

Individual Decision

The attached report(s) will be taken as Individual Portfolio Member Decision(s) on:

Thursday, 2nd June, 2011

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Individual Executive Member Decision

Title of Report:	Representation on Outside Bodies – Royal Berkshire Fire Authority and Thames Valley Police Authority
Report to be considered by:	Individual Executive Member Decision
Date on which Decision is to be taken:	02 June 2011
Forward Plan Ref:	ID2301

Purpose of Report: To consider West Berkshire Council nominations to the Royal Berkshire Fire Authority and Thames Valley Police Authority.

Recommended Action: To agree the Council’s representation on the Royal Berkshire Fire Authority and Thames Valley Police Authority

Reason for decision to be taken: The Council is required to make appointments to certain Outside Bodies on a four yearly cycle

Other options considered: None

Key background documentation: None.

Portfolio Member Details	
Name & Telephone No.:	Councillor Graham Jones
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Contact Officer Details	
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Implications

Policy:	None
Financial:	Councillors are entitled to claim travel and subsistence allowances for attendance at these meetings. This can be met from within existing budgets.
Personnel:	None
Legal/Procurement:	None
Environmental:	None
Partnering:	None
Property:	None
Risk Management:	None
Community Safety:	None
Equalities:	Not required

Consultation Responses

Members:

Leader of Council:	Both political groups have been consulted via the Group Executives.
Overview & Scrutiny Management Commission Chairman:	Both political groups have been consulted via the Group Executives.
Ward Members:	N/a
Opposition Spokesperson:	The Leader of the Opposition noted that in previous years it had been agreed that representation on the Royal Berkshire Fire Authority would be split 4-1 for the first two years of Council (2007-09) and 3-2 for the subsequent two years (2009-11). Councillor Brooks requested that consideration be given to repeating this pattern during the current term of office.
Local Stakeholders:	Royal Berkshire Fire Authority and Thames Valley Police
Officers Consulted:	Andy Day, David Holling, Corporate Board, Robin Steel, Susan Chivers
Trade Union:	Not consulted

Is this item subject to call-in.	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
<p>If not subject to call-in please put a cross in the appropriate box:</p> <p>The item is due to be referred to Council for final approval <input type="checkbox"/></p> <p>Delays in implementation could have serious financial implications for the Council <input type="checkbox"/></p> <p>Delays in implementation could compromise the Council's position <input type="checkbox"/></p> <p>Considered or reviewed by OSC or associated Task Groups within preceding 6 months <input type="checkbox"/></p> <p>Item is Urgent Key Decision <input type="checkbox"/></p>		

Supporting Information

1. Background

1.1 Background – Royal Berkshire Fire Authority

- 1.2 Five Members of the Council are required to serve as Members of the Royal Berkshire Fire Authority. Members are responsible for setting the Fire and Rescue Service operating budget and determining how the service is run. The Fire Authority comprises 26 local councillors appointed by the six unitary authorities in the county: Bracknell Forest Borough Council (3 seats); Reading Borough Council (5 seats); Royal Borough of Windsor and Maidenhead (4 seats); Slough Borough Council (4 seats); West Berkshire Council (5 seats) and Wokingham District Council (5 seats).
- 1.3 Appointments to the Royal Berkshire Fire Authority are made on a proportionality basis based on the electoral roll. Meetings of the Royal Berkshire Fire Authority take place in the evenings, on a quarterly basis, at various venues in the County.
- 1.4 At the Executive meeting held on 17 May 2007, it was agreed that the decision regarding Member representation on this outside body would be delegated to the Leader of the Council in consultation with the Leader of the Opposition. The appointments will be made based on the Council's proportionality rules.
- 1.5 On the 27 April 2009 West Berkshire Council's Monitoring Officer received a request from the Royal Berkshire Fire Authority 'to have greater certainty in its membership' and they therefore requested that the Council 'consider making those appointments for a period of 4 years or, if this is unacceptable, for such period as your authority determines'. Officers considered this request and suggested that the Council aligned the appointments to the Council's election cycle. Therefore following the local elections in May 2011 it is proposed that the Councillors be appointed for a four year period.
- 1.6 The Chairman and Chief Fire Officer have written to the Chief Executive and Group Leaders asking the Council to consider their letter and the enclosures when making appointments to the Fire Authority. A copy of their letter and enclosed documents is set out in Appendix B. Members should note that a member appointed to this Fire Authority is expected to attend all Fire Authority meetings and to serve on at least one committee or working party. The schedule of meetings is appended to this report.
- 1.7 It was agreed that these longer term appointments will be at the discretion of the Leader of the Council and will be reviewed if required. The Leader is therefore asked to confirm and if necessary amend the appointments for the four year period until May 2015.
- 1.8 The representatives for the previous period were Councillors Jeff Brooks, Paul Bryant, Adrian Edwards, Owen Jeffery and Emma Webster.
- 1.9 The following Members have expressed an interest in being nominated to this Outside Body:
- Councillors Jeff Brooks, Paul Bryant, Adrian Edwards, David Holtby and Emma Webster.

2. Background - Thames Valley Police Authority

- 2.1 The Thames Valley Police Authority (TVPA) consists of 19 members, of whom 10 are elected Members (one each from the six Berkshire unitaries, Milton Keynes and Buckinghamshire County Council and two from Oxfordshire County Council). The membership of the TVPA is appointed by the TVPA Joint Committee, who must have regard to the political balance across the Thames Valley area (based upon the total number of council seats held by each party). Should the Joint Committee decide that a change in membership of the TVPA is required the normal practice is for the Joint Committee to invite local authorities to nominate a representative who meets with the requirement for political balance.
- 2.2 New legislation (The Police Authority (Community Engagement and Membership) Regulations 2010) came into effect on 17 March 2010 which resulted in some changes to existing Membership Regulations.
- 2.3 The TVPA has therefore asked the Council to consider the following points when making recommendations to the Joint Committee for appointments to the TVPA:
- (1) the role of the Police Authority (set out in Appendix A);
 - (2) the police authority Member roles and responsibilities (set out in Appendix A);
 - (3) that the police authority is there to ensure an effective police service for the whole Thames Valley, not just the nominating area;
 - (4) that they should represent the interests of a wide range of people within communities in the area of a police authority;
 - (5) that they should have skills, knowledge or expertise which are under represented amongst the existing Members of the police authority;
 - (6) they should promote diversity within the Force and the Police Authority in question'
 - (7) that they commit sufficient time to take an effective role on the Police Authority.
- 2.4 TVPA would like to ensure that its membership represents the wider make-up of the communities of Thames Valley and is particularly keen to have female members and members from minority ethnic groups. The authority will also be facing other challenges in the forthcoming years particularly in terms of strategic leadership and value for money and the authority is therefore seeking Members that have experience in these areas.
- 2.5 It should be noted that all Police Authority Members will be required to have basic Criminal Records Bureau checks and increasingly they are likely to be required to undertake more detailed and onerous vetting for security purposes.
- 2.6 Police Authority Members will also be required to complete an Annual Performance Development Review and participate in a skills audit and analysis.

2.7 Councillor Anthony Stansfeld was the Council's representative during the previous period.

2.8 The following Members have expressed an interest in being nominated to this Outside Body:

Councillor Anthony Stansfeld.

3. Conclusion

3.1 That the Council appoints representatives to the Royal Berkshire Fire Authority and Thames Valley Police in accordance with the criteria set out above.

Appendices

Appendix A - Draft New Police Authority Regulations

Appendix B – Information submitted to the Council by the Royal Berkshire Fire Authority

Appendix B1 Letter to the Chief Executive

Appendix B2 Letter to the Group Leaders

Appendix B3 protocol for Member Champions

Appendix B4 Committee Membership

Appendix B5 Programme of Meetings



Thames Valley Police Authority

the authority behind the force

The Farmhouse, Force Headquarters, Kidlington OX5 2NX

t 01865 846780 f 01865 846783 www.tvpa.police.uk

Jim Booth
Chief Executive

Jim.booth@thamesvalley.pnn.police.uk



Our Ref: JB/LMR
Your Ref:
Date: 20th April 2010

Dear Chief Executive

Appointments to the Police Authority.

Over the next few weeks, your Council will no doubt be considering appointments to outside organisations, including representatives to the Police Authority.

You may not be aware that the Home Office laid a number of new Regulations before Parliament in February and these came in effect on 17th March. The Police Authority (Community Engagement and Membership) Regulations 2010 make some changes to existing Membership Regulations.

The main thrust of these new Regulations is to help Joint Committees and Councils in appointing members to Police Authorities. They cover new rules on appointing elected Mayors, and cover diversity, time commitment, competencies and ability to represent a wider range of people which are to be considered in appointing elected members to Police Authorities. They also bring new provisions on disqualification and clarify tenure of office.

Home Office guidance, jointly produced with the LGA and Association of Police Authorities and the Welsh Local Government Association, is expected to be issued before the local elections next month. However, I thought it might be helpful if you had sight of the current draft to help in discussions on appointments with Council Leaders and I have attached a copy accordingly.

The Regulations also expect Police Authorities to set out the requirements and expectations of elected members coming onto the Authority.

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In this last respect, I would ask your Council to consider the following points when making recommendations to the Joint Committee for appointments to the Thames Valley Police Authority:

- (1) The role of the Police Authority (set out in the attached guidance)
- (2) The Police Authority Member roles and responsibilities (set out in the attached guidance)
- (3) That the Police Authority Member is there to ensure an effective police service for the whole of Thames Valley, not just the nominating body area.
- (4) That they should represent the interests of a wide range of people within communities in the area of the Police Authority
- (5) They should have skills, knowledge or experience which are under-represented amongst the existing Members of the Police Authority
- (6) They should promote diversity within the Force and the Police Authority in question
- (7) That they can commit sufficient time to take an effective role on the Police Authority.

The Authority is keen to ensure that its membership represents the wider make-up of the communities of Thames Valley and is particularly keen to have female members and members from minority ethnic groups.

The Authority, as with other public bodies, will be facing critical challenges in the years ahead, particularly in terms of strategic leadership and direction, value for money and the most efficient use of resources. Accordingly, the Authority is keen to welcome Members who have experience in these areas, are able to work strategically and are able to contribute to the Authority's development in these critical areas.

All Police Authority Members will be required to have basic Criminal Records Bureau checks and increasingly Members are likely to be required to undertake more detailed and onerous vetting for security purposes. This is an essential prerequisite for Authority Members who may become involved in issues relating to Counter-Terrorism, Serious and Organised Crime and even key national events such as policing the 2010 Olympics. In some respects, you will already be familiar with this in relation to the Counter-Terrorism local profiles and the briefings which you may receive on these.

Police Authority Members will also be expected to complete an annual Performance Development Review and also participate in a skills audit and analysis. Both of these are to ensure the continued development and improvement of the Authority.

Covering an area as large and diverse as Thames Valley, partnership is a key issue both now and for the future and it would be helpful if elected members on the Police Authority were able to work in a partnership framework and, in particular, be able to represent the Authority within partnerships they may be allocated to and also to reflect partnership considerations on policing and community safety matters back to the Authority.

I'm sure you will not need any reminding that any appointment, in addition to requiring compliance with the specific legislation, also needs to comply with the appropriate equalities, human rights and diversity legislation.

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NEW POLICE AUTHORITY REGULATIONS

JOINT GUIDANCE ON APPOINTING COUNCILLOR MEMBERS (ENDORSED BY APA, LGA, WLGA, HO)

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Attached Appendices:

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| Appendix i | Functions of Police Authorities |
| Appendix ii | Member Competency Framework |
| Appendix iii | Member Roles and Responsibilities |
| Appendix iv | Statement of Individual Requirements |

1. Introduction

The purpose of this guidance, jointly produced by [the Home Office], the Association of Police Authorities (APA) and the Local Government Association (LGA), is to help councils and joint committees of councils in appointing elected members to police authorities, in light of the new "Police Authority (Community Engagement and Membership) Regulations 2010", which came into force on 17 March 2010. It is also intended to guide police authorities on the process of formalising the appointment of new councillor members.

This guidance is meant to supplement, not supplant, the statutory requirements. It is intended to help councils deliver a successful appointment process. It outlines the new rules on appointing elected mayors, and also provides advice on implementing the new requirements to consider diversity, time commitments, competencies, and ability to represent a wide range of people in appointing elected members. A checklist of these requirements is also provided.

The process of appointing elected members is vital to shaping the future of the police authority and sustaining its viability as the main mechanism for police accountability locally. To maintain public confidence the appointment process needs to be as fair and transparent and transparent as possible, and seen to be appointing members of high calibre. It is hoped that the new arrangements will assist councils and police authorities in achieving this more effectively.

It is expected the local authorities and police authorities will use this guidance for the first time, in appointing elected members following the local elections in May 2010.

1.1 The key functions of police authorities

Police authorities are single purpose local authorities and have a large number of different statutory functions and powers, some of which are derived from local government legislation, and some from policing legislation.

Their two overarching functions are:-

- To secure an efficient and effective police service for their area
- To hold the chief officer of police to account for delivery of his functions and those of people under his direction and control

Some other important functions include:

- Setting the policing element of council tax (the police precept)
- Holding the police budget for their area
- Appointing (and if necessary disciplining or dismissing) the chief officer of police
- Setting the local policing priorities, and local policing plan
- Obtaining the views of local people about policing and crime in their area
- Promoting and monitoring diversity and human rights within both the force and police authority
- Ensuring their police force continuously improves
- Driving the strategic direction of the force and ensuring value for money

More information about police authority functions can be found at Annex XXX.

1.2 The importance of effective links to local authorities

All police authorities are made up of a mixture of elected members and independent members (at least one of whom must be a magistrate). The number of each varies according to the size of the authority, but elected members are always in a majority of one to ensure democratic legitimacy. Outside of London a police authority will have either 17 or 19 members in total, meaning that either 9 or 10 members respectively are appointed by local councils.

It has always been important for police authorities and local authorities to work together well, to ensure the effective delivery of community safety in their areas. But additional focus has been placed on this recently through developments such as Local Area Agreements, Comprehensive Area Assessments, Overview & Scrutiny Committees for Crime and Disorder issues, and the 'One Place' agenda. In addition, the economic climate is imposing a step change in the need for all public bodies to collaborate effectively to drive efficiencies.

Committed and engaged elected members are vital to making the relationship between local authorities and police authorities work effectively. Not only do they provide an essential democratic link for police accountability, they have a key role to play in representing the views of all their communities in a policing context. They also bridge the link between effective policing and wider community safety issues, particularly at neighbourhood level.

Elected members that sit on police authorities have a duty under S20 Police Act 1996 to report back to their local authority on policing matters, and therefore an important role in ensuring that the relationship between police authority and local authority is working effectively.

All members of police authorities are entitled to claim allowances and expenses for their work on police authorities. Details of the exact rates payable can be obtained from your local police authority, but the general scales which are currently applicable are set out in the Report of the Independent Panel on Police Authority Allowances 2008, accessible at www.xxx

1.3 The context and background to the proposed changes

There has been a consistent push in recent years for greater strength and clarity in police accountability. Various approaches have been proposed, including, for instance, police commissioners, but the current Government is committed to improving accountability through existing structures. It recognises these as achieving a balanced accountability, which avoids politicising policing whilst maintaining democratic accountability. Councils play a vital part in this, but the Government recognises that this model needs to be strengthened to deal more effectively with community concerns.

A number of changes are taking place to enable this, including for instance, a new role for police authorities in dealing with quality of service complaints. Another strand of this approach is to strengthen the contribution that councils can make by ensuring high calibre

individuals are put forward to police authorities, based on a number of attributes which are thought to be essential in elected members, as well as a greater focus on providing skills which are under-represented amongst other police authority members.

1.4 The culture of police authorities and importance of the principle of political balance

The overriding principle in appointing elected members to police authorities has always been that of political balance in the past. It is intended that this should continue (Regulation 8(b)), such that the overall political balance of all top tier authorities within the area of a police authority is reflected in the elected members appointed to the police authority.

However, the way in which this will happen will need to be changed slightly to take account of the new proposals about elected mayors and this is dealt with in more detail at paragraph 2.2 below.

As noted above, one of the great strengths of police authorities is the structure which, in balancing the roles of elected and independent members, achieves a structure which is democratically accountable, but avoids politicising policing. Councillors will find the culture of police authorities very different to that of their local authorities. Generally, it is not a party political atmosphere, but focused on a more corporate approach aimed at balancing as best they can the interests of all their communities, to ensure that all receive a fair policing service.

As a result, when elected members have a police authority hat on, they will find this is not a political party role, but one which is focused on representing the interests of all their communities. Generally, they will find that the most 'political' decision that a police authority makes is the setting of the policing precept each year, and this must be tempered by consideration of ensuring that this will deliver a fair service to all.

2. The New Regulations

2.1 The Legal Requirements

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

The detailed legal requirements are set out in the *Police Authority Regulations 2008* (SI 630 2008) as amended by the *Police Authority (Community Engagement and Membership) Regulations 2010*. [The scope of this guidance excludes the Metropolitan Police Authority, which is covered by similar, but slightly different regulations, but includes appointments to all other police authorities in England and Wales.]

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

2.2 The new role for elected mayors and political balance

As was previously the case, a top tier council is a 'relevant council' which appoints elected members to the police authority. In areas where there is more than one top tier council in the area of the police authority, the appointments must be made by a joint committee of all the relevant councils in the area.

The new position proposed for elected mayors is set out at Regulation 8(a). This allows them to be automatically appointed to the police authority if they **and** their council so desire. In most areas to which this potentially applies, a joint committee will be responsible for appointing an elected mayor, but the decision about whether or not to be on the police authority will be by mutual agreement between the elected mayor and his council, not the joint committee. Effectively joint committees will be under a duty to appoint the mayor, where both (s)he and their council have indicated they wish this to be the case.

Regulation 8 specifies that a mayor will form a part of the wider political balance calculations. However, as the mayor is effectively entitled to an automatic seat, the political balance calculation will need to be performed after the mayor has been allowed for, but taking into account of the political allegiance of that individual. The balance of the remaining elected members to the police authority will need to be tailored accordingly. Political balance remains the over-arching consideration in appointing elected members to police authorities.

2.3 Key factors in appointing elected members.

Regulation 8A specifies that, in exercising its power to appoint elected members to a police authority (including elected mayors), the relevant council or joint committee is now obliged to consider four other key factors in relation to the members they appoint:-

- i. They should represent the interests of a wide range of people within communities in the area of the police authority

- ii. They should have skills knowledge or experience which are under-represented amongst the existing members of the police authority
- iii. They should promote diversity within the force and the police authority in question
- iv. They can commit sufficient time to take an effective role on the police authority

It is expected that local authorities and joint committees will meet all four of these factors as far as reasonably practicable.

Paragraph 8A of the regulations also states that a relevant council or joint committee must explain to the police authority, if so requested, how it met the requirements set out at 8A of the regulations. It also obliges relevant councils and joint committees to have regard to guidance issued or approved by the Secretary of State as to the qualities required by persons who serve as police authority members – and this guidance has that status.

2.4 Disqualification and Tenure of Office

The Police Authority Regulations 2008 sets out a number of grounds on which elected members are disqualified from being police authority members. The relevant provisions are in paragraph 14, and broadly debar elected members for the following reasons:-

- a. Bankruptcy
- b. 'Unspent' criminal convictions
- c. Employee of a police authority

The maximum term that a police authority member can be appointed for is four years. However, a member can be appointed for a lesser term at the discretion of the appointing body. Practice varies across the country on this point. Many councils appoint elected members to the police authority annually, particularly where the appointment is made by a joint committee, and local elections may occur in most years amongst the various councils in a police authority area. This requires that political balance be recalculated after each local election. Other councils, particularly if there is just one top tier council which appoints to the police authority, may appoint for longer terms.

There is no limit to the number of terms that an elected member can serve on a police authority, but councils are required to consider all the factors set out in paragraph 8 and 8A each time they make police authority appointments.

The Regulations also contain provisions at paragraph 24 about terminating the tenure of both elected and independent police authority members. Originally this allowed termination where a member, failed to attend police authority meetings for more than three months, was convicted of an offence, was incapacitated, or was unable or unfit to be a police authority member.

The new 2010 Regulations now include two additional grounds on which the tenure of a police authority member might be terminated:

- a. That the police authority is satisfied that the member has not committed sufficient time to take a proactive role in the work of the authority;

- b. That the member has failed to meet any requirement of the post that was set out by the police authority on his appointment – these are broadly the requirements set out in paragraph 8A of the regulations, but may include certain other requirements which are “qualities required by persons who serve as members of a police authority” set out in guidance approved by the Secretary of State.

Councils will also wish to ensure that elected members nominated to police authorities do not have a conflict of interest within the terms of the Code of Conduct (**DN: Ref to relevant SI xxxxxx**), which applies to both local and police authorities. It might also include factors such as whether a personal or prejudicial interest would be created if an elected member has a close associate or family member who is a serving police officer.

2.5 What this means in practice for police authorities

A police authority will wish to take some preparatory steps, such as conducting a skills audit, considering relevant competencies, or establishing other desirable qualities for elected members.

In good time before the appropriate meeting of the relevant council or joint committee, the police authority should write to the local authority(ies) in its area, setting out those key qualities and competencies which are under-represented on the police authority.

In considering the competencies and qualities which are most desirable for elected members locally, police authorities will want to consider the key competencies for police authority members, which are set out at Annex XXXX. These have been agreed by the APA, LGA, WLGA and the Home Office. In addition to general competencies, a police authority might also want to request specific skills or experience, for example, financial management or engagement with young people, where it has a need for these.

In addition to requesting skills, knowledge or experience which is under-represented on the police authority, information about the time commitment expected of members should also be included. It might also be helpful to include information about the diversity of police authority membership, as well as information about the communities within its area, and which of these are under-represented on the police authority.

The police authority might also want to include information about any requirements arising from its local policy on security vetting members.

2.6 What this means in practice for local authorities

Once the relevant council(s) or joint committee has received a letter from the police authority setting out the desired competencies and other qualities for elected members, the relevant council(s) or joint committee will need to determine how best to achieve this. This will require assessing whether the qualities can be met amongst the individual elected members who are interested in being appointed to the authority and balancing this against the requirements of political balance, which remains the overarching consideration in appointing elected members.

The regulations and guidance are not intended to change or interfere with the usual structures which relevant council(s) and joint committees use in nominating elected

members to police authorities. They do, however, place a duty on those councils and joint committees to ensure that the key requirements notified by the police authority are met as far as reasonably practicable within existing structures.

Relevant councils and joint committees will therefore want to ensure they keep an audit trail of decisions that have been made and the reasons for making them, at the relevant meeting responsible for making appointments. Councils and joint committees will also find it helpful to keep a record about how they arrived at decisions where it was not reasonably practicable for them to comply with all the requests of the police authority concerned. Regulation 8A(b) specifically enables a police authority to request information from relevant councils and joint committees about how it met their requirements.

It should also be noted that the requirements of Regulation 8A also apply to elected mayors and will form part of the discussions that elected mayors will want to have with their council about whether they should be appointed to the police authority.

Relevant councils and joint committees will also wish to note that in appointing elected members to police authorities, in common with all other public bodies, they have a duty to have regard to:

The Race Relations (Amendment) Act 2000
The Disability Discrimination Act 2005
The Equality Act 2006

3. Attracting the Right Candidates

3.1 Information on the role of PA members

The role of a police authority member is a busy and important role, which involves real engagement on setting the direction of the police force, setting multi-million pound budgets, determining which priorities these should be directed to, and finding out what communities want from the police. It requires committed and effective individuals to fulfil this role.

It is not expected that every individual police authority member should be able to demonstrate all the competencies and skills required to enable the authority to operate effectively. But each member will have an important role to play in ensuring that the sum of the police authority's skills provides a wide range of competencies and experience on which to draw. All members are treated equally and expected to contribute equally according to their particular strengths, skills, and responsibilities on the police authority.

More information about the role of police authority members is set out at Annex XXX, and individuals that are interested in becoming elected police authority members should be encouraged to read this document to help decide if the role is right for them. This Annex also includes information about more senior roles on the police authority, such as lead members, committee chairs, and police authority vice chairs and chairs.

Police authorities are strongly committed to promoting diversity and encouraging members from the full range of local diverse communities to become police authority members. This is particularly important for elected members, who have a special role to play in representing the interests of local communities. It would therefore be helpful to encourage interest in the police authority amongst councillors from diverse backgrounds, but it is essential that elected members are able to promote diversity in this representational role.

Not every area will contain large ethnic minority populations, but all areas will be diverse in other ways, including age, sexual orientation, or faith. Councils should be alive to the benefits of encouraging applications from a wide range of councillors - both men and women, from different social groups, disabled groups, and from a range of ages across all sections of the community.

It is worth mentioning at this point that the Government White Paper xxx title xxx has charged the Association of Police Authorities with forming a task force to improve the diversity of police authority members. This is an agenda that will be explored and developed jointly with the LGA and WLGA over the coming months, but one where it would be helpful if initial steps could be implemented following local elections in May 2010.

Police authorities have a good track record of recruiting independent members from a diverse range of backgrounds relative to many other public sector organisations. But there is always room for further improvement, and statistically speaking, the diversity record for police authority members from elected backgrounds is not as strong as that from independent backgrounds. Clearly this is linked to the requirement above that elected members should promote diversity, and also be able to represent a wide range of people

within the community. But, in addition, it would be helpful if councils could look at improving the diversity of the members they nominate to police authorities.

The minimum time requirement for a police authority member, whether elected or independent, is seven to ten hours per week, but in practice, many members spend longer each week on police authority business, particularly if they have more senior roles. Elected members who are interested in becoming police authority members should be encouraged to make a realistic assessment of whether they can devote at least this amount of time to the role.

It is always helpful for police authorities to have senior elected members, such as a Community Safety Cabinet member, who is able to commit the local authority to effective partnership working. However, it is understood that they are busy people who may not be able to make the time commitment required. Where appropriate, this should be a matter for negotiation with the police authority in advance of appointment, about whether a lesser time commitment is acceptable, in light of the other benefits that such a member might bring. Otherwise, a member might risk falling foul of the requirement to "commit sufficient time to take an effective role in the work of the police authority".

3.2 Information about member competencies and skills

All police authorities are subject to Nolan principles in terms of the standards expected of members, which is supplemented by the xxx Code of Conduct Regs xxx, which also applies to local authorities.

In addition the APA, LGA, WLGA and Home Office have agreed some key competencies for police authority members. These have been developed from previous key competencies that applied to independent members of police authorities, but have been reviewed to reflect the requirements of the Home Office White Paper xxx title xxx, and the special position of councillor members in partnership working and representing local communities. These competencies are set out in Annex XXXX.

Councils will wish to encourage individuals that are interested in becoming elected police authority members to read this document to help decide if they have the right abilities and experience to contribute effectively to the work of the police authority.

After conducting a skills audit of the authority, police authorities may also request councils to appoint members with particular skills, where there is a shortage of an essential skill amongst the existing members of the authority. As an example, this might include (but is not limited to) financial management, experience of youth/ childrens' issues, knowledge of procurement, or of performance management. Further information about the specific skills that might be requested can be found in the model skills audit, which is attached to the APA Induction Framework for Police Authorities at: www.xxxxxxx

3.3 More information about vetting/security checks

Most police authorities have a policy about member vetting and security checks. This might include Criminal Records Bureau checks, consistent with factors that would disqualify an individual from being a police authority member. Increasingly this also likely to include

requirements for security vetting. This is in response to the greater emphasis being place by Government on strategies to counteract terrorism and serious and organised crime, and the consequent need for police authorities to scrutinise these aspects of policing effectively.

Some police authorities only require those members directly engaged in scrutinising serious and organised crime or counter-terrorism activities to be security cleared. Others require all members to be vetted to at least a basic level. This is entirely a matter for the local police authority, and it is expected that all members will comply with the local policy, and that police authorities will supply information to their local councils about this to help inform the appointment of elected members.

4. Process When Appointed

4.1 Setting out requirements and expectations on appointment

Regulation 24 anticipates that police authorities will set out a description of the requirements expected of both elected and independent members on their appointment. It is suggested that this should be done, following an initial discussion with the new member, at the same time as the Police Authority Code of Conduct and the local Standing Orders would normally be signed.

A model form which sets out a Statement of Individual Responsibilities is included at Annex XXX. This can be adapted as required, to summarise the key factors relevant to an individual member's appointment. This might, for instance, include a note of the specific skills or competencies it is intended that member should bring to the authority, as well as a note of the general duties or particular committees or partnerships the member will sit on. It will also include information on the agreed minimum time commitment of the member and, where appropriate, agreement about any security checks or vetting requirements.

However, it is vital for all elected members to understand the importance of this document in setting out what is expected of them as a police authority member. In the hopefully rare and unfortunate event that a member cannot demonstrate he or she is meeting these expectations, this document will form the basis of any action taken by the police authority under Regulation 24 to terminate their appointment as a police authority member.

4.2 Process of development reviews

This Statement of Individual Responsibilities will also be an important document, because it will form the basis of a personal development process for all police authority members. [In the case of councillor members the LGA and APA have agreed that this should be reported to the council by exception].

4.3 Induction of new members

As a matter of good practice, all authorities usually arrange induction training for new appointees – including, for example, familiarisation visits to the authority and force, attending authority meetings, and training on specific issues. Authorities may also ask an appropriate more experienced member to mentor a new member.

The APA has developed an induction training framework, which can be accessed through the APA website at www.apa.police.uk. In addition, the APA or National Policing Improvement Agency (NPIA) also organise specific training for authority members on a number of key areas of police authority business. Further information can be obtained from the APA Secretariat.

4.4. Handling failure to meet requirements

As noted in paragraph 4.1 above, a failure to meet the requirements set out in the Statement of Individual Responsibilities might result in the police authority terminating the appointment of the member.

This is a draconian step to take, and it is suggested that this should be a last resort at the end of a process. This process should include an initial discussion with the Chair or other appropriate senior member of the authority, setting out what aspects need to be improved, and sufficient time to enable the member to comply and demonstrate improvement.

If this does not result in the problems being resolved, it is suggested that, as a next step, the Chair or other appropriate senior member of the police authority should write to both the relevant council and the member concerned, and see if the council is able to assist and help the member to improve.

Finally, if this does not result in improvement, it is suggested that the matter is referred to the Standards Committee of the Police Authority to make a recommendation on whether the appointment of the member should be terminated.

If it is recommended that the member's appointment is terminated, the police authority, or one of its relevant committees, will need to make the decision whether or not to accept this recommendation. The police authority will then need to write to the member informing them of the outcome, and also write to the council with similar information. Where it has decided to terminate the appointment of the member concerned, the police authority will also need to invite the council or the relevant joint committee, to nominate an alternative elected member to the police authority.

ROLE OF THE POLICE AUTHORITY

The **key responsibilities** of any Police Authority can be summarised under the following headings:

- **Strategic** – setting the Force’s strategic direction, determining strategic objectives and providing clear definitions of responsibility
- **Resourcing** – ensuring that the necessary human and financial resources to enable the Force and the Authority to meet their key objectives are in place
- **Performance** – setting and monitoring the standards of performance of the Force and of the management of the Force
- **Communication** – ensuring that the Authority’s strategic objectives for the Force are informed by the wishes of the public and are widely known and understood by partners and local people
- **Values and standards** – setting clear standards for the Authority and the Force, including standards of behaviour and standards of service delivery

The **role**¹ of the Authority should therefore be to:

Strategic

- identify local and national expectations with regards to policing, now and in the future, where necessary managing those expectations, and having regard to local people’s views throughout
- set a clear, unambiguous and achievable direction for the force to deliver those expectations over at least a three year period

Resourcing

- to ensure, as far as possible, that the force has sufficient resources to deliver agreed expectations
- to make sure that the force has the right leadership to deliver those expectations and that the Chief Officer is effectively appraised in the performance of his/her role

Performance

- to ensure that there are adequate, business wide, governance (community engagement, risk management, internal control, performance management) frameworks in place to
 - ensure that resources are used efficiently and effectively, based on a thorough analysis of good quality data
 - ensure that things going wrong, or requiring improvement, are identified and remedied early

¹ From the APA’s Roles and Functions of a Strategic Police Authority

- ensure that such matters are made known to the Authority, and that dialogue takes place between the Authority and Force on issues requiring a strategic response or which impacts on the statutory plans
- as part of the governance framework, to ensure that there is an extant and effective performance management framework throughout the service, which includes a role for the Authority in monitoring top level performance indicators for key strategic objectives and for holding the Chief Officer to account for overall service delivery within the context of wider partnership strategies
- quality assure the governance frameworks, by means of external or internal inspection or scrutiny, using analyses of crime and related data
- intervene in certain areas where the Authority considers the Force's response is inadequate, especially complaints and meeting the requirements of the Policing Pledge

Communication

- be visible and accountable to local people. To ensure this takes place, the White Paper, *Protecting the Public*, proposes that individual members of the Authority be assigned to each BCU (or equivalent) as a Lead Member, and to be contactable by local people
- ensure that it is constantly aware of communities' views, including their confidence in the police, their satisfaction with the service they receive and how they wish to see it improved.
- build effective working relationships between the Force Management Team and the Authority, both challenging and supportive
- build effective relationships with partner agencies, where those agencies either add value to the governance framework, or contribute to delivering operational objectives
- represent the interests of the area's communities, and the service, at national level and to contribute towards national development of the service at political level

Values and standards

- set and maintain appropriate standards for both the Authority and the Force, including consideration of human rights, diversity and race issues
- understand the culture of policing.

MEMBER COMPETENCIES

The role and responsibilities of a Police Authority are diverse and new Members face a steep learning curve to acquire the necessary knowledge to be effective in their role. Members may also not possess all the skills needed from the outset. There are, however, some essential requirements for a Police Authority Member:

- A commitment to policing and to the delivery of a fair and non-discriminatory police service to all members of local communities
- Willingness to commit the time necessary to discharge their responsibilities
- Willingness to learn
- Ability to take a balanced approach, taking a strategic focus across the whole of the business but at the same time being mindful of the public's views across the whole Authority area on policing.

The key competencies, linked to the Member's role, required by Members of Police Authorities to discharge their roles are:

Contributes effectively to the development of the Authority's strategic plan and budget for the delivery of policing in the local area

- Strategic thinking and planning – *able to think and make decisions strategically, informed by rigorous analysis; able to rise above detail and see issues from a wider and forward-looking perspective*
- Working in collaboration and partnership working – *able to build productive relationships with others and work collaboratively to achieve strategic goals*

Exercises effective oversight of Force performance

- Analytical skills – *able to interpret and question complex material including financial, statistical and performance information; able to apply clear and consistent methodologies to complex social issues*
- Scrutiny and challenge – *able to use data and resources appropriately in scrutinising Force performance; able to act as a critical friend, challenging accepted views in a constructive way; present arguments in a concise and meaningful way*

Represents the views of local people and acts as an ambassador for the Authority

- Leadership – *confidence to lead by example, building support and commitment for the Authority and Force*
- Communication – *able to explain situations clearly, willing to listen to and represent the views of all sections of the community on policing issues, mediating fairly and constructively with the public when needed; and able to influence people or situations through effective communication*
- Community focus – *able to understand the importance of community views in shaping local policing style and strategic priorities; committed to providing a high level of service to local communities*

Demonstrates commitment to the Authority's values and high ethical standards

- Team working – *willing to play an effective role in Authority business; listens, persuades and respects the views of others in Authority meetings*

- Respect for others – *willing to treat all people fairly and with respect and valuing diversity*

Makes an effective contribution to the Authority

- Personal responsibility for improvement – *willing to take personal responsibility for own development and the contribution they make to the Police Authority, displaying motivation, commitment and perseverance; willing to embrace high standards of ethics and integrity*

Competency	What it means	Evidence of effective performance
Strategic thinking & planning	Able to think and make decisions strategically informed by rigorous analysis; Able to rise above detail and see issues from a wide and forward-looking perspective	<ul style="list-style-type: none"> • Has a breadth of vision and the ability to rise above detail to see the bigger picture • Shows a clear way forward so others understand what they must do to align with police authority goals • Focuses on the longer-term view but examines both short and long term considerations, even when having to respond quickly • Contributes constructively to the development of strategy; concentrates on achieving results through careful planning, setting priorities and ensuring the effective use of resources; plans alternatives and contingencies • Ensures corporate decisions are implemented effectively • Checks plans, monitors progress and adjusts them in response to change • Costs activities and finds ways of achieving results within the budget, considering Value for Money • Is aware of the social, economic and political environment and how this may impact on the Authority and Force • Understands policing within the context of reducing crime and disorder and the responsibilities of the voluntary and public sector agencies involved • Understands the need for a citizen focussed agenda in improving service delivery, including improving public confidence and satisfaction
Working in collaboration and partnership	Able to build positive and productive relationships with others and work collaboratively to achieve strategic goals	<ul style="list-style-type: none"> • Values the contribution of others and recognises the added value of co-operating with partners and agencies • Builds good relationships with colleagues and the wider community
Analytical skills	Able to interpret and question complex material including financial, statistical and performance information; able to apply clear and consistent	<ul style="list-style-type: none"> • Analyses complex performance data and draws strategic conclusions relating to strategic plans • Identifies the salient points from data and prioritises information according to the Authority's needs • Checks the relevance and accuracy of information provided

Appendix ii

Competency	What it means	Evidence of effective performance
	methodologies to complex social issues	<ul style="list-style-type: none"> • Uses management information to inform Authority discussions and decisions • Monitors the quality of information provided and take appropriate steps to improve it if necessary, to ensure decisions are robust and based on facts • Understands the police performance framework • Understands statistical terminology eg confidence intervals and uses that knowledge to challenge performance and targets • Is familiar with the local government financial regime and how that impacts on policing
Scrutiny and challenge	<p>Able to use data and resources appropriately in scrutinising Force performance;</p> <p>Able to act as a critical friend; challenge accepted views in a constructive way;</p> <p>And to present arguments in a concise and meaningful way</p>	<ul style="list-style-type: none"> • Identifies areas of concern that are suitable for more in depth scrutiny and asks for explanations • Asks challenging questions in a constructive and impartial way • Provides robust challenge and/or constructive feedback as appropriate • Is objective and rigorous when challenging processes, decisions and people • Probes confidently to ensure receives accurate information
Leadership	Confidence to lead by example and build support and commitment with the Authority and Force	<ul style="list-style-type: none"> • Negotiates with and influences people at all levels • Generates personal trust and confidence, showing resilience even in challenging circumstances • Sets an example to others • Understands the Authority's responsibilities and those of other major stakeholders and partner agencies • Understands the various leadership styles and can adapt to suit the needs of the Authority and Force
Communication	<p>Able to explain situations clearly, willing to listen to and represent the views of all sections of the community on policing issues, mediating fairly and constructively with the public when needed. Able to influence people or situations through effective communication</p>	<ul style="list-style-type: none"> • Engages in constructive dialogue with local communities, the police and other key partners • Considers how different audiences will receive and interpret information • Creates opportunities to communicate with different sectors, including vulnerable and "hard to reach" groups • Deals effectively with the media, if required • Listens carefully, checks for understanding and adapts their own style when necessary • Provides regular feedback to other Members and the public, keeping them informed and managing expectations

A Appendix ii

Competency	What it means	Evidence of effective performance
Community Focus	Able to understand of the importance of community views in shaping local policing style and strategic priorities; committed to providing a high level of service to local communities	<ul style="list-style-type: none"> • Puts citizens and communities at the heart of modern policing, thereby improving trust and confidence in all aspects of policing services • Actively participates in the Authority's community engagement activities, in order to learn, understand and be able to act upon issues of local concern • Has an in-depth understanding of the needs and expectations of individuals, local communities and diverse communities drawing where appropriate on their own understanding and knowledge of those communities • Willing to represent the views of local communities in an impartial way • Keeps up to date with local concerns and opinions, shares information appropriately and sensibly with partnership agencies • Is accessible to the local community, encouraging trust, openness and respect • Mindful, while a Member of the Police Authority, of the need to act with integrity and impartiality as a "guardian of the citizens' interest" and make themselves accountable to local communities for policing • Ensures colleagues/members and officers on the secretariat are kept informed of activities, as appropriate
Team working	Willing to play an effective role in Authority business, listens, persuades and respects the views of others in Authority meetings	<ul style="list-style-type: none"> • Actively contributes to the work of the police authority and helps others where necessary; is approachable • Listens to other views before drawing conclusions and shows respect for the opinions, circumstances and feelings of other Members, officers and members of the public • Breaks down barriers between people and groups and involves others in discussions and decisions, building good relationships with other Authority members and key Force staff • Reads Authority papers before meetings and is briefed on all issues before making decisions • Is a good attendee at Authority events/meetings and makes effective use of meetings • Manages personal time well, is able to prioritise, achieve results and meet deadlines • Respects the demands of other people's time • Taking forward decisions reached by the Authority, regardless of own personal opinion • Work as part of a team, rather than an

Competency	What it means	Evidence of effective performance
Showing respect for others	Willing to treat all people fairly and with respect, and valuing diversity	<p>individual</p> <ul style="list-style-type: none"> • Acknowledges and respects the broad range of social or cultural customs and beliefs and has understanding of the needs of different sections of the community • Does not allow personal prejudices or biases to influence decisions • Listens and understands the needs and interests of others • Makes people from all backgrounds feel valued, trusted and included • Uses appropriate language and behaviour and is sensitive to how these may affect people; challenges inappropriate behaviour and attitudes
Personal responsibility for improvement	Willing to take personal responsibility for own development and the contribution they make to the Police Authority, displaying motivation, commitment and perseverance; Willing to embrace high standards of conduct and ethics	<ul style="list-style-type: none"> • Strives for excellence, continually looking for ways to improve performance of the Authority and of self • Has a positive attitude towards change • Takes personal responsibility for own learning and development • Is committed to maintaining and developing their skills and experience to improve the performance of the Authority • Is willing to take on new or different responsibilities or change roles • Understands and uses new technology to improve performance • Maintains high personal and professional standards, acting in a consistent way in regard to moral, professional & ethical values • Considers the moral and ethical consequences of actions • Respects confidentiality, when appropriate • Takes decisions based only upon the principles of transparency, accountability and responsibility • Takes personal responsibility for ensuring that all information is stored or destroyed in accordance with legal and ethical requirements for data protection • Ensures that the Authority is directed and managed with probity and integrity

The additional competencies required by an Authority Chair are:

Competency	What it means	Evidence of effective performance
Provides visible and confident leadership for the Authority	Has the confidence to lead by example, builds support and commitment; raises the profile of the Authority and builds a positive relationship with the Chief Constable	<ul style="list-style-type: none"> • Builds and constantly nurtures a cohesive, collective and united team capable of driving improvements in policing services. • Is approachable and accessible to all members, inspiring confidence that they will deal appropriately with sensitive or personal issues • Acts as a role model and champion

Competency	What it means	Evidence of effective performance
		<p>for others, inspiring trust and respect through personal behaviour and ethical practice.</p> <ul style="list-style-type: none"> • Builds strong relationships with senior police officers and local authority leaders based on open communication, co-operative working and trust. • Provides direction and motivation to others with the aim of building an effective team capable of exercising good governance. • Acts as the public face of the Authority and champions the Authority's cause in regional and national debates.
Chairing skills	Chairs effective meetings	<ul style="list-style-type: none"> • Inspires respect • Ensures that discussions are held based on an agreed agenda and adhering to established ground-rules, standing orders or protocols • Seeks out and listens to the views of all members; does not show bias towards any member/groups of members • Allows all members to input views whilst making effective use of time gives clear direction • Ensures that debates are focused and balanced, ensuring that where conflicting viewpoints are being expressed, a clear and realistic resolution is drawn together at the end of the discussion • Enables decisions to be reached, allowing participants to agree on the way forward and any further action that needs to be taken, e.g. for the allocation of resources to meet agreed priorities
Demonstrates vision	Is instrumental in creating and shaping a shared vision by establishing strategic priorities and prioritising actions; able to troubleshoot and balance conflicting responsibilities and works to shape a culture of excellence.	<ul style="list-style-type: none"> • Drives the future priorities of the Committee and / or Authority through specialist knowledge of subject matter. • Drives strategic policy direction and actions based on local needs as well as regional and national considerations. • Actively encourages the participation of other Members and stakeholders in policy formulation and decision making. • Works constructively with officers to collate and analyse information and inform budget priorities and performance objectives. • Is receptive to new ideas and adapts innovatively to a rapidly changing

Competency	What it means	Evidence of effective performance
		political, social, economic and technological environment. <ul style="list-style-type: none"> • Constantly acts to broaden perspective and enhance effectiveness by learning from others and sharing best practice

PERSONAL ATTRIBUTES

Police Authority Members are expected to maintain the highest standards of conduct and ethics. Members are required to sign up to a Code of Conduct which commits them to complying with the Ten Principles of Public Life:

- *Selflessness*

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

- *Honesty and Integrity*

Members of the Authority will not place themselves in situations where their honesty and integrity may be questioned, will not behave improperly, and will avoid the appearance of such behaviour.

- *Objectivity*

Members will make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

- *Accountability*

Members will be accountable to the public for their actions and the manner in which they carry out their responsibilities and will co-operate fully and honestly with any scrutiny appropriate to their particular office.

- *Openness*

Members of the Authority will be as open as possible about their actions and those of their authority and should be prepared to give reasons for those actions.

- *Personal Judgement*

Members of the Authority must take account of the views of others, but will reach their own conclusions on the issues before them and act in accordance with those conclusions.

- *Respect for others*

Members will promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.

- *Duty to uphold the law*

Members will uphold the law and, on all occasions, act in accordance with the trust that the public has placed with them.

- *Stewardship*

Members will do whatever they are able to make sure that resources are used prudently and in accordance with the law.

- *Leadership*

Members of the Authority will promote and support these principles by leadership and example, and will act in way that gains public confidence.

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POLICE AUTHORITY MEMBER ROLES AND RESPONSIBILITIES

A **role description**¹ for individual Members is:

Role

Collectively all the Members of the Police Authority are accountable to the local communities in their policing area for:

- Ensuring that there is an effective and efficient police force for the area, securing continuous improvement in the way that police functions are carried out
- Holding the Chief Constable to account for the delivery of policing services in the area, ensuring that policing services are provided fairly and in a way which does not discriminate against any group or individual;
- Paying due regard to local people's views in discharging all aspects of their role and securing local people's co-operation in preventing crime
- Participating constructively in the good governance of both the police authority and the force

Responsibilities

1. To participate in the formulation of policy, decision-making and other activities of the full Authority, including determining local policing priorities, the budget and precept, and agreeing the annual policing and other associated strategies.
2. To ensure all financial matters are conducted with probity, that risk is appropriately managed and that internal controls operate effectively
3. To rigorously scrutinise, challenge and monitor all aspects of Force performance, complying with inspections and audits of the Force and Authority and ensuring there is continuous improvement in services
4. To secure collaboration arrangements where collaboration is in the best interests of efficiency and effectiveness
5. To participate fully in local consultative arrangements and actively engage in communication and dialogue with local people about local policing services, including as a BCU Lead Member; to represent the views of the police authority (not personal views) to local communities and representing the views of local communities back to the Authority
6. To participate fully in partnership arrangements if required by the Authority and represent the views of the police authority

¹ Updated from the APA's role description, Members' Allowances Report October 2008

7. To promote equality of opportunity and work to eliminate unlawful discrimination both internally within the police authority and force and in the provision of policing services;
8. To discharge the responsibilities unique to the Authority, including
 - the appointment, discipline or dismissal of senior officers, as appropriate; and
 - ensuring that an effective independent custody visiting scheme is maintained
9. To participate effectively as a member of any committee, panel, or other police authority forum to which the Member is appointed and to carry out the individual responsibilities assigned to the Member
10. To answer questions at council meetings, if nominated to do so by the police authority
11. To comply with all relevant codes of conduct and maintain the highest standards of conduct and ethics
12. In carrying out their responsibilities, all Members are expected:
 - To maintain an up-to-date knowledge and awareness of national and local policing issues, attending local, regional and national conferences/seminars/briefings, if nominated by the police authority and reporting back;
 - To maintain a good working knowledge of force policies and practices and establish good working relationships with officers of both the police authority and the force;
 - To participate actively in any outside body or forum on which the member is appointed to represent the police authority
 - To participate in all workshops and training, as required, in relation to Police Authority business.

Members undertake roles which carry additional responsibilities, especially that of Lead Member and Committee Chairman. Role descriptions for both positions are below:

Lead Member

Role

- Taking responsibility for a particular policy portfolio as designated by the Authority and to act as the Authority's "champion" for that area
- Leading on the development of new policy and practice in the particular policy area, encouraging Member involvement as appropriate

- Supporting effective performance monitoring and scrutiny in the policy area, ensuring issues of concern are reported to the relevant Committee Chairman.

Additional Responsibilities

1. Gain an in-depth knowledge of the key issues relating to the designated role, and keep up-to-date with developments at local, regional and national level where appropriate.
2. Establish an effective relationship with the appropriate personnel in the Force, bearing in mind that on occasions the Lead Member will require the freedom to act in a scrutiny or challenging/questioning capacity.
3. Be the initial point of contact for those in the Force or others wishing to discuss issues informally with an Authority Member or to sound out views.
4. Advise the Authority on the particular portfolio and, in the event that the Chairman is unable to speak to any media, act as a spokesperson on that issue.
5. Contribute to the Authority's response to national consultation documents on the subject and represent the Authority on outside bodies as appropriate.
6. Keep the Authority informed of activity, progress and developments by way of regular written or verbal updates, highlighting any issues of concern or any cross-cutting issues, noting that Lead Members do not have the authority to commit the Authority to a course of action or to make decisions on its behalf.
7. Lead Members can request briefings or information on their subject area from the Authority or Force Officers.

Chairman of a Committee or Panel²

Role:

- To chair a Committee or Panel of the Authority.

Additional Responsibilities:

In addition to the standard job profile for a Police Authority Member a Chair of a Committee would be expected to undertake the following responsibilities:

1. Leading the work of a Committee or Panel of the Authority, ensuring that the Panel's work plan addresses key strategic priorities and that challenge and scrutiny is constructive, robust and purposeful.
2. Monitoring key risks and leading, where appropriate, specific scrutiny exercises relevant to the area of responsibility.
3. Harnessing all the skills, knowledge and energies of all Committee/Panel Members by fostering a constructive and participative culture, through inclusive chairing, ensuring all play an active role, if necessary by designating

² Based on APA's version with amends from Lancs and Humberside

specific tasks to individual Members in accordance with their specialist areas of responsibility.

4. Ensuring a report of the Committee/Panel's work is submitted annually to the Authority.
5. Acting as the Authority's lead Member and spokesperson on the areas within the Committee or Panel's remit.
6. Offering guidance and support to other Committee/Panel Members and Chairs in their own specialist responsibility areas and encourage Member progress updates at Committee/Panel meetings.
7. Developing and maintaining up-to-date knowledge and specialist expertise on the areas for which the Committee or Panel is responsible.
8. Liaising closely with the Authority Secretariat in developing and managing the work of the Committee or Panel and in particular ensuring that matters or actions arising from minutes are completed.
9. Contributing to national policy development, national events or APA networks/initiatives on areas for which the Committee or Panel is responsible.

Member of a CDRP³

Role

- To represent the Authority at the designated CDRP
- To work in partnership with the responsible authorities and other local partners to tackle crime and disorder in the local area

Responsibilities

1. Helping ensure a clear understanding of the roles, responsibilities and priorities of the Police Authority, where these are relevant to the Partnership's work
2. Contributing to the audit of crime and disorder, antisocial behaviour and substance misuse for the CDRP area
3. Contributing to the development of the strategic audit and community safety strategies and related Plans that deal effectively with the issues which are identified
4. Helping ensure coherency and consistency between the targets in the Authority's Policing Plan and the targets set in the CDRP's community safety strategy

³ based on Lancashire and Surrey PA

5. Assisting in the regular review of local policing performance against targets in the Authority's annual policing plan and the local community safety strategy and report back findings to the Police Authority
6. Being involved in community engagement and consultation activity on community safety in the local area organised by the Authority and/or CDRP partners, seeking to reduce duplication of activity wherever possible
7. Keeping up to date with the feedback from the Authority's engagement and consultation activities relevant to the CDRP area
8. Providing public support for local crime prevention work and initiatives including approving the allocation of grant support
9. Reporting all key issues arising at the CDRP back to the Police Authority and vice versa.

MEMBER COMPETENCIES

Competencies are:

- Skills and knowledge that are essential for a Member to perform their functions and to be effective
- A set of behaviours that encompasses abilities and personal attributes that, taken together, are critical to being successful as a Police Authority Member

Competencies can be attributed to the Authority as a whole; and also to individuals.

Organisationally:

An effective Authority is one which

- Can make decisions that are in the best interests of local people, ensuring the Authority discharges its responsibilities in a fair and non-discriminatory way
- Concentrates on those activities that are key to the strategic direction of the Authority
- Is committed to securing the best outcomes for local people
- Demonstrates a commitment to high standards and is continuously seeking improvements

Contextual Dimension

The board understands and takes into account the values and beliefs of the organisation it governs. The board:

- Adapts to the distinctive characteristics and culture of the institution's environment.
- Relies on the institution's mission, values, and tradition as a guide for decisions.
- Acts so as to exemplify and reinforce the organisation's values.

Educational Dimension

The board ensures that board members are well informed about the organisation, the profession and the board's role, responsibilities, and performance. The board:

- Consciously creates opportunities for trustee education and development.
- Regularly seeks information and feedback on its own performance.
- Pauses periodically for self-reflection, to diagnose its strengths and limitations, and to examine its mistakes.

Interpersonal Dimension

The board nurtures the development of members as a group and fosters a sense of cohesiveness. The board:

- Creates a sense of inclusiveness among trustees.
- Develops groups goals and recognises group achievements.
- Identifies and cultivates leadership with the board.

Analytical Dimension

The board recognises complexities and subtleties of issues and accepts ambiguity and uncertainty as healthy preconditions for critical discussion. The board:

- Approaches matters from a broad institutional outlook.
- Dissects and examines all aspects of multifaceted issues.
- Raises doubts, explores tradeoffs, and encourages the expression of differences of opinion.

Political Dimension

The board accepts as a primary responsibility the need to develop and maintain healthy relationships among major constituencies. The board:

- Respects the integrity of the governance process and the legitimate roles and responsibilities of other stakeholders.
- Consults often and communicates directly with key constituencies.
- Attempts to minimise conflict and win/lose situations.

Strategic Dimension

The board helps the institution envision a direction and shape a strategy. The board:

- Cultivates and concentrates on processes that sharpen institutional priorities.
- Organises itself and conducts its business in light of the institution's strategic priorities.
- Anticipates potential problems, and acts before issues become crises.

Individually:

Given the diversity and complexity of a Police Authority's functions, Members may not possess all the necessary skills and knowledge needed by the Authority to be effective in its functioning from the outset. There are, however, some essential requirements for a Police Authority Member⁴:

- A commitment to policing and to the delivery of a fair and non-discriminatory police service to all members of local communities
- Willingness to be available and proactive in discharging the Police Authority's responsibilities
- Ability to think and make decisions strategically on the basis of good data about crime and disorder
- Ability to take a balanced approach: the need to retain a strategic focus across the whole of the business but at the same time being sighted across the whole area on the way the public sees policing, and being capable of responding quickly to perceived improvement needs
- Ability to be discriminating about getting involved in matters of operational detail for which responsibility is delegated to the executive

The **key competencies**⁵ required by Members of Police Authorities to discharge their roles are:

Strategic Thinking & Planning

able to think and make decisions strategically, informed by rigorous analysis; rising above detail and seeing issues from a wider and forward-looking perspective,

Analytical Ability

able to monitor performance effectively by interpreting and questioning complex material including financial, statistical and performance information, able to apply clear and consistent methodologies to complex social issues

Ability to Scrutinise and Challenge

exercising effective oversight of all aspects of force performance through ability to scrutinise, using appropriate data and resources; acting as a critical friend, challenging accepted views in a constructive way; presenting arguments in a concise and meaningful way

⁴ Amended from the APA's Competency Framework Section C

⁵ Updated from the Model Standard Induction Training 2008 and the APA competency framework 2005, in light of David Blunkett's comments on *A People's Police Force* p. 32, plus Humberside review 2009 and South Yorks.

Leadership	<i>confidence to lead by example, building support and commitment for the Authority and Force</i>
Ability to Communicate	<i>explaining situations clearly, together with willingness to listen to and represent the views of all sections of the community on policing issues, mediating fairly and constructively with the public when needed; and ability to communicate with and influence a range of stakeholders</i>
Community focus	<i>understanding the importance of community views in shaping local policing style and strategic priorities; committed to providing a high level of service to local communities</i>
Partnership working & showing Respect for others	<i>building productive relationships with others and working collaboratively to achieve strategic goals; treating all people fairly and with respect and valuing diversity</i>
Team Working	<i>playing an effective role in Authority meetings through listening, persuading and respecting the views of others identifying priorities and making the most productive use of your own and others' time</i>
Taking Personal Responsibility for improvement	<i>Taking personal responsibility for own development and the contribution they make to the Police Authority, displaying motivation, commitment and perseverance; embraces high standards of ethics and integrity</i>

PERSONAL ATTRIBUTES

Police Authority Members are expected to comply with the Ten Principles of Public Life:

- *Selflessness*

Members and Officers of the Authority will take decisions solely in terms of the public interest. They will not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

- *Honesty and Integrity*

Members and Officers of the Authority will not place themselves in situations where their honesty and integrity may be questioned, will not behave improperly, and will avoid the appearance of such behaviour.

- *Objectivity*

Members and Officers will make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

- *Accountability*

Members and Officers will be accountable to the public for their actions and the manner in which they carry out their responsibilities and will co-operate fully and honestly with any scrutiny appropriate to their particular office.

- *Openness*

Members and Officers of the Authority will be as open as possible about their actions and those of their authority and should be prepared to give reasons for those actions.

- *Personal Judgement*

Members and Officers of the Authority must take account of the views of others, but will reach their own conclusions on the issues before them and act in accordance with those conclusions.

- *Respect for others*

Members and Officers will promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability.

- *Duty to uphold the law*

Members and Officers will uphold the law and, on all occasions, act in accordance with the trust that the public has placed with them.

- *Stewardship*

Members and Officers will do whatever they are able to make sure that resources are used prudently and in accordance with the law.

- *Leadership*

Members and Officers of the Authority will promote and support these principles by leadership and example, and will act in way that gains public confidence.

Members should be clear about what is expected of them. A draft Statement of Individual Member Responsibilities is attached. This would be agreed by the Chair and each Member shortly after the completion of the Authority's business plan. It can be reviewed 6-monthly.

Statement of Member Responsibilities

<p>Member's Name:</p>
<p>General duties:</p> <ul style="list-style-type: none"> • To represent the public of and uphold the Authority's vision for policing of the local area • To comply with the Members' Code of Conduct, the Authority's Standing Orders and other statutory duties including upholding the Authority's single equality scheme • To fulfil those duties set out in the Member's role description • To develop and improve personal knowledge and understanding as appropriate to responsibilities • To spend an average of at least [xx] hours per month on police authority business, and attend [75%] of Police Authority meetings and allocated panels / committees and other agreed activities in order to fulfil responsibilities • To report back significant issues from meetings/events if a designated representative of the Authority
<p>Chairing duties:</p>
<p>Panel / Committee membership: Member of Member of</p> <p>Read papers in advance, attend committee/panel meetings (should not miss more than 2 consecutively) or give apologies</p>
<p>Divisional/ department link: Linked to Y Division/BCU – meet regularly (at least 4 times a year) with divisional commander. Discuss performance and other issues of concern to the Authority and division in accordance with the divisional meeting agenda. Discuss CDRP issues and any issues raised by members of the public. Ensure Secretariat is aware of any major issues. If the reporting member for the division, provide written reports after each divisional meeting to the Secretariat.</p>
<p>CDRP membership: Authority representative at.... Attend CDRP. Convey Authority priorities to CDRP and feed back to the Authority. Oversee police work on CDRP ensuring that issues from Neighbourhood Panels are considered regularly. Be the voice of the public on CDRPs. Monitor performance against LAA targets and ensure budget is allocated in accordance with agreed priorities.</p>

Regional role:
APA groups / other bodies:
Lead Member role(s): Lead Member for Keep up to date with national developments. Report key issues back to relevant Committee/Panel as part of Lead Member updates. Provide member update reports following attendance at out-of-Authority / Force events. Deliver any work agreed for the Lead Member, in support of the Authority's priorities.
Other responsibilities:
Personal Development Priorities for the Year (x3):
Specific Training Needed?
Security Check/Vetting Requirements
Agreed Member
Chief Executive
Authority Chairman
Review date:

For more information please refer to:
 Members' handbook
 Code of Corporate Governance
 Members' Code of Conduct
 Authority's Standing Orders
 National CDRP guidance
 Authority's Business Plan
 Divisional meeting agendas
 (All available from the Authority Secretariat)



My reference: PB/SES
Your reference:

When dialling ask for: Mr P Bryant
Direct telephone line: 01635 41135
Email address: paul.bryant5@ntlworld.com

**Royal Berkshire
Fire Authority**
103 Dee Road
Tilehurst
Reading
Berkshire
RG30 4FS

Telephone 0118 945 2888
Fax 0118 959 0510
Web www.rbfrs.co.uk

Chairman
Paul Bryant

To

Chief Executives – Berkshire Unitaries

4 May 2011

Dear Chief Executive,

APPOINTMENTS TO THE ROYAL BERKSHIRE FIRE AUTHORITY

We have been asked to write to you and to all Group Leaders in all of the Unitary Authorities in Berkshire on behalf of the Management Committee of the Fire Authority. We are aware that all of our unitary authorities have local elections this year, the effect of which for the Fire Authority is that 17 of our 25 Members are up for election this year. We felt that it would be appropriate to write to you at this time, in advance of those elections, to highlight to you the need for interested, dedicated people to serve as Members of the Fire Authority and to point out the time commitment that is involved.

We would be grateful if you could ensure that each of the Group Leaders in your Authority receive a copy of the enclosed letter, together with the enclosures as soon as possible and in any event advance of any decision they may make regarding appointments to this Authority.

Yours sincerely

Handwritten signature of Paul Bryant, consisting of the initials 'P Br'.

Dr Paul Bryant
Chairman of the Fire Authority

Handwritten signature of Iain Cox, written in cursive.

Iain Cox
Chief Fire Officer

Copy : Group Leaders – Berkshire Unitary Authorities

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My reference: PB/SES
Your reference:

When dialling ask for: Mr P Bryant
Direct telephone line: 01635 41135
Email address: paul.bryant5@ntlworld.com

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Chairman
Paul Bryant

To

Group Leaders – Berkshire Unitaries

Copies – Chief Executives, Berkshire Unitaries

4 May 2011

Dear Group Leaders

APPOINTMENTS TO THE ROYAL BERKSHIRE FIRE AUTHORITY

We have been asked to write you on behalf of the Management Committee of the Fire Authority. We are aware that all of our unitary authorities have local elections this year, the effect of which for the Fire Authority is that 17 of our 25 Members are up for election this year. We felt that it would be appropriate to write to you at this time, in advance of those elections, to highlight to you the need for interested, dedicated people to serve as Members of the Fire Authority and to point out the time commitment that is involved.

We are very grateful for the many conscientious and dedicated members that you have appointed to the Authority in previous years, who take an active interest in the workings of the Fire and Rescue Service and contribute positively to the meetings of the Fire Authority and its Committees. We fully appreciate that all elected members are busy people who are fully committed to public service and give generously of their time, often over and above the actual requirements of the role. However, we would like to remind all our Unitary Authorities that being appointed as a Fire Authority Member carries with it important obligations and cannot be seen as a sinecure.

We enclose with this letter a Calendar of Meetings for the forthcoming year for your and appointees information. A member appointed to this Fire Authority is expected to attend all Fire Authority meetings and to serve on at least one committee or working party. In addition we have a number of Champions or Lead Member roles and we enclose a list of all our current appointments together with our Member Champion protocol.

It is important that all members of the Fire Authority attend the meetings regularly for the sake of the continuity of the work. In recent times, the attendance at meetings has not been as good as it could have been and occasionally has led to meetings being inquorate. This detracts from the democratic governance of the Authority and impacts adversely the progress we are aiming to achieve. This, and the failure to give apologies or find substitute members to attend meetings, is a matter that our Standards Committee has adversely commented on several times.



It would be appreciated if members could be appointed for their full term of office on your council as this avoids having to resubmit their declarations of interest. Of course, you may still change your appointments at any time.

We would be very grateful if you would consider our letter and its enclosures when considering your appointments to the Fire Authority this year.

Yours sincerely



Dr Paul Bryant
Chairman of the Fire Authority



Iain Cox
Chief Fire Officer



LOCAL PROTOCOL

on

MEMBER CHAMPIONS

**Royal Berkshire Fire Authority
103 Dee Road
Tilehurst
Reading
Berkshire
RG30 4FS**

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7.	Officer Support to Member Champions.....
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1. INTRODUCTION

- 1.1 Member Champions are elected Members who act as an advocate or spokesperson for a specific area of the Fire Authority's business. The main responsibility of each Member Champion is to encourage communication and positive action over the issue they represent.
- 1.2 Member Champions have evolved in the Fire Authority as a result of:
 - (a) legislation and national initiatives in relation to the development of services, and
 - (b) initiatives undertaken by the Fire Authority in wishing to focus Member activity on certain aspects of the Fire Authority's business and functions.

2. APPOINTMENT OF MEMBER CHAMPIONS

- 2.1 The Fire Authority is responsible for appointing Member Champions. All Political Group Leaders will be consulted before any appointments are confirmed by the Fire Authority. A Member Champion may be any Member of the Fire Authority.

The following Champions have been designated:

- (a) Health and Safety Champion
 - (b) Community Safety Champion
 - (c) Environmental Champion
 - (d) Equality and Diversity Champion
 - (e) Member Development Champion
- 2.2 The Fire Authority will normally seek expressions of interest in the role prior to making an appointment.
- 2.3 Member Champions will normally be appointed on an annual basis.
- 2.4 Although there is no legal requirement to apply the political balance rules to the appointments, there will be an expectation that the roles will normally be shared proportionately to reflect the political balance of the Fire Authority. However, any appointment should have due regard to the suitability for the role and relevant national and local guidance.
- 2.5 A Member Champion may be removed from office at any time by the Fire Authority by a majority resolution.
- 2.6 Any Member Champion may resign from office by giving written notice to the Chairman and Chief Fire Officer .

3. ROLE OF MEMBER CHAMPIONS

- 3.1 All Member Champions will have a job description setting out their respective roles. These will be developed by the relevant Director in consultation with the Chairman of the Fire Authority and the champion concerned. Examples of possible roles for champions that may be appropriate to include in a job description are set out in Annex 1 to this protocol.

4. THE PARAMETERS OF THE MEMBER CHAMPION ROLE

- 4.1 All Member Champions must act reasonably in their role and recognise and work effectively within the political management and working arrangements adopted by the Fire Authority.
- 4.2 A Champion cannot make decisions and must not commit the Fire Authority in any way or in a manner that could be interpreted as being contrary to established policy and practice. They may, however, confirm a position as stated in a published policy.
- 4.3 A Champion may be a recognised media contact with the prior approval of the Chairman. Where such approval has not been obtained, the Champion must make it clear when communicating with the media that he/she is speaking on behalf of a political group (if affiliated to a group) or in a personal capacity and not as the Fire Authority's Champion.

5. CHAIRMAN/MANAGEMENT COMMITTEE – WORKING RELATIONSHIP

- 5.1 The Chairman and the Management Committee will normally:
- (a) acknowledge the right of Champions to be consulted on matters relating to their area of interest;
 - (b) take full account of any views offered by Champions prior to any decision taken on matters within their area of interest;
 - (c) co-operate with Champions in the formulation of action plans they have agreed with the relevant Officer; and
 - (d) consider nominating the relevant champion to represent the Fire Authority at a relevant conference/seminar on the subject matter of the Champions interest.

6. AUDIT AND PERFORMANCE REVIEW – WORKING RELATIONSHIP

- 6.1 The Audit and Performance Review Committee Chairman will normally:
- (a) acknowledge the right of Champions to be consulted and to participate in discussions on matters relating to their interest;
 - (b) ensure there is appropriate engagement or consultation with Champions in the formulation of policy;
 - (c) ensure Champions are specifically invited to be contributors to any reviews that have a direct bearing on their interest; and
 - (d) ensure an opportunity is provided for Champions to contribute or to comment on the Audit and Performance Review Work Programme.

7. OFFICER SUPPORT TO MEMBER CHAMPIONS

- 7.1 The Member Champions play an important role in promoting their area of interest on behalf of the Fire Authority. In recognition of the importance of the respective roles of Champions, Officer support will be provided at a senior level.
- 7.2 Each Member Champion will be advised by a nominated Officer. The Officer will meet with the relevant Member Champion on a regular basis to discuss

action plans, current activities, national developments or any other matters relating to the interest being championed.

- 7.3 The Officer concerned will give all reasonable support to the Member Champion, including the provision of Fire Authority information, government communications and national publications within their remit.

8. ACCOUNTABILITY

- 8.1 At the beginning of each municipal year, each Member Champion shall agree with the Fire Authority, the appropriate Committee(s), or Working Party and the nominated Officer a programme of activity, with SMART (specific, measurable, achievable, realistic, time-bound) targets, taking into account the Fire Authority's priorities.
- 8.2 Each Member Champion will, with the assistance of the relevant Officer, prepare a six monthly report for submission to the Fire Authority and/or the Executive Committee setting out the actions taken during the course of the year and how these have contributed to the Fire Authority's priorities. The main measure of performance will be through the annual report.
- 8.3 A Member Champion may be questioned by another Member of the Fire Authority on their respective area of interest at a meeting of the Fire Authority in accordance with Standing Orders 30 - 42 in relation to Fire Authority meetings.

9. TRAINING

- 9.1 All Member Champions will normally have the opportunity to attend appropriate training courses.

10. ATTENDANCE AT SEMINARS CONFERENCES

- 10.1 The attendance of Member Champions at conferences/seminars relevant to their roles will be agreed by the Champion and the Management Committee. In the case of attendance at short notice, the Chairman of the Fire Authority may give consent subject to confirmation that the cost can be met from within existing budgets.

11. ALLOWANCES

- 11.1 Member Champions are entitled to receive a Special Responsibility Allowance (SRA) for carrying out this role, as agreed by the Fire Authority at its Annual Meeting in June 2009.

12. DISPUTE MECHANISM

- 12.1 In the event that a dispute arises in relation to the operation of this protocol and it cannot be settled informally, then the Chief Fire Officer, having met the person(s) concerned, will arrange and attend a meeting between the Chairman and the appropriate group leader(s) to resolve the situation.

13. REVIEW OF PROTOCOL

- 13.1 This Protocol will be reviewed every 2 years.

ROLE OF MEMBER CHAMPIONS

Accountabilities

To the full Fire Authority.

Role Purpose and Activities

- (a) To champion the Fire Authority's adopted policy for the relevant theme;
- (b) To promote their area of interest within and outside the Fire Authority;
- (c) To contribute to the review and development of policies relating to the area of interest;
- (d) To challenge and question the Fire Authority and Committees on issues affecting their area;
- (e) To attend meetings of the Fire Authority and its Committees and Working Parties and speak on issues (when permitted by the person presiding at the meeting) relevant to their area;
- (f) To act as a catalyst for change and improvement in service delivery;
- (g) To monitor the Forward Plan and seek information from the relevant Officers and other Members about forthcoming business and exert influence on behalf of the interest;
- (h) To monitor scrutiny plans and activity and seek information and offer views on relevant review subjects and exert influence on behalf of the interest;
- (i) To seek to place appropriate items on Member meeting Agendas;
- (j) To keep Members updated regarding activities relevant to the interest;
- (k) To network with Member Champions from other Fire Authorities with the same interest to keep up-to-date with current developments;
- (l) To provide positive support, and on occasion, constructive challenge to Officers in driving forward the Fire Authority's agenda on relevant issues; and
- (m) To act as the Fire Authority's representative on relevant external bodies where Fire Authority representation is required or sought.

Values

To be committed to the values of the Fire Authority and public office, namely:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability
- Inclusive leadership

MEMBER CHAMPION PERSON SPECIFICATION

1. Understanding of the area of interest being championed in terms of Fire Authority strategies and policy, good practice, Improvement and National Agendas.
2. Ability to engage with a range of Members and Officers around the area of interest and listening to requirements
3. Ability to advocate on behalf of the championed area of interest within the Fire Authority
4. Ability to engage with citizens and community groups, where appropriate in matters related to the interest.
5. Ability to lead and support local initiatives related to the interest.
6. Ability to represent the position of the Fire Authority to the community in relation to the interest.

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MEMBERSHIP OF THE FIRE AUTHORITY'S STANDING COMMITTEES, STANDARDS COMMITTEE AND WORKING PARTIES, APPOINTMENTS TO OUTSIDE BODIES, AND FIRE AUTHORITY CHAMPIONS FOR 2010/2011



AUDIT AND PERFORMANCE REVIEW COMMITTEE (APRC)

Councillor Mrs Diana Coad	<i>Conservative</i>
Councillor John Lenton	<i>Conservative</i>
Councillor Iain McCracken (<i>Chairman</i>)	<i>Conservative</i>
Councillor Alan Ward (<i>Vice-Chairman</i>)	<i>Conservative</i>
Councillor Mohammed Rasib	<i>Labour</i>
Councillor Raja Zarait	<i>Labour</i>
Councillor Mrs Kathy Newbound	<i>Liberal Democrat</i>

DISCIPLINARY, APPEALS AND GRIEVANCE (DAG) COMMITTEE

The appointment of 3 Members (2 Conservatives/1 Liberal Democrat - the Independent Member being appointed as a possible substitute if required) for each DAG Committee will be dealt with as and when required, and will be dependent on Members' availability.

INTEGRATED RISK MANAGEMENT PLAN WORKING PARTY (IRMP WP)

Councillor Colin Dudley (<i>Vice-Chairman</i>)	<i>Conservative</i>
Councillor Mrs Pauline Helliari-Symons	<i>Conservative</i>
Councillor John Lenton	<i>Conservative</i>
Councillor Miss Emma Webster (<i>Chairman</i>)	<i>Conservative</i>
Councillor Peter Jones	<i>Labour</i>
Councillor Jeff Brooks	<i>Liberal Democrat</i>
Councillor Sean Wright	<i>Independent</i>

MANAGEMENT COMMITTEE (MC)

Councillor Dr Paul Bryant (<i>Chairman</i>)	<i>Conservative</i>
Councillor Colin Dudley (<i>Vice-Chairman</i>)	<i>Conservative</i>
Councillor Mrs Pauline Helliari-Symons	<i>Conservative</i>
Councillor Iain McCracken	<i>Conservative</i>
Councillor Angus Ross	<i>Conservative</i>
Councillor Paul Gittings	<i>Labour</i>
Councillor Jeff Brooks	<i>Liberal Democrat</i>

STRATEGIC ASSET MANAGEMENT (SAMC)

Councillor Mrs Christine Bateson	<i>Conservative</i>
Councillor Adrian Edwards (<i>Vice-Chairman</i>)	<i>Conservative</i>
Councillor Mrs Pauline Helliari-Symons (<i>Chairman</i>)	<i>Conservative</i>
Councillor Fred Pugh	<i>Conservative</i>
Councillor Paul Gittings	<i>Labour</i>
Councillor Owen Jeffery	<i>Liberal Democrat</i>
Councillor Mrs Prue Bray	<i>Liberal Democrat</i>

STANDARDS COMMITTEE (SC)

Councillor Andrew Bradley	<i>Conservative</i>
Councillor Adrian Edwards	<i>Conservative</i>
Councillor Peter Jones	<i>Labour</i>
Councillor Owen Jeffery	<i>Liberal Democrat</i>
Councillor Fred Pugh	<i>Conservative - named Deputy</i>
Councillor Chris Bowring	<i>Conservative - named Deputy</i>
Councillor Mohammed Rasib	<i>Labour - named Deputy</i>
Councillor Chris Harris	<i>Liberal Democrat - named Deputy</i>
Mr John Giles (<i>Vice-Chairman</i>)	<i>Independent Member</i>
Professor Christopher Guy (<i>Chairman</i>)	<i>Independent Member</i>
Mr Phillip King OBE	<i>Independent Member</i>
Mr Baldev Sian	<i>Nominated Deputy Independent Member</i>
Mr Jonathan Taylor	<i>Independent Member</i>
Mr Ronald Webb	<i>Independent Member</i>

APPOINTMENTS TO OUTSIDE BODIES - 2010/11

LOCAL GOVERNMENT ASSOCIATION (LGA)

Councillor Dr Paul Bryant (Representative) (*Chairman of the Fire Authority*)
(*Conservative*)

SOUTH EAST FIRE AND RESCUE CONTROL CENTRE LTD (SEFRCCCL)

Councillor Angus Ross (Representative) (*Conservative*)

Councillor Mrs Christine Bateson (Standing Deputy) (*Conservative*)

SOUTH EAST REGIONAL MANAGEMENT BOARD

Councillor Dr Paul Bryant (Representative) (*Chairman of the Fire Authority*)
(*Conservative*)

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD LOCAL STRATEGIC PARTNERSHIP

Councillor John Lenton (*Conservative*)

ROYAL BERKSHIRE FIRE AND RESCUE (TRAINING) LIMITED

Councillor Philip Bicknell (Director) (*Conservative*)

FIRE AUTHORITY CHAMPIONS - 2010/11

COMMUNITY SAFETY
Councillor Fred Pugh (<i>Conservative</i>)
ENVIRONMENTAL
Councillor Chris Bowring (<i>Conservative</i>)
EQUALITY AND DIVERSITY (who will act as Chairman of Community Engagement and Equality Group)
Councillor Alan Ward (<i>Conservative</i>)
HEALTH AND SAFETY
Councillor Colin Dudley (<i>Conservative</i>)
MEMBER DEVELOPMENT
Councillor Philip Bicknell (<i>Conservative</i>)

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**ROYAL BERKSHIRE FIRE AUTHORITY
2011/12 PROGRAMME OF MEETINGS**

Subject to the appointment of the Fire Authority Committees and Working Parties at the Annual Meeting on 29 June 2011.

	Start time	Meeting venue	JUL 2011	AUG 2011	SEPT 2011	OCT 2011	NOV 2011	DEC 2011	JAN 2012	FEB 2012	MAR 2012	APR 2012	MAY 2012	JUN 2012
FIRE AUTHORITY	6.30pm	Variable			28			7		8		11		27 (Annual meeting)
MANAGEMENT COMMITTEE	6.30pm	Headquarters	25		19				23		26		21	
AUDIT AND PERFORMANCE REVIEW COMMITTEE	6.30pm	Headquarters			21			15			14		30	
STRATEGIC ASSET MANAGEMENT COMMITTEE	5.30pm	Variable	12			11			11			17		
INTEGRATED RISK MANAGEMENT PLAN WORKING PARTY	6.30pm	Headquarters	4		5				18					
2012/13 BUDGET WORKING PARTY	6.30pm	Headquarters	25		6	3	10	1	4					
STANDARDS COMMITTEE	5.30pm	Headquarters	18		15		24			2		19		

ROYAL BERKSHIRE FIRE AND RESCUE SERVICE MEETINGS (Member involvement)

	JUL 2011	AUG 2011	SEPT 2011	OCT 2011	NOV 2011	DEC 2011	JAN 2012	FEB 2012	MAR 2012	APR 2012	MAY 2012	JUN 2012
COMMUNITY ENGAGEMENT AND EQUALITY GROUP (CEEG)			To be confirmed			To be confirmed			To be confirmed			To be confirmed
ENVIRONMENTAL STEERING GROUP (ESG)	13			5			To be confirmed			To be confirmed		

Key:
Headquarters = Royal Berkshire Fire and Rescue Service, Dee Road, Tilehurst, Reading, Berkshire, RG30 4FS
* = 2012/13 Budget Working Party is subject to appointment by Management Committee in June 2011

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Individual Executive Member Decision

Title of Report:	Nominations for Representation to Outside Bodies
Report to be considered by:	Individual Executive Member Decision
Date on which Decision is to be taken:	02 June 2011
Forward Plan Ref:	ID2302

Purpose of Report: To consider nominations from the Conservative and Liberal Democrat Group for representation on Outside Bodies.

Recommended Action: That the Leader of the Council appoints representatives to the Outside Bodies as detailed on the attached Appendix A.

Reason for decision to be taken: The Council is required to make and re-new appointments to certain Outside Bodies on a four yearly basis.

Other options considered: None

Key background documentation: None

Portfolio Member Details	
Name & Telephone No.:	Councillor Graham Jones
E-mail Address:	gjones@westberks.gov.uk

Contact Officer Details	
Name:	Moira Fraser
Job Title:	Democratic Services Manager
Tel. No.:	01635 519045
E-mail Address:	mfraser@westberks.gov.uk

Implications

Policy:	The proposals outlined in this report are not in contradiction to any of the Council's existing policies, including those outlined in the Council Plan.
Financial:	The possible payment of travelling and subsistence claims.
Personnel:	None
Legal/Procurement:	None
Environmental:	None
Partnering:	None
Property:	None
Risk Management:	None
Community Safety:	None
Equalities:	These Outside Bodies promote Social Inclusion in line with the Council's Equalities Strategy.

Consultation Responses

Members:

Leader of Council:	Both groups have been consulted via the Group Executives
Overview & Scrutiny Commission Chairman:	Both groups have been consulted via the Group Executives
Ward Members:	N/a
Opposition Spokesperson:	Both groups have been consulted via the Group Executives
Local Stakeholders:	The bodies requesting representation have all been consulted
Officers Consulted:	Andy Day, David Holling, Robin Steel, Susan Chivers
Trade Union:	Not consulted

Is this item subject to call-in.	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval		<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council		<input type="checkbox"/>
Delays in implementation could compromise the Council's position		<input type="checkbox"/>
Considered or reviewed by OSC or associated Task Groups within preceding 6 months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>

Supporting Information

1. Background

- 1.1 The Council is required to appoint representatives to the Outside Bodies listed in Appendix A. In order to standardise the timetable for appointments the Council makes to Outside Bodies it is proposed that all appointments are made for four years to coincide with the electoral cycle. The Leader of the Council will, however, have the opportunity to review any of these appointments during the term of office should it be deemed necessary.
- 1.2 The appointments are being made in accordance with Appendix J of Part 13 (Codes and Protocols) of the Constitution namely the Protocol for Council Representation on Outside Bodies.
- 1.3 To assist Members organisations have been asked to provide information relating to the group's constitution, governance arrangements, financial position of the organisation, insurance arrangements and health and safety policies. Copies of this information is available from Policy and Communication should Members wish to view it. Due to the size of these documents we are not able to reproduce these documents for all Members.
 - 1.1 Before accepting the appointment Members should establish:
 - the time commitment required by the role and whether or not they have the time and capacity to take on the responsibility;
 - what the nature of the organisation is as this will affect their role and help with identifying the potential risks involved;
 - in what capacity they are being asked to serve on the Outside Body;
 - what the body has been set up to do;
 - the governance arrangements of the organisation; and
 - the financial position of the organisation.
 - 1.2 The Council representatives are also advised to:
 - consider if there is likely to be any significant conflict of interest between their role in the outside organisation and their Council role before accepting the office;
 - clarify the insurance arrangements and if no insurance exists this must be weighed up in the decision to accept the appointment;
 - ask about any specific legal responsibilities attached to the membership of the organisation;
 - read the constitution of the organisation and be aware of its powers, duties and objectives;
 - attend meetings regularly and present apologies in good time when they are unable to attend;
 - satisfy themselves that they receive regular reports on the activities of the organisation and its financial position;

- satisfy themselves that the organisation has adequate Health and Safety and Equalities Policies;
- obtain a copy of the annual report and accounts to ensure that funds are spent on agreed objectives where the organisation is funded by or through the Council; and
- seek advice from the appropriate Council Officers in the event of any doubt or concerns about the running of the organisation.

- 1.4 Members are required to submit an annual report to the Head of Policy and Communication on the activity of the Outside Body using a prescribed form which will be circulated by Policy and Communication. Members will be asked to report back by the 01st May each year, i.e. the first report will be required by the 01 May 2012. The reports will then be circulated to all Members. Where there is more than one Member appointed to an outside body a joint submission should be made.
- 1.5 There are a number of organisations to which the Council appoints Members where more regular feedback from Members would be appropriate. In these circumstances Members or Officers attending the meeting should provide a brief summary for inclusion in the Members' Bulletin on a quarterly basis.
- 1.6 Relationships between the Council, Outside Bodies and the Council's representative can be complex. In any case of dispute or difficulty, Members should seek advice from the Secretary or Clerk to the Outside Body, who can then take advice from professional advisors where necessary.
- 1.7 If Members are concerned about the position they find themselves in as a Councillor on an Outside Body, they should contact the Monitoring Officer for further advice.

Appendices

Appendix A - List of nominations for appointments to Outside Bodies

Appendix B - Appendix J (Protocol for Council Representation on Outside Bodies) of Part 13 (Codes and Protocols) of the Constitution.

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
14-21 Time to Talk	To support young people in the 14-21 age group in addressing and counselling them in relation to issues and concerns creating difficulties in their lives.	2 (need not be a Member - Trustee)	Quarterly	Sheila Ellison, Bob Morgan, Gabrielle McGarvey, Emma Webster
Action for Children (X NCH)	To help to protect and enhance the rights of vulnerable children and improve their access to advocacy services	1	Every 6-8 weeks	Mollie Lock, Billy Drummond
AWE Local Liaison Committee (referenced to Council)	The local liaison Committee acts as an interface between the Atomic Weapons Establishment and the public. It is a forum for the (38) members to receive and seek information about AWE's activities. Members are taken from parish/town/county level in the community around AWE.	3-4 Members	Quarterly	Irene Neill, Carol Jackson-Doerge
Berkshire Community Foundation	An independent grant maintaining charity for community groups and disabled/disadvantaged children (0-18)	1 (Public eligible for appointment)	4 per annum	Joe Mooney
Berkshire Historic Environment Forum	To share knowledge and concerns about Berkshire's Historic environment by encouraging co-operation between individuals, organisations and promoting the environment to the public.	1 Member + 1 sub	1 per annum	Hilary Cole
Berkshire Maestros (formerly Berkshire Young Musicians Trust)	Provide a wide range and choice of musical activities to the widest possible number of pupils and schools in the county. We teach voice, woodwind, strings, brass, percussion, guitar, keyboard with approx. 8,000 children taking weekly lessons. See website (www.berkshiremaestros.org.uk) for more information.	1 Member	4-5 per year full board, 4-5 sub committee mtgs.	Irene Neill

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
Berkshire Pension Fund Advisory Panel	The Royal Borough of Windsor and Maidenhead acts as the administering authority for the Berkshire Pension Fund that covers all Local Government Pension Scheme employees.	1 (Member)	6 per annum	Joe Mooney
Breedon Educational and Vocational Foundation	To fund from the foundation income educational needs of children and young people resident in the Civil Parish of Pangbourne.	1 (Need not be a Member)	3 per year	
Bucklebury Common Advisory Committee	Organisation comprises local residents, Council officers and Members. Their role is to oversee the management of the Common, particularly issues relating to access to the common.	1 (Member)	3 per year	Graham Pask
Charity of Mrs Mabel Luke	Management of four Almshouses for beneficiaries from Newbury and Greenham. Prefer trustee to be resident of Newbury Town Council or Greenham Parish Areas.	1 (Need not be a Member)	Quarterly	
Citizens' Advice Bureau	To provide impartial independent advice and advocacy for the public	1	6 per year	Andrew Rowles

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
Clarke's Educational Foundation, Mortimer	To make grants for educational purposes, other organisations and individuals in the parishes of Stratfield Mortimer, Mortimer West End and Wokefield	1	3 per annum	Mollie Lock
Cleaner Kennet Campaign	Forum to promote the environmental protection of the River Kennet and the Kennet Valley corridor. Co-ordinating clean up events.	1 + 1 sub	Three per year	Tony Vickers, Alan Macro, Howard Bairstow
Corn Exchange Trust	Arts Charity - Full Charity Status - to manage Newbury Corn Exchange	2 (Member)	Quarterly	Jeff Beck, John Horton
Crookham & Greenham Commons Commission	Commission will be disbanded when the Greenham Commission is formally started. To assist in the management of the commons by putting local views. Active involvement by two volunteer wardens	2 (Members) + 1 Project Officer	Approx. Quarterly	Tony Ferguson, Dominic Boeck
Crookham Commons Athletics Track Joint Management Committee	An advisory body to develop a community athletics track at Themford park, Crookham	1 (Member)	3 per annum	Roger Croft
Donnington Hospital Trust	Provision of almshouses in Berkshire and Oxfordshire	1	2 per annum - usually April / October	Paul Bryant
Downlands Sports and Recreation Centre JMC	Acts as an advisory board for the leisure centre service. Oversee service standards, considers annual price increases, customer complaints/comments etc.	2 + 1 sub	Quarterly	George Chandler, Virginia von Celsing
Greenham Community Association		1	2/3 a year + AGM in October	
Greenham Common Community Trust Ltd	Manage Enterprise Centre at New Greenham Park	1 Member		Billy Drummond, Paul Bryant
Greenham Business Park Ltd	Manages Greenham Community Centre.	1 (Member)	4 per annum	Billy Drummond

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
Henrick Worthy Joint Management Committee	To discuss issues of policy relating to the sports and recreational centres	2 Members and 1 substitutes	Quarterly	Keith Woodhams, Richard Crumly, Graham Pask (sub)
Hungerford & Camburn Education Foundation	To provide funding to anyone in further education under 25 who has resided in Hungerford for at least 3 years	1 need not be a Member	Twice of Year	Paul Hewer
Hungerford Leisure Centre Joint Management Committee	Acts as an advisory board for the leisure centre service. Oversee service standards, considers annual price increases, customer complaints/comments etc.	2 + 1 sub	Quarterly - at least 3 times per year	Paul Hewer, David Holtby
Kennet & Avon Canal Partnership Steering Group	To oversee a maintenance agreement with British Waterways Board	1 + officer support if possible	2 per year	Andrew Rowles
Kennet Leisure Centre Joint Policy Board	Acts as an advisory board for the leisure centre service. Oversee service standards, considers annual price increases, customer complaints/comments etc.	2 + 1 sub	Quarterly	Keith Woodhams, Richard Crumly, Roger Croft
Lady Frances Winchcombe's Thatcham Foundation	Grant aid to people going into further education, contributes to books, travelling etc.	1 need not be a Member	2 per year	Gray Kueberuwa
Lambourn Centre Joint Advisory Board	An advisory body to develop a community athletics track at Themford Park, Crookham.	2 + 1 sub	4 per year	Gordon Lundie
LGA General Assembly	Forum re-considers strategic policy of national significance to Local Government.	3 (Members)	One a year	Graham Jones, Joe Mooney
LGA Rural Commission	To provide a forum within the LGA for member authorities with an interest in rural affairs	1 + 1 Sub (Member)	2 per annum	Hilary Cole

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
Mid and West Berkshire Countryside Local Access Forum	To advise West Berkshire, Reading and Wokingham Council's on the management of, and improvement of public rights of way and open access land.	1 (Member)	3 per annum	Tony Vickers
Newbury Almshouse Trust	Provision of low cost accommodation for elderly people in need.	2 (Preferably Members)	Quarterly	Sue Farrant
North Wessex Downs AONB	Primary purpose is to enhance and protect the natural beauty of North Wessex Downs Produces, prepares and reviews a joint management plan. An advisory partnership body which acts as a catalyst and facilitator in forging consensus and making recommendations to its constituent bodies (including 10 other LAs) and the management of the Common, particularly issues relating to access to the common.	1 (Member) + 1 sub	3 per year	Hilary Cole
Padworth Common Advisory Committee	Organisation comprises local residents, Council officers and Members. Their role is to oversee the management of the Common, particularly issues relating to access to the common.	1 + 1 sub		Royce Longton, Keith Chopping
Pang, Kennet & Lambourn Valleys Countryside Projects	We provide advice and support to farmers and Parish Councils in West Berkshire regarding wildlife and habitats and assist with grant applications. We provide advice on environmental legislation and look for opportunities to link volunteer activity through practical conservation work, walks, events and the countryside. The project maintains a link between the Council and our work. It fulfills some of the Council's environmental targets.	2	3 per annum	Royce Longton, Hilary Cole

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
Readibus	Readibus provides a dial-a-ride bus service for people with restricted mobility in West Berks. The service enables people to make journeys independently with dignity, so that they are better able to help themselves and live a normal life. Current term of office 'up to you'.	1 (Member Only)	5 per annum	Jeff Beck
Royal Berkshire Hospital NHS Foundation Trust Council of Governors	To advise on the strategic direction of the trust and to hold the Board of Directors to account.	1 need not be a Member	Varies	Bob Morgan, Alan Macro, Alan Law
Saunders Wynne & Coventry Educational Foundation	To assist with educational needs. Possible change of membership - see letter on file.	1 (Need not be a Member)	3 times a year	George Chandler
Snelmore Common Advisory Committee	Overseeing the management of Snelmore Commons and the work that the Council is doing. Active involvement by several volunteer wardens	1 + 1 sub	3 per year	Graham Pask, Paul Bryant (sub)
South East Employers	Regional Planning Policy, Advocacy, Accountability, Regional Policy. See Assembly Website for further information plus copy of the Constitution etc.	1 (Member) + Sub (Member)	3 per year	Joe Mooney, Tony Linden
South East Reserve Forces and Cadets Association	Supports Britain's reserve forces and cadets. Interest in Reserve Forces and Cadets in area desirable	1 (Member only)	2 per year	
St Bartholomew's School Foundation	Manages an endowment the income from which is applied to enhancing the education of the School's students	6 (Need not be Members)	3 per year + special meetings	Susan Ceinwen, Diane Smith, Billy Drummond, Ieuan Tuck, Dave Goff
Standing Conference on Archives	Consultative forum for matters relating to the services provided by Berkshire Record Office. Membership comprises representation of the six unitary authorities in Berkshire and of other bodies with a special interest or expertise in the subject.	1 (Member) + 1 Officer	Annual	
Thames Valley Police Authority		1 Member	2 per annum	Anthony Stansfeld

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
Thatcham Detached Youth Project	To support the unattached young people on the streets of Thatcham. To assist them with the day to day problems of modern society particularly in the 13-19 age range.	2 do not need to be Members	3 per annum	Sheila Ellison
Thatcham Vision	To identify needs, opportunity and actions for the benefit of Thatcham (Parish Planning Initiative)	1 (Member) + 1 sub		Pamela Bale, Sheila Ellison
Thatcham Volunteer Bureau	To provide transport for Thatcham and surrounding community residents for hospital/doctor appointments etc.	1 need not be a Member	Quarterly	
Tourism South East	Helping tourism business to become more successful. To sustain and improve tourism industry performance by working in partnership to maximise the economic and social benefits from tourism in the region whilst safeguarding valuable assets. To serve as non-executive director. Officers welcome to attend.	1 (Member) + 1 sub	Twice per year max	Tony Linden
United Kingdom Atomic Energy Authority formerly Harwell Local Liaison Committee	To inform local organisations about operations at Harwell. Nuclear Decommissioning	1 Member	Quarterly	Paul Bryant
Volunteer Centre West Berkshire (formerly Newbury Volunteer Bureau)	The Volunteer Centre provides free impartial information, advice and guidance about volunteering. Also operate works on the Volunteer Job Shop, Handybus, Shopmobility. Operates the car and driver scheme. Should have interest in and knowledge of Council's policy regarding charities and voluntary groups.	1 (Need not be a Member)	5 Mtgs a year	Mary Bedwell, Gabrielle McGarvey, Gray Kueberuwa
Watermill Theatre		1 (Observer Status)	Every six to eight weeks	Sue Farrant, Carol Jackson-Doerge
West Berkshire Domestic Abuse Forum (WBDAF)		1 Member + 1 sub	Quarterly	Gwen Mason

Body	Notes	No. of Reps	Frequency of Meetings	Nominees
West Berks Safer Communities (Strategy Group)	Strategic group for the West Berkshire safer communities partnership which includes crime and disorder reduction partnership, DAAT and YOT	Portfolio Holder for Community Safety	Quarterly	Anthony Stansfeld
West Berkshire Citizens Advice Bureau	We offer free confidential, impartial and independent advice on a wide range of issues that people face. We also campaign to change policies and practices that affect our clients unfairly.		6 per annum	
West Berkshire Duke of Edinburgh's Award Committee	A voluntary organisation which supports the work and development of the Award Programme in West Berkshire and its volunteers and participants and to organise an Annual Award Ceremony for those young people completing an Award.	1 + 1 sub	Quarterly	Mollie Lock, Tim Metcalfe
West Berkshire Safer Communities Partnership	To enable West Berkshire Council to play a full role in the work of the Safer Communities Partnership and make strategic decisions on issues involving the Council in reducing crime and anti social behaviour.	4	Quarterly	Gwen Mason
West Berkshire Fostering Panel	Statutory Panel responsible for scrutinising and approving the assessments, reviews and placements of looked after children.	1 (Member)	Monthly	Peter Argyle
Willink Joint Management Committee	Acts as an advisory board for the leisure centre service. Oversee service standards, considers annual price increases, customer complaints/comments etc.	2 + 1 sub	Quarterly	Carol Jackson-Doerge, Royce Longton
Wokefield Common Advisory Committee	Organisation comprises local residents, Council officers and Members. Their role is to oversee the management of the Common, particularly issues relating to access on the common	1 + 1 sub	3 per year	Royce Longton