



# **INDEPENDENT SCRUTINY & OVERSIGHT BOARD**

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**Board Member Candidate Pack  
2021**

# FOREWORD FROM ABIMBOLA JOHNSON, CHAIR OF THE INDEPENDENT SCRUTINY AND OVERSIGHT BOARD

**Thank you for taking the time to consider applying for this role as a member of the Independent Oversight and Scrutiny Board (ISOB) for the Police Plan of Action on Inclusion and Race.**

Black people have been disproportionately affected by policing for decades. This is reflected in the reams of statistics and reports we have seen over the years. This November, for example, marks the 40th anniversary of the Scarman report which highlighted concerns around the disproportionate use of force; stop and search; poor communication with Black communities; and a lack of Black representation within the service.

Many of us have had personal experiences with the police that have been unsatisfactory, unfair or even harmful and many of us know of others with similar stories. The revival last year of the Black Lives Matter movement sparked by the murder of George Floyd in the US also brought attention to concerning cases in the UK such as the death of Kevin Clark and the behaviour of officers dealing with the murder investigations of Nicola Smallman and Bibaa Henry. Those cases and experiences have wide reaching ramifications within our communities. Predictably this is reflected in the fact that Black people have the lowest levels of trust and confidence in the police.

I hope the creation of an action plan and a parallel independent board to inform, oversee and scrutinise that plan marks a recognition by the police that the onus is on them to look inwards. At the same time, the service must listen to those who have experience and expertise to create effective and longstanding systemic change.

I am looking to recruit six board members that will fearlessly advocate for the interests of Black people, while working collaboratively to develop policing that wins our trust and delivers on public protection. I recognise that this may seem like an example of being asked to fix a problem not created by us. I recognise that many may be hesitant to apply on the basis that this seems like 'more of the same.' I had similar initial concerns and it took me some time to decide to apply to the role of Chair.

# **FOREWORD FROM ABIMBOLA JOHNSON, CHAIR OF THE INDEPENDENT SCRUTINY AND OVERSIGHT BOARD**

I know that after last year we saw a lot of empty sentiment: black squares on social media, corporate statements that rang hollow, anti-racism reading lists that didn't translate into actual change. This Board will not be a plastic committee. You will be duly respected. Your roles paid, your time protected, and you will be given training at the beginning of your tenure to assist with handling social media, media interviews and with protecting your mental health throughout your tenure. Alongside recruitment, I am putting in place robust terms of reference and clear decision-making processes which include agreed pathways by which the Board may escalate identified shortfalls to relevant statutory bodies. The work of drafting and implementing the action plan rests on the Police. Our role is to scrutinise and to hold them accountable to their word. Responsibility for delivery of the Plan remains their burden.

We will also have the support of a stellar forum whose membership will be drawn from individuals and organisations with an interest in scrutinising the police including: NGOs, charities, Independent Advisory Groups; Police and Crime Panels; local community groups; and civilians. Finally, we have unfettered access to data, and the commitment of each of the 43 police forces in England and Wales to deliver on this Action Plan.

Please do not hesitate to apply if you think you do not fit the typical mould of a board member. Prior board experience is not a necessity, and a previous criminal history will not be an automatic bar to selection. I am interested in who you are now, and not what you did previously. I am interested to hear from people with lived experience who are keen to contribute to the aim of constructively holding the Police to account. Ultimately, having a range of voices and backgrounds on this Board will only bolster its ability to properly scrutinise.

There are four workstreams in the draft Plan of Action:

- Use of Powers;
- Internal Culture and Inclusivity;
- Community Relations, Engagement and Perception; and
- Protection Against Victimisation and Harm.

# FOREWORD FROM ABIMBOLA JOHNSON, CHAIR OF THE INDEPENDENT SCRUTINY AND OVERSIGHT BOARD

Ideally, I would like to recruit:

- one board member for each workstream;
- a member with experience in data and statistical analysis; and
- a member with specific experience in change management.

I look forward to welcoming an exceptional group of individuals to this board.



*Abimbola Johnson*

Abimbola Johnson  
Chair of the Independent Scrutiny and  
Oversight Board on the Police Plan of Action  
on Inclusion and Race

# BACKGROUND TO THE POLICE PLAN OF ACTION ON INCLUSION AND RACE

## Development of the Plan

The Police Plan of Action on Inclusion and Race is being led by the College of Policing and the National Police Chiefs' Council (NPCC). It is being developed with partners from across policing, including Police and Crime Commissioners and staff associations. The Plan sets out the changes the 43 police forces across England and Wales will make to address long-standing disparities seen when the police interact with Black people.

The death of George Floyd and global calls for change made the police reflect, listen and commit to addressing race disparities within policing. The testimonies of individuals about how they have experienced Policing as a Black Person that police leaders heard instigated the commitment to a programme to tackle racial inequality and disparity in policing for Black people.

This programme looks at both the internal culture of policing experienced by Black officers and staff, and the issues faced by Black members of the public interacting with policing.

The plan's agenda is split across four workstreams: internal culture and diversity; use of power; community engagement and relations; and protection from victimisation. Each workstream is led by a senior leader within policing. The Chief Officer leads for each workstream have set the priorities for the workstream, working with the workstream co-ordinator and the College of Policing. Those leaders are responsible for delivery; ensuring communities are consulted and progress is reported upon publicly.

The Plan is currently in draft form, once recruited, an initial task of the ISOB will be to provide feedback on the Plan's contents.

# BACKGROUND TO THE POLICE PLAN OF ACTION ON INCLUSION AND RACE

## The National Police Chiefs' Council (NPCC)

The NPCC is chaired by Martin Hewitt and brings together every police force in the UK. It enables independent Chief Constables and their forces to work together to improve policing for the public, drawing on the expertise of chief officers around the country.

Chief officers speak on behalf of the NPCC to explain the operational police response on a range of issues to the public and to the government.

## The Chiefs Constables' Council

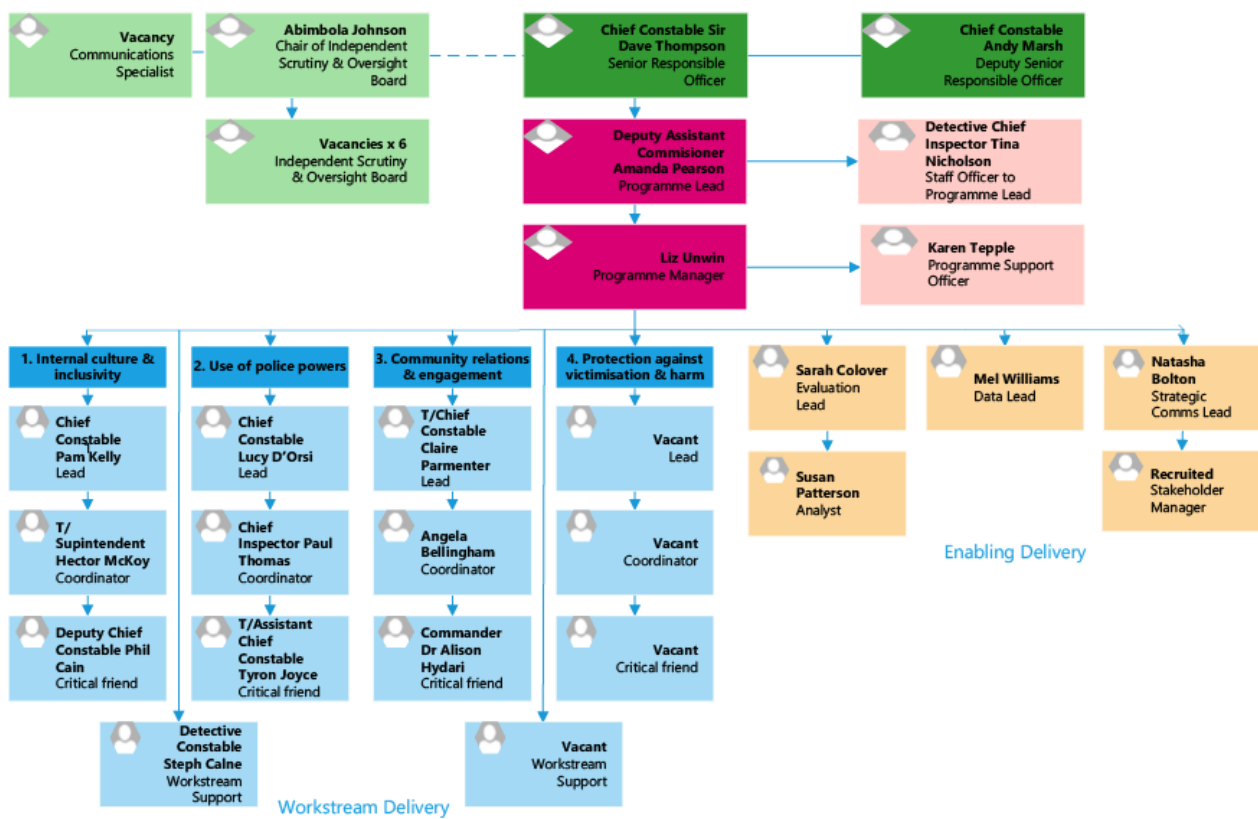
The Chief Constables' Council is the decision-making forum for the NPCC. Every three months Chief Constables (and their equivalents) meet to discuss operational policing issues and agree action points. Working with the College of Policing, the Council takes decisions on national standards with the aim of protecting the public from the most serious threats.

In addition to their day jobs, individual chief officers support the work of the NPCC by taking responsibility for specific crime and policing issues from a national operational perspective. This includes matters relating to diversity, equality and inclusion.

## College of Policing

The College is a professional body for everyone working across policing. It is an operationally independent arm's-length body of the Home Office. The College sets policing requirements, accredits officers, devises quality assurance and delivers learning and professional development. The College promotes diversity and wellbeing and helps to nurture and select leaders at all levels. The College sets standards for key areas of policing with the aim of helping forces and individuals provide consistency and better service for the public. It also creates and maintains easy access to knowledge, disseminates good practice and facilitates the sharing of effective ways of working.

# ISOB ORGANISATIONAL STRUCTURE



# OUR COMMITMENT TO EQUALITY, DIVERSITY AND INCLUSION

ISOB represents the diversity reflected across our communities. We want this diversity to be present on our Board.

We welcome applications from anyone regardless of age, experience, sexuality, religion/beliefs, disability, ethnicity, heritage, gender, socio-economic background or other differences.

ISOB is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for care and childcare if required whilst you are at interviews.
- Paying for your travel costs for interviews held in person.
- Making any reasonable adjustments – for example ensuring we have a sign language interpreter organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.

If there is anything else you are concerned about or think we could provide, please let us know.



## KEY DUTIES & RESPONSIBILITIES

- Work in a transparent manner keeping good records of meetings, decisions and correspondence which can be made publicly accessible as appropriate.
- Hold the Programme Board (“the PB”) to account for performance by monitoring and scrutinising the actions taken to implement the Action Plan.
- Establish a Community Diversity and Inclusion Forum (“The Forum”) with membership drawn from external organisations, community groups, civil society, academics and others.
- Ensure the views, needs and preferences of the Forum are properly considered when assessing the delivery of the Action Plan.
- Have the authority to engage with internal and external stakeholders who could provide support and advice to shape and deliver the Plan. This will include external organisations and those leading in relevant fields, as well as staff networks and associations.
- Establish, with the PB, a baseline from which PB progress can be measured. The ISOB will therefore receive and be able to request data and information through the Action Plan’s central team.
- Offer advice and guidance to the PB on the Action Plan and where appropriate to Forces and NPCC Coordination Committees in order to help shape their activity.
- Use an independent voice to communicate and report on progress against the Action Plan.

## HOW THE BOARD WILL WORK

- The ISOB will meet 6 times a year; the expectation is that all board members will attend in person. Reasonable adjustments can be made for virtual attendance. Papers for such meetings will be distributed 5 working days before.
- The Programme Board (the "PB") also meets 6 times a year. The ISOB will meet in the alternate months.
- The PB agenda will be sent to the ISOB at least 5 working days before programme board meetings.
- The ISOB will feed back to the PB any areas they believe are missing from proposed PB meeting agendas within a reasonable timescale and before the PB meeting is convened.
- PB minutes will then be made available to the ISOB within 5 working days after they have met.
- PB minutes and any corresponding reports will be considered during ISOB meetings. After each ISOB meeting, the ISOB will prepare a report for the PB providing feedback, observations and recommendations to the programme board within 10 working days.
- Opportunities will be facilitated for the ISOB chair and ISOB members to increase operational knowledge of policing via visits to forces.

# **GENERAL SPECIFICATIONS – KEY SKILLS, EXPERIENCE AND ATTRIBUTES**

## **ALL ROLES - NECESSARY**

- Credible track record and passion for championing and advocating on issues of inclusion and race
- Ability to think strategically and to challenge constructively
- Be motivated by public service and a desire to bring about genuine, positive change
- Demonstrated cultural intelligence, with proven experience in offering constructive challenge to senior stakeholders on complex inclusion and race issues
- Possess an empathetic and respectful communication approach to understanding the context, culture and history reflected in individual and community perspectives
- Ability to analyse detailed information and exercise independent, evidence-based judgement across a broad spectrum of policy and strategic equality issues
- Ability to work in a team with others from varied backgrounds
- Capacity to devote the time and effort required to effectively discharge the duties of this role.

## **ALL ROLES - DESIRABLE**

- Professional experience of working with, or as part of, a board
- Experience drafting and analysing policies
- Experience of preparing reports

## **DESIRABLE WORKSTREAM SPECIFIC SKILLS**

### **ROLE - USE OF POWERS:**

- Specific understanding of the racial disparity in this area
- Legal and/or academic understanding of the remits of police powers relating to: stop and search; arrest; use force
- Demonstrable understanding of procedural justice
- Experience and/or knowledge of officer safety training

# **GENERAL SPECIFICATIONS – KEY SKILLS, EXPERIENCE AND ATTRIBUTES**

## **DESIRABLE WORKSTREAM SPECIFIC SKILLS (CONTINUED)**

### **ROLE - INTERNAL CULTURE AND INCLUSIVITY**

- Specific understanding of the racial disparity in this area
- Demonstrable understanding of police training and recruitment and promotion processes
- Background in general recruitment
- Experience in all or some of the following:
  - a. Training programme development and implementation.
  - b. Mentoring and coaching.
  - c. Talent development.
  - d. Creation and monitoring of professional standards.
- Experience in changing organisational culture

### **ROLE - COMMUNITY RELATIONS, ENGAGEMENT AND PERCEPTIONS OF POLICING:**

- Specific understanding of the racial disparity in this area.
- Experience in community engagement and/or community mediation.
- Experience with working with young people.
- Experience working with criminal victims, witnesses and suspects.
- Experience in community activism and advocacy.

### **ROLE - PROTECTION:**

- Specific understanding of the racial disparity in this area.
- Experience working with in victim and witness support.
- Experience in community activism and advocacy.
- Experience in mediation/liaison between organisations and minoritised groups.

# GENERAL SPECIFICATIONS – KEY SKILLS, EXPERIENCE AND ATTRIBUTES

## ROLE - CHANGE MANAGEMENT:

- Specific understanding of the racial disparities present in policing across the forces in England and Wales
- Demonstrable successful record of creating strategy for organisational change
- Experience in conducting internal and externally facing market research and studying market trends
- Experience in analysing organisational processes and workflows
- Experience in evaluating practises and market behaviour
- Experience devising strategies to reduce disparities along protected characteristics as defined by the Equalities Act 2010
- Excellent project management skills
- Report writing skills
- Sound knowledge of financial analysis
- Excellent interpersonal and communication skills
- Deep understanding of management frameworks
- Detailed knowledge of industry trends and market behaviour

## ROLE - DATA/EVIDENCE ANALYST:

- Ability to analyse, model and interpret data
- Problem-solving skills
- A methodical and logical worker
- Ability to plan work and meet deadlines
- Accuracy and attention to detail
- Interpersonal skills
- Teamworking skills
- Written and verbal communication skills

# ADDITIONAL INFORMATION

## **Term of office:**

- Board Members are appointed for an initial period of up to 2 years which can be renewed up to a maximum of 2 years.

## **Terms of appointment:**

- An offer of appointment will be made once all candidates have been interviewed, and will be subject to satisfactory completion of eligibility checks, including reference checks. If you are offered an appointment you will receive a detailed summary of your main terms and conditions.

## **Time Commitment:**

- Board members are expected to commit the equivalent of 2 working days (16 hours) a month to Board responsibilities. This may include, report writing, force visits, and attending meetings. Although members will have specific areas of responsibility, the expectation is that the board will work collaboratively to assist with the overall aim of holding the programme board to account.

## **Location:**

- The ISOB will meet 6 times a year; the expectation is that all board members will attend meetings in person; however, reasonable adjustments can be made for blended (in person and virtual) working structures.

## **Remuneration:**

- The role is currently remunerated at £400 per day. Reasonable expenses may be covered under our Board Member expenses policy.

## **Learning and Development:**

- We are committed to supporting Board Members learning and development through training and our informal learning sessions.

## **Conflicts of Interest:**

- All candidates will be asked to disclose any actual, potential or perceived conflict of interest, and these will be discussed with the candidate to establish whether and what action is needed to avoid a conflict or the perception of a conflict.

## HOW TO APPLY

The recruitment process is being undertaken by Inclusive Boards on behalf of the ISOB Chair in partnership with the NPCC and College of Policing. To apply for this position, please supply the following by 23.59 05/12/21:

- A CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application.
- Details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent.
- Diversity monitoring form - your data will be stored separately from your application and will at no time be connected to you or your application.

During this recruitment process, vetting to level NPPV Level 1, will be undertaken. Not all convictions will result in your failing vetting or being excluded from fulfilling this role.

For application support or enquiries about this role please email [isob@inclusiveboards.co.uk](mailto:isob@inclusiveboards.co.uk) or call 0207 267 8369.

Please visit [www.inclusiveboards.co.uk/opportunities](http://www.inclusiveboards.co.uk/opportunities) to apply online.