appointments.

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 of the Board**

## About the College of Policing

The College is the professional body for the police service in England and Wales. The College's powers to set standards are derived from sections 123-130 of the Anti-social Behaviour, Crime and Policing Act 2014, which amended the Police Act 1996 and the Criminal Justice and Police Act 2001. Working together with everyone in policing, we:

- **share the skills and knowledge** that officers and staff need to prevent crime and keep people safe
- **set the standards** in policing to build and preserve public trust
- **help those in policing develop** the expertise needed to meet the demands of today and prepare for the challenges of the future.

Highlighted below are some of the key areas of College work that directly support policing in England and Wales.

### Diversity and inclusion

Diversity is one of our top strategic priorities. The Black Lives Matters protests and the death of George Floyd have heightened our focus on this work, particularly in relation to race. The moral obligation and imperative to address injustices experienced by individuals from ethnic minority backgrounds in this country is now very much in the spotlight. Policing, in particular, is facing demands to improve. As the professional body for the service, we need to take a leading role in securing rapid and tangible progress. We can only claim to hold a leadership position if we can demonstrate that we are taking action ourselves to become a beacon for others. Together with the NPCC, we are key partners in the Inclusion and Race Programme. This is an action-oriented programme to build policing that is effective and demonstrably anti-racist, earns trust, does not exacerbate existing social disadvantage, and is proactive in tackling discrimination and racial inequalities where they exist, so that people from Black communities feel involved, protected, respected and represented. We are also undertaking other activity separate to this programme aimed at supporting wider communities and people that hold other protected characteristics.

## Developing knowledge to tackle vulnerability and serious violence

We will continue our work with the NPCC to identify and test current police practice and new interventions aimed at tackling vulnerability and serious violence. Alongside evaluations of eight police-led interventions, we will also develop a manual of tactics for tackling knife crime. Through these findings, we will develop the evidence base for policing and share learning from the programme across the service, to support the development and implementation of new practice.

## The Code of Ethics

We consulted widely to produce the first [Code of Ethics](#) for policing in England and Wales (published in July 2014). This sets out policing principles and standards of professional behaviour for all members of the service. As a code of practice laid before Parliament, it places a duty on all Chief Constables in England and Wales and relates specifically to chief officers in the discharge of their functions.

Having a Code of Ethics brings the police service in line with other professions, empowers everyone who works in policing to always do the right thing and obliges them to challenge unprofessional behaviour.

Policing principles, such as accountability, honesty, integrity and openness, and standards of professional behaviour, including discreditable conduct and challenging and reporting improper behaviour, provide those in the service and the public with a clear and shared understanding of the standards that should guide the decisions of everyone in policing.

The Code of Ethics is at the heart of the [National Decision Model](#), developed to support decision making in policing. It provides a framework in which decisions can be examined and challenged, both at the time and after an event or incident.

We are working with the National Police Chiefs' Council to develop a refreshed Code of Ethics that sets the standard for policing in 2021 and beyond. The standards of professional behaviour can only be changed through a statutory instrument, as was the case in February 2020 with the introduction of the Police (Conduct) Regulations 2020.



## Recruitment

We developed the [Competency and Values Framework \(CVF\)](#) for policing, which sets out nationally recognised values and behaviours and provides a consistent foundation for local and national recruitment or promotion processes.

All forces were required to adopt the Framework to help with the assessment of values in recruitment and help to further embed the Code of Ethics.

All of the competencies are underpinned by four values that should support everything we do as a police service: integrity, impartiality, public service and transparency.

## Vetting

Vetting is an integral part of a police force's framework of ethics and professional standards. It assists with identifying individuals who are unsuitable to work in the police service, or to have access to police assets.

This includes people who are unsuitable through criminal activity or association, those who have a demonstrable lack of honesty or whose previous behaviour has been inconsistent with the Code of Ethics and those who are financially vulnerable.

Our [Vetting Code of Practice](#) sets out vetting standards, which are applied by police forces in England and Wales. The Code was developed to implement and maintain national standards and ensure consistency across the service.

## Initial learning curriculum

We are responsible for developing and maintaining the curriculum and level of training provided to new entrants into the service. The Code of Ethics is woven into the policing education qualifications framework (PEQF), which sets the core curriculum and standards for initial recruit training and, increasingly, for all professional training.

The PEQF entry routes are based on a common national curriculum for policing, which sets a new benchmark for a comprehensive and up-to-date professional education and emphasises core elements and responsibilities of the policing role.

The new entry routes recognise the complex and challenging role of modern-day policing, with those officers undertaking the apprenticeship route earning a degree on completion of their training.

The curriculum contains a significant focus on avoiding corruption, abuse of authority and off duty conduct. New officers are taught the level of professional standards required in both their professional and personal lives and the internal processes available within the service for challenging and reporting unprofessional conduct. All new entrants into the service learn how to apply professional approaches to policing, demonstrating fairness, ethics and integrity.

## Promoting learning and professional development

We provide training and high-quality learning materials to officers and staff at all levels. We support those working in policing with [continuing professional development](#) and provide guidance to ensure the effective use of [professional development reviews](#) to nurture a reflective learning culture.

## Conduct

The publicly available [barred list](#) was introduced after the Policing and Crime Act 2017 made it a requirement for all police forces in England and Wales to inform us of conduct or performance dismissals from policing. The list is available on our website and updated on a monthly basis.

We publish guidance for police officers and staff on [maintaining professional boundaries](#) and separate guidance around [appropriate personal relationships and behaviours in the workplace](#).

We will shortly publish updated guidance on [outcomes in police misconduct proceedings](#) to support misconduct panels' assessment of the seriousness of conduct found to be proven.

## Counter-corruption work

We support forces' anti-corruption units and professional standards departments to combat corruption through the provision of guidance and training. Our [APP on counter-corruption](#) assists practitioners to counter any threat of corrupt activity by police officers, staff, partners and volunteers to the security of information and

operational activity within law enforcement agencies. We are currently revising this APP to ensure it is up to date.

We deliver both the counter-corruption investigator and counter-corruption lead investigator courses, which focus on the techniques, risks and considerations related to this specialised area of investigation.

## Media engagement

Our media relations APP provides guidance to those in the police service who engage with the media, to do so in an open, accessible and professional way. It reiterates the service's duty to safeguard the confidentiality and integrity of the information it holds and the rights to privacy, alongside the duty to be open and transparent.

## Leadership

We play a key role in developing leadership at the highest levels of policing. We run the [strategic command course \(SCC\)](#), a prerequisite to becoming a chief officer. It includes a significant focus on the role of leaders in creating an open and transparent culture in the service, which values reflective learning. Integrity and transparency are core values assessed for those applying to the SCC through the police national assessment centre.

We provide [chief officer appointment guidance](#) to forces. We emphasise the importance of the CVF, in particular the values of integrity and transparency in this process, and when supporting police and crime commissioners and chief constables with their appointments.

We have further plans to implement leadership development initiatives to support senior officers (and their forces) in understanding how to best approach public inquiries and other independent investigations.

Working with partners, we are developing a leadership centre for policing to produce initiatives and programmes at every level to support police officers and staff achieve their full professional potential and to help embed ethics through the provision of consistent standards and training. The centre will prioritise support for sergeants to ensure they are given the skills and knowledge they need to manage officers

effectively on the front line. This work will support the upcoming publication of our [supervision guidelines](#).

## Partnership work

We work closely with the two independent statutory bodies charged with oversight of the police in England and Wales – Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Independent Office for Police Conduct (IOPC). HMICFRS uses our standards and effective practice to develop its inspection processes and criteria, and, where appropriate, inspect against them. Similarly, the IOPC has regard in its handling of cases to the standards that have been set by us and how they have been applied by the police.

We are jointly responsible for investigating eligible [super-complaints](#) regarding issues associated with a particular feature of policing in England and Wales or where a 'systemic' problem has been correctly identified.

## Transforming our College

We are also changing as an organisation to:

- improve our **connection** with policing.
- Improve the **relevance** and **effectiveness** of the College products and services.
- Improve our staff's **satisfaction**.

We are delivering these changes through an organisation-wide change programme, which is looking at our whole operating model to ensure our prioritisation, capabilities, technology and culture are helping us achieve our aims.

## 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 the Chair who must not have a background in operational policing. The Board includes: the College Chief Executive, who must be a senior police officer; four independent Non-Executive 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 a Police and Crime Commissioner. All Board members, apart from the Chief Executive, are Non-Executive Directors.

The Board is supported by the following committees:

- Audit and Risk Committee
- Nominations and Remuneration Committee
- Professional Committee

## Eligibility criteria

Operational policing experience gained at any stage in your career **excludes** you from the role.

## Role description

<b>Job Title:</b>	Independent Non-Executive Director
<b>Roles available:</b>	Four
<b>Appointment:</b>	An initial minimum term of three years
<b>Location:</b>	London with some UK travel
<b>Reporting to:</b>	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

- Undertake a 'pairing' role with a particular police force, if requested.
- Maintain an active awareness of current issues in policing and seek briefings on particular 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.
- 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.
- One of the independent non-executive board members we are seeking will also be invited to Chair the Board's Audit and Risk Committee. If you would like to be considered for this role, you must have an appropriate qualification, and experience, in finance, accounting or audit.
- One of the independent non-executive board members we are seeking will also be invited to become Chair of the Board's Nominations and Remuneration Committee, who is usually also appointed as the Senior Independent Director. If you would like to be considered for this role, you must have demonstrable experience, skills and judgement.

## 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;
  - Education, training and continuing professional development;
  - 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 19 September 2021 at 23:59.

Please submit the following 4 documents, clearly labelled, by email to:

**recruitment@college.pnn.police.uk**

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 via email the forms at **Annex B**, relating to conflicts of interest.
4. In addition, please complete the **Diversity Form (Annex C)**. Please click on the link to the **Public Appointments website** for further information on recording whether or not you have a disability.

Please include the heading College of Policing Non-Executive Director in the subject box.

Please submit your application documents as 4 separate attachments (and note that short-listed candidates will also be required to complete and return a separate form in relation to referees and nationality).

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 advert and 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.pnn.police.uk](mailto:kate.fromant@college.pnn.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](mailto:recruitment@college.pnn.police.uk).

## Indicative Timetable

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

Advert Closing Date	23:59, 19 September 2021
Short List Meeting*	8 October 2021
Final Panel Interviews*	3 November 2021

\* Preferred dates

## Selection Process

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

The Advisory Assessment Panel (the Panel) will be chaired by Lord Herbert of South Downs, Chair of the Board.

Members of the Panel are:

- Nick, Campsie, Non-Executive Director, Ministry of Justice;
- Sally Parkinson, Interim Director General, Public Safety, Home Office;
- Sir Mark Rowley, Distinguished Fellow, Royal United Services Institute;
- Ian Wylie, Chair, Nominations and Remuneration Committee, College of Policing.

The Panel will ensure that the appointments are 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 College has adapted its recruitment procedures around the UK's coronavirus restrictions while ensuring a fair and open competition. This includes planning for remote interviews. Further details about the format will be provided to you in advance.

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.

This appointment is regulated by the Office of the Commissioner for Public Appointments.

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

Non-Executive Directors are paid £250 per day.

If appointed as a Committee Chair, Non-Executive Directors are paid £300 per day.

## Time Commitment

Non-Executive Directors are 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 successful completion of pre-appointment checks and security clearance.

## Security clearance

The successful candidates 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 has 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 28).

## 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 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.

## 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](mailto: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 office-holder. 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 office-holders 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 in order to gain financial or other material benefits for themselves, their family, or their friends.

### Integrity

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

### Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for 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.

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## **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](https://college.police.uk)**