

MPA Race & Faith Inquiry

A/DAC Steve Allen

18 FEBRUARY 2009

CHAIR: Cindy Butts

Panel Members: Anthony Julius, Bob Purkiss, Margaret Blankson

NB: This cassette has been proof read and names (where practically certain) have been inserted.

Where names are not certain, they have not been inserted.

It's going well, so far!

(inaudible)

SA Fairly open question. Fairly open question to start with! There are undoubtedly some officers whose experience is negatively affected by virtue of their faith or their race. I think in a sense it depends where you ask the question. I mean my experience certainly, when we go back to Diversity Directorate day's which for me was 2003 to 2005, it was increasingly apparent to the work I did in relation to employment tribunals and some of the Fairness at Work cases that I got involved in and just simply conversations that I had with members of staff, that for many of them, race and faith was an issue that affected their whole experience of being in the Metropolitan Police and I think one of the -- kind of tangential in a way, but I think important in terms of the wider debate about where the Met goes and the leadership in the Met around these issues. One of the journeys that I travelled was from talking about other people's perceptions into talking about other people's realities and I think that was a critical kind of psychological journey for me to travel in terms of my understanding. Because I think it's very easy as -- for us, as an organisation, to say we've done this, we've got an equality scheme, we've put that in place, these are the statistics, but actually when people talk about their experience in a way that is negative, it's easy for us then to say, well, that's just your perception. And I think what I've learnt, certainly in my time in the Met, over six years, is that we have to start with, it's a reality and work our response to individuals from there. But yes, there are, there are some individuals.

And, two things really – what, how does that (inaudible) that individuals have (inaudible), what kinds of (inaudible)

SA Well I guess,

(inaudible)

SA I, I guess it's a mix. I mean, I could talk to you about the experience of a, a Detective Constable in the last, certainly within the last two years who was subject to direct racial abuse by colleagues on the team on which he worked. So, at an individual level it certainly operates and I think, you know, get into the whole debate about institutional racism, don't we, but in terms of systems and processes, I think while, while we have systems and processes that appear to deliver disproportionate outcomes and we do not understand what it is within those systems and process that is delivering those outcomes, then we have to say that people's, people are having a negative experience on the basis of some of our systems and processes, I'm sure. One that you will all already have touched upon is people's experience of the promotion processes, but yes, I think it's -- my experience that it spans right from individuals being treated in a manner individually by members of their team and also it, it kind of comes out sometimes in the way that the organisation operates. I would say, because I don't want to head down a, a kind of entirely negative path, that I think things have moved significantly over the course of my time in the Met; I think we've still got some pretty significant challenges and you know, I guess part of, part of your *raison d'etre* is to, is to identify and help us through some of those challenges.

CB Do you think the majority of positive changes have related to (inaudible) external, kind of Policing issues how communities are sort of Policed and the way the Met engages with

SA Well, I think --

CB --communities – what I'm asking is

SA Yeah

CB ..ha-- has there been as much either effort and/or success in relation to internal issues?

SA I think the answer is this, well, I mean if we, if we track the response to Lawrence and we say, Okay, well, what are the key bits of progress? I think by 2003, 2004 we had changed beyond recognition our response, in particular to critical incidents

CB Mm hmm

SA So, the establishment of Family Liaison, processes, independent advisory groups which we can

CB Mm hm

SA ..come back to if you want, 'cause there's some issues there, I think, around the way in which we investigated homicide, concepts like the Golden (inaudible) the, the kind of scene management stuff,

CB Yes

SA A whole range of stuff there that, as I say, changed beyond recognition the way in which we respond to operational incidents. I think the, the response to hate crime, domestic violence, I think had moved on although we've seen and, and some of the

CB Yes

SA ..some of the work I did in DCC4 was about mainstreaming some of those areas of work into the organisation. I, I, my, my personal view, looking back at that period, is that, is that *Secret Policeman*, they had the inquest verdict on Roger Sylvester, we had the, the kind of end of Operation ..

CB Yes

SA ..Helios, we had a whole range of things that all came together at the same time. And for me, I think that marked a fundamental shift in our perception about where our effort needed to go 'cause I think up 'til that point we had focussed predominantly I guess on our kind of service delivery bit and I think what that, what that kind of two or three months said to us was, okay, you know, okay you've done that stuff but what you now need to do is, you need

CB Mm

SA ..to-- you need to deal with the perceptual issues inside the organisation, or the, or the alternative realities inside the organisation and you need to, and I think we'd started but certainly, certainly in terms of recruitment and progression and issues like that we then began to invest much more heavily in. So, I think, I think without rambling unnecessarily I think yes, investment went in; I think it's one of the key dynamics around the whole diversity

debate, though, that there are lots of structural things and lots of kind of processes being as you can do and, you know, we have a great equality scheme. We had some great

CB Mm

SA ..you know, some great processes around recruitment and

CB Mm

SA ..progression and all, all the rest of it which, when you look at, (inaudible) are incredibly fair but there's something, there's something for me which is slightly less easy to get hold of, that is about the atmosphere inside the organisation and is about people's sense of engagement, ownership, belonging to and I'm personally not sure that we've yet invested what we need to in that whole kind of, you know, how do people feel about being part of the Metropolitan Police? So one of, one of the things I've always talked about is, you know, it's not about, it's not about how many black people or how many women, or whatever, you've got in the Met,

CB Mm

SA It's about creating an organisation that everyone wants to join and that there's a kind of different mindset, around where you focus reference.

CB So it's not about the qualities and the procedures? Is it about the people?

SA (inaudible) ask the question in a slightly different way?..

CB No. That's, that's enough. That's enough. If it, if it's not the policies and the practices, is it the people? Is, is it the attitudes of the people, is it the stereotypes that they might,

SA ..I, I ..

CB .. their prejudices, their..

SA Do you know, I think, I think it's, I think it's a number of different dynamics. I think – and you know, I'm not in the business of making excuses here, but I, I think part of it is the operational pressure that the organisation's under 'cause of, 'cause I think, you know, we made some structural decisions a while back about where the Diversity Directorate sits, about where ownership sits as senior level. In a context when, and you, you know better than me the kind of journey of the Met in the last two years, post-7/7, all the issues around the Commissioner, sensitivities about the reputation of the organisation. And a huge pressure to deliver operationally. And, and a sense that we'd arrived at a point, in terms of our development around diversity and, and, again and I-- keep kind of talking in brackets but one, one of the, the truths again that I, I think I've learnt is that there's no ratchet in diversity achievement. So you can't say, well, we've reached that point, therefore we're never going to go backwards from that. You have to, it's this concept of a rear view mirror, you know, when you're driving a car, you're driving it forwards but actually, if you don't keep just checking to see what's behind you, then, then you lose a sense of-- you know, kind of where you are and, and safety around the journey and I, my sense is that over the last couple of years for a whole range of competing pressures, that we perhaps have, I, I don't think for example that the engagement in the relationship would be Staff Support Associations

CB Mm

SA ..is as effective and as close as it was.

CB Mm

SA I don't think, for example that the relationship with independent advisory groups is as perhaps as strong and as effective as

CB Mm

SA ..as it was previously. Yeah, and as I say, there's a whole, whole range of pressures there. I think there, there's an issue about the extent to which the developing counter-terrorist agenda has taken us into you know, kind of real big investment around community engagement, around diversity work that relates to particular communities so I think there's a number of reasons why

CB Right, so, so it's

SA ..we are where we are.

CB So what you're saying is, you're not justifying it; but you could say you've co—you're sort of, you understand why it's happened, so the – in a sense have taken a foot off the pedal slightly,

SA Er –

CB --because of competing-- important, competing pressures. If, if that, if that is the case, my, my, my next question –

SA That's putting words in my mouth,

CB Okay, well, correct me then. I, I want to –

SA I don't think, I don't think it's about taking the foot off the pedal. I think it's about, it's about where across a spectrum of, of activity you actually apply your energy and your resources.

CB So it's been applied elsewhere and as a result, not as much as it should be on diversity as it once were, because there are other competing

SA I –

CB ..pressures.

SA I, I think it's different bits of the spectrum within diversity. I mean, if you, if you to look at, you know, the whole, the whole issue of engagement with Muslim communities then I think you would, you would see that there's been a huge amount of effort put in there.

CB Right. Right, so, so, so you're saying that the focus on race and equality and diversity has shifted, so it's shifted in order to deal with the 7/7, the, the aftermath of 7/7 bombings and so the focus maybe has become a bit more focussed in on Muslim issues, is that what you're saying?

SA Well, I, I mean I think there's, I think there's something is, some interesting things that the structure tell us. So again, go back to kind of beginning of 2005 and part of the remit of the Diversity Directorate was around strategic engagement and strategic relationships so, it was, I, I saw it very much as my job on behalf of the Met at a, a kind of corporate strategic level to have strong contacts into LGB and (inaudible) communities

CB Right

SA Strong contacts into, you know, networks for disabled people, a, across the range

CB Mm

SA ..minority communities. And, and that was very much part of the, the kind of responsibility that sat under the Deputy Commissioner within DCC4. We still have a strategic engagement function; we have probably more resources in it now than we had previously and, and interesting, I'm not saying it can't work there but that sits within Specialist Operations as CT sets, Communities Together, Strategic

CB Mm

SA ..Engagement Team and I guess just by virtue of where it sits in the structure, it, the focus of its energy and thinking is going to be around the counter-terrorist agenda.

CB Okay. Thank you.

SA And, and, and I'm not sure that that, I'm not sure that that kind of strategic function across minority communities exists. It certainly doesn't exist

CB Yes.

SA ..in the same form

CB I'm with you. Okay

SA ..now. There's an argument that says, actually that's part of-- that is a consequence of mainstreaming;

CB Mm hm

SA So, for example in the summer, we had in Westminster we had an incident that occurred at Pride, affecting a, the transgender community that became a big, big strategic

CB Mm. Mm

SA ..issue. But you know, it went beyond the boundaries of London

CB Okay. Okay

SA ..and, and that was, for me,

CB Okay

SA ..as the Borough Commander, to manage, rather than

CB Right

SA ..kind of at a corporate level.

CB So it took its foot off the pedal in some aspects of race and diversity, took its eye off the ball and on other aspects, it put its, quite rightly in the aftermath of bombings, put its foot firmly on the pedal.

SA I think –

CB Would that be a fair assessment?

SA The balance of its focus changed over time.

CB Yes. Okay. That's fine, that's good. That's good enough for me!

SA I'm not, I'm not going to say foot and pedal at all!

(laughter)

MB I gathered you were going to avoid that word! But just so I'm absolutely clear. In the latter part of what Cindy says is what you're saying; it's not that the Met took its foot off the issue, but it's just moved it around, across the broad issue of diversity.

SA And I, and I, I think it's fair to say

Okay

SA No, it's absolutely fair to say – that, that part of the, the kind of re-jigging of responsibilities around diversity gave HR Directorate a much bigger

Mm

SA ..role in terms of the internal diversity stuff

Mm

SA And I don't think – you know, I don't think you could say for a minute that Martin and his staff in HR haven't invested hugely and put huge amounts of energy into all our kind of HR processes

Mm

SA And, and I think they, as processes and systems, they stand up to closer scrutiny probably than they ever have done and that's not necessarily saying they deliver the outcomes that, that

Well without using foot or pedal, where are you, where do you think the Met is now?

SA Where do I think the Met is now?

Is it focussed internally, is it focussed externally and if it is, where – I mean, where is it now?

SA I think, I think we're in a position where we need to, where we need to re-state and, and which is why I think this is really positive and really helpful – new Commissioner and I'm, I'm sure he will, that we need to kind of re-state our thinking around the diversity agenda, so that, so that we can tell a coherent story. I think, I think that story is about being sub-positioned somewhere on some considerable distance down the journey from an organisation who, who can rightly be described as institutionally racist, into a posture which is about anti-racism and I think, my sense is that we've travelled some distance down that path, so all these things depend on the understanding of institutional racism of course,

(laughter)

SA But if it's, if, if that's about, you know, systems processes, unwitting attitudes, behaviour, delivering disproportionate outcomes,

Mm

SA ..then I think, I think the transition that we've made is that now, we're actually proactively looking for disproportionate outcomes, (inaudible)

(inaudible) let me stop you. Just so I, 'cause I think you may have answered by question (inaudible)

SA Possibly!

(laughter)

MB Yeah, just (inaudible) just sort of bear with me a little bit. So, I understood where we left Cindy with

SA Yup

MB ..and just in response so you, you're saying that the, your current state of the Met you believe is about a re-positioning with a new Commissioner of where the Met is, in relation or

where it wants to be in relation to internal, external, which groups in what communities – is, is that what you're saying?

SA Yeah. I mean, I, I think – I mean, externally

MB Okay

SA Externally, I think we're probably delivering as well as we ever have, safer neighbourhoods, the—all the, you know, the continuing development around

MB Mm

SA --integrated (inaudible) management – things like that

MB Douglas Hurd (inaudible)

SA Okay, we'll, probably come back to that, but

MB Mm

SA Yeah, I'm (inaudible) but actually I do, in terms of some of the engagement work (inaudible)

(inaudible) Sorry

SA And, you know, we want to get better.

MB Mm

SA So externally, I think you know there's some, some signs of – or there are, positive outcomes. I think internally, in terms of our –

And do you, and do you think so. You don't need to give me any quite, just fairly succinct answers, I'm (inaudible)

SA (inaudible)

But I think you've got such a lot of information to pack, to say, I was going to say to allow the Panel, Panel members to answer their questions

SA Yeah

But I understand – I think I understand what you're saying about, and this point I think I understand what you're saying about the re-positioning of the Met under (inaudible) under the new Commissioner. So do you think (inaudible) but clearly there's a dislike, competing of issues and demands that got, resulted in that position of the Met now having to redefine itself under a new Commissioner, so has, has that got fairly safe you can pedal that one?

SA Yes.

Yes. Okay, great. All right then! Right. I just want to move you back and then forward again, so I get an understanding. I understand that you left the Directorate of Diversity a while ago so I, I'm-- in some sense (inaudible) answer this question within that context. You've now, you're now in Borough and then get the really sort of front end understanding of what the issues are, you've done the policies are, in terms of front line delivery. If you were to go back to that, the Directorate what – and, and thinking about your role as Borough Commander in relation to faith and race and in relation to progression,

SA Yep

What are the things you think that a Directorate ought to be pushing for, or, or doing around that issue?

SA Right. What do I think the Diversity Directorate should be (inaudible) around that?

Mm

SA I think probably, trying to do it a short answer, shall I?

Mm (laughter) It can be more than (inaudible)

SA One of the things that arrived just after I left was the Local Diversity Advisers, which have been kind of an idea that I'd kind of helped develop and the idea for them was always to be proactive, out working alongside Borough Command Teams but outside the chain of command.

Mm

SA Bring in a fresh perspective, bring in a challenge in a coaching, mentoring type role. I'm not sure – and I'm not saying they're not, but I'm not sure that yet we're getting the best out of the six I think that we've currently got in the organisation 'cause the vision was always that they were the kind of transmission mechanisms

Mm

SA ..(inaudible), for turning, you know, Macpherson's fine policies, fine words

Mm

SA ..into action out on the street. So I think the Directorate, personally I would like to see the Directorate kind of upping the ante and re-energising that as a, as a kind of idea. I think there's, there's some real issues around selection processes, promotion and selection processes, which – and I'm not sure I necessarily know the answer, although it might be to outsource them, I think that our promotion and selection process tends towards a self replicating organisation.

Mm

SA So, what we ask people to do to get through the process, is evidence what they have done, in a way which attempts to be so fair and so impartial that what we end up not doing, I don't think, is testing people for two things: one is emotional intelligence and one is potential.

Mm

SA And if you look at all the literature about you know, what makes effective leaders that's come out over the last ten years, emotional intelligence is up there and I think, I, I think in a sense one of the unintended consequences of trying to make the system so fair and so objective that actually you almost

Mm

SA You almost take the human, the, the individuality

Mm

SA ..out of the people that are applying. And I think there's, there's a role for the Diversity Directorate in kind of working with HR to try and, try and work a way through that and, as I say, it might be outsourcing might be the answer, (inaudible) say to an organisation,

Mm

SA This is, this is the kind of person we want; this is how many we want.

Mm

SA Will you find them for us? The other thing I think that a Diversity Directorate ought to do, and it's to a certain extent comes back to structure, I've always believed that the Leadership Academy and the Diversity Directorate should be one and the same thing.

Mm

SA Or at least,

Sorry, could you repeat that?

SA Sorry, the Leadership Academy

Mm

SA Familiar with that, Bill Griffiths?

Yes.

SA And, and the Diversity Directorate ought to sit next to each other in the structure.

Right

SA If diversities and operating philosophy and a leadership philosophy as opposed to a kind of-- module on a course, if you like. And I, so I think that kind of structural bit, again, which in my humble opinion should probably sit under the Deputy Commissioner, right, so I think Diversity Directorate needs to be doing some of those things; I think we need to refresh and re-engage our relationship with independent advice, with Staff Support Associations and I think we would benefit still from again, working alongside the Leadership Academy in terms of the confidence of front line supervisors and leaders in terms of the way that they manage and deal with individuals.

Okay.

Bob.

BP Steve. Just a—I've got a, a, there, there's a flow to my questions, but –

SA If not my answers, sorry!

(laughter)

BP I, I'll try and make it flow together. Just, when you came from Avon and Somerset and you, you came here and went into the Diversity Directorate what, what were the competencies that you had that made you fit to command that Diversity Directorate?

SA ..that's a question for me or someone else. The ones that I felt equipped me to do it were that I wanted to do it; I'm passionate about the issues, my personal vision around Policing is around an organisation that has a heart for vulnerable people, that does the right thing, not the expedient thing, that would be best, best equipped to deliver crime reduction, crime detection, public safety if we were effectively engaged with all the people for whom we

work and (inaudible) they tell us what's going on, which we call intelligence, which means we're going to arrest the right people; and more prepared to be witnesses, more prepared to report themselves as victims on juries and don't instinctively not believe Police evidence; whole, whole range of, you know, the kind of operational case for diversity. And also I think a very firm belief that, you know, this is an astonishing organisation. It does some absolutely remarkable things and it can be more remarkable if we harness talents and the ability of all the people that work for us.

BP So, following the flow then,

SA Yep

BP What have you taken to Westminster from the Diversity Directorate, in other words, what positive changes have you made now as a leadership role in Westminster that have benefitted the BME and, and faith groups?

SA Okay. (inaudible) this is a really long list, actually (inaudible)

(laughter)

SA One of the first things like that, there's a lot. One of the very first things for me was about sending a message

(inaudible)

SA --and I think you can do that by who you decide to meet in your first week.

Mm

SA So in the very first week (inaudible) Westminster at the time had a, a Diversity Team so one of my very first appointments was to meet that team and to challenge them around their role on the Borough and to take the decision I later reversed with a statement directly under my, my personal line of command. So in terms of, in terms of trying to kind of get that team fired up around my vision for what I wanted them to do, I think a number of practical things: we, well, just to finish on that team, they ended up becoming, because they, they were doing some fantastic projects but they weren't really connected with what, with the kind of mainstream operational activity on the Borough so what we did with them was we, I, they're now part of the, the broad partnership team, named the Cohesion Team and they kind of own for us the process of mapping our engagement into various communities in Westminster, doing the kind of gap analysis and then coming up with the, coming up with the activities or the, the relationships that will help us close those gaps. A number of, you know, kind of other things that we did: we commissioned and ran key encounter training for all our PCSOs, before the Met had kind of settled on its package and then, on the back of that, I offered us up as a pilot for the Met package which is now kind of part way through being delivered; we set up a, a what we called a Life Skills Database, across the Borough, which mirrors the Community and Cultural Resources Unit but basically we (inaudible) staff right across the Borough to opt on to a database so that when we have a particular operational need, we can use our own staff rather than you know, a good example's interpretation, so in the first year of that database we saved over £100,000 in interpreters' fees which enables you to make the kind of business case around diversity as well, which is helpful. I appointed three full time LGBT Liaison Officers where previously we'd had one and others doing it in their kind of spare time; we've got 25 of our officers BSL trained and Bill links in to the deaf community that I think are unparalleled anywhere else in the country; and also we, in a sort of more generic way which touched on race issues and I probably can't talk about it too much 'cause some of it's still current but, complete review of the way in which we managed and deployed P, PCSOs particularly around

(inaudible)

S ..the security zone. And also I did what I could to change the diversity mix in the senior team across the Borough, which again with I guess kind of mixed results, in some ways but-- so we, we tried to bring women in, I, I'd the first black Chief Inspector on the Borough and just again, tried to, tried to find (inaudible) change that mix. Other stuff around operational performance, in relation to domestic violence-- around you know, around trying to relax performance pressure on people so that they focussed on risk and dangerousness and vulnerability in terms of the victims, so that the issue became about the quality and appropriateness of the service where we deliver it, rather than how that translated into hard numbers on the score sheet.

BP Talking about just the internal 'cause you spoke about external and internal issues, and, and that; I mean, were there cultural attitudes and are there cultural attitudes that you still have to address? Negative cultural attitudes.

SA Cultural attitudes that it would be helpful if they moved. Yeah. You know, I think some of those, some of those were a consequence of history, in terms of the performance regime that the Met has operated, which has delivered some pretty good performance results in terms of crime reduction, things like that. But at the same time you could argue – and I think, you know, I *caveat* that by saying this has, this has moved in the last twelve months, but a performance regime that's very much about (inaudible) hard numbers around crime, and, and that's what you're there to deliver, I think can be disempowering, it can lead people to be risk averse and it, and it makes people very, very focussed on kind of short term delivery outcomes, rather than necessarily kind of long term problem solving cultural change.

Mm

SA I think there's some attitudes around, still around the way that we speak to people; I think some of the work that I've done directly with young people on the Borough, I still – we took for example, took a dozen young people away for a residential weekend with a dozen front line cops, back last year and on the Friday evening said, "Okay, this relationship isn't working so by Sunday afternoon you need to come up with the answer to how it's going to work." And we had an absolutely stunning weekend; Neville Lawrence came down and did an input for us and we had lots of role play and stuff like that and the consistent message you get is-- I mean, it's a cliché and you've all heard this, but it's not so much about, "We don't mind the cops stop-searching us but it's the way they do it, the way they talk to us, the level of respect, the level of explanation about why they're doing what they're doing." And, you know, there was still-- and I don't characterise all our front line cops like this, by any stretch of the imagination; I, I believe it's a minority but you know, still young people who will say, "I asked the cop why he was searching me and the answer was, Because I can." You know, and it's kind of, it's, it's that

Mm

SA You know; which is where the whole key encounter thing comes from, actually, that the, that those kind of tactical moments have strategic outcomes in terms of trust and confidence and if, you know, if, if we can get the cops and the front office staff and, and others to understand that, and, and while that's true in an external environment, it's also true internally and it applies to me as well, so if I speak to someone in a way that's disrespectful or, you know, doesn't give them the time that they deserve, then, again, the impact on people's trust and confidence in the, in their leadership goes much beyond just that kind of one encounter, so..

I d—I just want to, I want to come back to that in one second, on something you just said but, I just want to pick up a part that you mentioned about IAGs because, you know, one of the things about IAGs is sort of, I always asking, what advice is sought and, and what happens to it when it's given,

SA Right

..you know, in that sense and, rather than using it as a sort of a consultation process, if it really isn't

Mm

..you know, and independent advisory group, in, in that sense and that's the external factor

Mm

Yah? If, this is an "if" because I don't know what your answer is but if you think that that's good and beneficial to – you know, modern Policing and, and what we need to do in terms of current situations, do you have a sort of an equivalent internal IAG mechanism for listening to different groups? And do you think,

SA Yeah –

..if you don't, do you

SA Do you mean corporately?

..think it (inaudible)? No, I recognise, you know, if we're asking corporate things you can only give limited answers.

Mm

What I'm trying to do, is ask you as a Borough –

..understand how we get that

..within, with the area you have control over as a leader.

SA I do—well, I suppose it's diff-- a slightly difficult one to answer and I will try and be clear, slightly difficult to answer because the whole notion of independent advice is that it's-- kind of independent so internally, you know, indep—independent advisers who are external to the organisation will and do give us advice about internal issues.

Mm

SA But I don't think that's quite what you're asking me.

No. What

SA So, there are mechanisms like, for example, around Operation (inaudible)

Mm

SA Long running series of sex attacks in south London over many, many years, linked series and it, and it has with it a significant number of ethical issues for a Senior Investigating Officer. I Chair what's called an Ethics Committee around that investigation. I'm nothing to do with that inquiry at all; the people who sit on that, on that with, with me are a lawyer, a Chief Superintendent from Surrey, a Domestic Violence worker and our job is to sit with the SIO, listen to him talk about the issues, the issues that he's dealing with and then provide, in a sense, independent kind of advice to him around, around the kind of decisions that he's making. We don't act—we don't take any responsibility for the decisions he makes; those are his decisions but it's an opportunity for him to kind of take the nearest that we would get internally to an internal independent advisory group so, yeah, I mean those mechanisms are there; I think, I think you know, there, there are other mechanisms, like the meetings that you have as (inaudible) Federation reps, with your, with various groups (inaudible)

(inaudible)

SA Yeah. I mean that, I mean those, those things go on routinely but I personally, I wouldn't describe those as kind of independent advice.

Mm. Can I just ask one final question (inaudible)?

CB Okay.

It's related back to a couple of things you've been saying.

SA Yep

And I'm torn between where, what I'm thinking you're saying because some of the things are, and I'll read this bit out, "small number of racially prejudiced and discriminating -- discriminatory serving officers whose behaviour could cause fractious relationships with ethnic minorities" or ..

CB (inaudible)! Go on.

You, you would say that, or not say that? Or, "the collective failure of an organisation to provide an appropriate and professional service to people". What I'm reading out, of course, is the difference between Scarman and Macpherson.

SA Yep.

And what I keep hearing from you is a little bit of both and I'm not quite sure -- you know, what we're saying is, We've, we've done the organisational stuff, we've got all that down in practice and it's now gone back to Scarman's interpretation that it's just a few individuals that we need to tackle. I'm not quite sure if I understand,

SA No, (inaudible) I think it's a -- of course you'd expect me to say, I think it's, I think it's still a mixture of the two. I think we, I think we've come a long way. From my, my personal view is that the expression "institutional racism" is so now loaded with meaning, value, different interpretations, kind of emotion for people that it, in a sense is, has lost its value to us as an organisation and I think we need, we need to, that's why I say we need to sort of re-frame where we are in terms of, in terms of the posture of the organisation. I think that there are—

Sorry, can I just seek clarify—clarification? That's not because the Met isn't institutionally racist, because the term no longer is (used? Useful?)

SA Well, I think it you know, it..

Sorry I, I know that's a bit controversial –

SA Well (inaudible), no, I think, (inaudible) but I think this is why..

(inaudible)

SA ..but I think this is why, I think this is why it's quite a, it's quite a difficult discussion, because where we continue to deliver disproportionate outcomes as a consequence of our systems and processes, then it's very difficult I think at an academic level to say that we are completely beyond institutional racism. I think there's an issue, though, about – and, and where I think I, where I think we justifiably can say, "Come on, let's have a different conversation" is that I think now we are aware of those areas where those disproportionate outcomes are being delivered, so if we look at--

So it's not unwitting?

SA So it's not unwitting.

SA And, and I think,

So that mean that person hasn't gone far-- far enough?

SA No, no, that's not what I'm saying. I think, I think the point of that, I think, I think the point of that and John Greave used to say, how, how many times can you be unwitting? Only once, 'cause once you know about something, I think what you have then, and the absolute duty on us as Police leaders is to do everything in our power to understand why that disproportionate outcome is being delivered and do whatever is in our power to reduce the disproportionality. And it may be – and I'm not going to even begin to try and pluck an illustration out of the air, but it may be that recognising a disproportionate outcome, understanding why it's happening, doing everything in your power to remove that disproportionality, still leaves you with a disproportionate outcome

Mm

SA And I think, you know, the, the point of institutional racism for me is about this notion of unwittingness, about attitudes and behaviours and that's why I described the organisation as moving from a posture that's institutionally racist into something that's, that's actually begins to feel a bit like anti-racism and I think that's, I think that's a (inaudible)–

I just want to note, I didn't use the word "institutional racism"; I just talked about the collective failure. I don't use that terminology.

No. Okay.

CB (inaudible). Okay. Before I go to Anthony you, you reeled off quite a few (inaudible)

Mm

CB --that you've done in Westminster in a short space of time and I think we ought to say that sounds great

Mm

CB ..and recognise that. How, how does the organisation first, hold you to account, but also how does it, does it recognise where you have done good works in relation to equality and diversity? Does it celebrate, thank, reward

(inaudible)

CB ..you and others who may have done (inaudible)

SA Yes, I mean, there's a system of diversity awards and things like that.

(inaudible)

SA (inaudible)my job! It's my job!

(laughter)

SA It's my job. I should be up for sanction if I don't do those things, not rewarded (inaudible)

CB As the Borough Commander in Westminster you're expected and required to do these things

SA Yeah, I mean, I

CB --and the reason that you're not, it's not seen to be best practice, is because you're all expected to do it.

SA (inaudible) actually, and, and to be fair, you know, the reward from, for example, the Life Skills database comes from that being recognised by the Met; the Met now promulgating that as best practice, looking to expand that into a kind of corporate program, you know, driven in part by the financial savings that it generates but you know that's where recognition comes from and that's where the, the kind of value of the work comes from. I think there are a number of ways, you asked a question about how, how we're held to account. I think that has changed. I think that is one of the things that has changed in the last three or four years,

(inaudible)

SA Is the extent to which equalities and diversity are much more now part of the mainstream performance framework that operates for Boroughs. Number of things that I'd say in

support of that, first is that in-- I think it was October or November last year, there was a round of crime control strategy meetings which are the, the kind of strategic (inaudible) performance forum, all Borough Commanders come, Chaired by a DAC and it's, it's a kind of whole morning of (inaudible) and (inaudible) challenge around performance in, I think it was November, the first time ever, one of those rounds was on diversity and equalities and so Borough Commanders were directly put on the spot around their performance around the existence of local borough strategies and approaches; it's oh, what else is there? It's also (inaudible)

(inaudible)

SA Both.

Okay.

SA And, and part of the, part of the data just to, just to finish that in terms of

Mm

SA ..You know, things that I'm held accountable in terms of performance, now on my weekly score card I have

Mm

SA --my performance against hate crime and domestic violence which, when I left the Diversity Directorate, wasn't part of TP's performance agenda.

CB And internally as well.

SA Yeah, I, I meant to bring-- I mean I can forward them if it's helpful.

CB Yes, please.

SA They're, they're kind of slide (inaudible)

CB I'm cutting in to Anthony's time, so I want (inaudible) Anthony

SA Right.

AJ (inaudible) don't worry about that. (inaudible) it's, it's I mean, one of the great advantages of coming last should be that there are less one just (inaudible) in love with the sounds of one's own voice. It's possible to cut down the number of questions,

(laughter)

AJ --because they've already been asked so I don't, I, can I, I want to take a slightly different tack.

SA Yep

AJ And I want to summarise where I think we are as a Panel at the moment and I just—

CB Okay

AJ -- would like to invite your comments on it. And, and I want to put it very schematically.

SA Yep.

AJ We, we were, we were tasked, we, we, an open inquiry into race and faith issues which at the moment we're, we're thinking about formulating in terms of the single question: and single question arises out of what is, what is empirically I'm, I'm challenging and that is that there, there are a large number of BME officers (inaudible) bottom and then they thin out and thin out and, and, and the question is why? Why, why is the (inaudible) disproportionately low number of BME officers at the top level? And it, it's a question. 'Cause ordinarily, absence, unusual conditions, one wouldn't expect that; one would expect the, the proportions to be constant. (inaudible) statistically speaking one would expect that, unless there were anomalous features and, and then the question is, what are those anomalous features? And the, what are the special reasons and on, on investigation it looks like there are four candidates for special reasons. The first is, it takes time. Historically speaking, a lot of the BME officers at the lower and lower middle ranks are relatively new and it just takes time to work through the system. I mean, in my own profession the number of women lawyers, of assistant solicitor level are huge and still there are disproportionately low number of women partners but what's said is that it just takes time to work through -- five, ten years, some people say. And I, I hear these sorts of numbers and years also being quoted in, in our case, here. So that's the one explanation. Another explanation is that there, there's a process of what's called self de-selection. However fair the structures are,

for, for reasons all to do with perception, BME officers, they just don't think it's going to happen to them so why expose themselves to the disappointment, humiliation of a rebuff? Better for them to stay where they're comfortable, where their work's appreciated and-- and just accept their lot. That's another explanation. A third explanation is that the existing structures for promotion are-- need an overhaul because they don't take into account the special need character of BME officers. We haven't heard very much about that but, but it's an obvious category.

Mm

AJ And then the fourth possible reason is prejudice, racism. And then, within that fourth category there are, there are different versions and I, I've identified, listening to you,

(end of Side A)

(side B)

AJ .. in a sense the, one of the I—one of the most innocuous is, is, it's, it's a kind of historic racism. It takes a long time, in institutional memory is a good (inaudible), in it takes a long time for institutions to forget bad things.

Yes.

AJ So again, just as it will take time for BME officers to work through, so it will take time for the institution to forget its own bad practice. That's one kind of racism, it's historic and it's on the wane.

Yeah

AJ Another kind, and we heard this from a, an, a witness earlier today is a kind, a racism which is in fact just a, an aspect or a, or a sub-category of a broader resistance to what was called difference, that they're a, they're a kind of oddball, unusual, unclubbable officer candidate, who just don't get invited to the top table because they don't, they don't share the group respect (inaudible); they don't, they don't – they're not plugged in to the group thing. And it could be because their colour just gives them a different cultural perspective or it could be because it's nothing to do with colour, they just take a different view of things and they're considered to be a kind of irritant within the group. But (inaudible) racism obviously plays a part in that but it's only an aspect of that, (inaudible), that's the second kind of, of racism. The third kind, and this kind of move towards the worst kind – is that it's a racism which is specific to the top band and that was what someone else said today. That actually, things were fine and quite dandy at the lower and middle levels; it was really only when you got towards the top that there was a problem. And some people said it was at Commander or just above Commander level, other people said it was (inaudible) Chief Inspector (inaudible). And, and that that's, and that, and that's a specific issue and that in turn has its own complications because it's to do with the absence of leadership, at the levels where leadership is required on diversity issues and in part (inaudible) those individuals are (inaudible). So there's (inaudible) therefore that ties in with historical (inaudible) and so on.

BP Sorry, just for, point of clarification, so -- the way that operates, then, is that people at that (inaudible) are not recommending people for promotion, is that what you're saying, on the basis of the specific racism?

No, they, they're saying..

AJ What they're say--, what they're saying is that once they get to that level,

Yeah

AJ ..it's difficult to get above it because the people (inaudible)

BP Oh I see.

AJ (inaudible) above that level are not promoted.

BP So once they get to Chief Inspector

AJ Yes.

BP ..they're not kind of..

AJ Then the level, the ranks that would be considering the Chief Inspectors for promotion are resistant and there are all kinds of possible reasons for that; (inaudible) really analysed it in, in all its kind of (inaudible) and the, the fourth kind is the Macpherson (inaudible) with institutional racism, that the organisation is in a sense rotten with (inaudible) prejudice and, and it's, and is, it operates in a kind of general constraint on progress or, or just professional self realisation. You know, (inaudible) flourish (inaudible) flourish (inaudible) institution which (inaudible) so just to summarise, you, you, there are four possible reasons to explain that the, the, the given, that, that there is this lack of representation and within the fourth, which is racism, there are four possible kinds of racism. Okay? So, so that, that just listening to the evidence that's been given today, that's my sense of, of, of, of the parameters if you like, of the answers. Not the answer,

No, no,

AJ .. (inaudible). I (inaudible) say, so, my question to you, (inaudible)

(inaudible) you're going to expect a short answer, aren't you, so..

AJ No, I don't expect a short answer and I, I'm not even sure I, I expect an answer 'cause I mean (inaudible)—no reason why you can't go away and think about this, and, and email us; it doesn't, not everything has to be done,

No.

AJ ..you know, across the table and in some respects it's helpful if it isn't, but, but the way I'm (inaudible) just personally, I (inaudible) haven't discussed it with my colleagues but the way I'm thinking about this is that these, these are the elements in the answer, I'm curious to know where you are: in the first set of four and then in the second set of four.

SA Well, the only reason I was smiling, Sir, as you went through the first set of four was that I, I'd (inaudible) down as well; I think – (inaudible) talking about time lag, I think the expectation thing plays its part, I've got it as expectation but it's the kind of self deselection and, you know, I, I, I think, I believe from conversations I've had with people that there is a reality about that; people do say, what's the point in me bothering? And you know, the leadership role then becomes to kind of raise the level of expectation but then that, you know, to be fair there are straight white male officers who I have the same conversation with. I think personally—I mean the whole issue about the type of racism, I think that's interesting and I might think about that and email you. But I think the one, the one where we actually do, could have some purchase is around the promotion process. And I've

already talked about that in terms of what is it that actually we're looking for in terms of the type of person and does the process actually deliver those kind of people? If diversity is your operating philosophy, then what that gives you a sense of the value of difference and it gives you a sense of the organisation will be better; we will make better decisions, the more perspectives we have or into the debate and therefore our promotion process, in my view should be about putting together that kind of mosaic of different types of people, different types of leader, who collectively bring together a kind of a, a much more rounded type of leadership. I'm not convinced that the way our process is structured and operated at the moment, that that's what we're delivering because, as I say, it's very heavily predicated on being able to bring forward evidence of what you have done against the particular competencies. It's not, it doesn't, in a sense, allow for evidence of my potential to be a good leader; it doesn't say I'm a maverick, therefore you need some of me and it doesn't kind of look for that, and, and I don't see in the kind of critical bits around the, the (inaudible) process and the, and the (inaudible) panels, where on earth you get any sense of the humanity or the emotional intelligence of the individual that you're reading about. Also, and you know, I really genuinely don't mean this to be disparaging about individuals, but also there's for me, there's a question about who is it that elects to do the assessing? And, you know, what, what motivates them? I'm not suggesting for a second there's anything negative, but what type of people do the assessing and how diverse a range of people are actually sat assessing candidates, because I think there's a, a reality that people will tend to, kind of warm to the people that are like them. And so the diversity across that range of assessment I think is an area that we need to, we need to look at much more closely. Which is why, as I say, not, not an original idea by any stretch of the imagination but I think we should seriously consider looking at filling our prom—promotion processes outside the organisation and just defining the type of individual we want and letting someone else give us that individual. And, you know, sometimes we'll -- you know, I think the, the risk is the, the risk is that you're surprised by some of the people you get back and, and that may be a really good thing in terms of moving the culture on. And so I think around the promotion process, I think there really is some kind of practical, some practical kind of help that the Panel can give in terms of an impetus to re-visit those.

CB You mentioned briefly the issue around (inaudible) said you didn't talk too much about the work

Mm

CB ..that you'd done in relation to that, 'cause some of those issues are ongoing. As we know between PCSOs and Special Constables, there's almost over 30 per cent are from BME backgrounds. One, do you – I take it you would see tho—that as a fantastic sort of opportunity, if you like, for the organisation and a, and a pool in which we can recruit from

Yup

CB Do, do you think the organisation takes full advantage of that pool and, if it doesn't, how might we be able to take greater levels of advantage in that pool of black officers and Special Constables?

SA I think, I think again the, the story is one about improving the extent to which you take advantage or—I think you know, again, without, without kind of crowing the Westminster experience, because actually, you know, it's a response to a, a very unhappy situation in some ways, but – you know, one of three Boroughs I believe now in London that has a mentoring and tutoring program for PCSOs, you know, and, and the general point is, it's about the investment we make in the development of those individuals. It's-- you know, we know it's a new role, we know that there are kind of reputation issues for PCSOs which must feed into their self confidence, must feed into their (inaudible) sense of value in the organisation and I think, you know, it, I think we need to be doing things like investing in the training and, and the personal development, like mentoring type approaches and that actually will enable us to get the maximum from them. But at the same time, I, I think

there's also a danger in, in kind of over-talking the PCSO role as simply being a recruiting pull for Police officers

CB Mm

SA 'Cause in a sense, that kind of reinforces the hierarchy and I think part of the strategy has to be about valuing and talking up and enhancing the role of PCSOs because we also want people that join that role to do that for a career.

CB Mm

SA You know, the part (inaudible) neighbourhood schemes for example, is – absolutely fundamental to the success of the Met so, we don't, we don't kind of want success to be defined as joining and then managing to get out to put a big hat on; we need to, we need to kind of

CB Mm

SA ..be careful in, in how we balance that, I think.

CB Can, can I ask another quick question?

SA (inaudible) sorry, we also need to understand why -- and I'm not sure we do yet, why if there's seven and a half per cent of our recruits into the PCSOs come from BME backgrounds

and we can't achieve that in terms of our Police officers. You know, that's the other challenge it presents.

CB Mm. You, you obviously led the Citizens' Focus on Diversity Directorate, Diversity Directorate. Since then, how long did you stay there?

SA I was there 'til three weeks after the bombs in 2005, so I was there for two years.

CB You, you were one of the individuals that actually stayed for quite a while; the, the, the turnover has been quite shocking. Do, do, why do you think that is in terms of the leadership ..

SA Ah, I can sum,

CB ..of that Directorate?

SA I can sum that up by repeating a question that was asked to me about three months after I left the Diversity Directorate and became Commander for (inaudible) and that was asked to me by – actually by a number of people, in very senior positions inside and outside the organisation, which was “I bet your glad to have a proper job, at last”.

CB Mm. Mm.

SA You know, where's the – and I'm not, you know, it's not about me. But one of the, one of the great challenges I think around Police leadership, around diversity, particularly where in

an organisation like this where I still think there's a, there's a requirement for a kind of dedicated specialist senior officer resource

CB Mm

SA ..leading the work, it is – where's the credibility, where's the kudos?

CB Mm

SA Where's the, you know, where's the career enhancement? You know, I'm not – I don't know, you, it's – you know, I used to be called the Director of Niceness

CB Really?

SA ..by colleagues, you know?

CB Mm. It's not tough and male and sexy.

SA Absolutely..because it's about relationships, it's about

CB Yeah.

SA ..it's, and it's hard work. I mean, anyone who's worked in the field knows that it's hard work and it's emotionally draining and it's

CB Mm

SA ..intellectually challenging;

CB Mm

SA It's fantastic work

CB Mm

SA ..but it's, you know, in a sense you've got to, you've got to make it. You know, we, we set, I think we to an extent and it sounds like all I'm doing is sitting here being disparaging to colleagues right across the Met; I really hope I'm not giving that impression – but you know, it's one of, one of the dynamics in the training world. I spent a year with the Military, joined the Services Staff College and every single person on the staff for that course had been hand picked because they were seen as the best of the best and you only put your very best people into training the next generation and I'm not sure we have that mentality around the kind of softer, see? I, even I'm using the words, around those kind of you know,

CB Mm

SA ..non locking people up type roles, the support roles or the, or the capability (inaudible) roles

CB Mm

SA ..are still not, I guess, regarded as having the same kudos as you know, being Commander Crime or Commander Westminster or any of that. So, so I think there's, there's that's you know, talked about cultural attitudes that

CB Mm

SA ..we need to shift, I think that's one, that's another one.

CB Mm. So, you, you'd say that's a cultural attitude; would you also say that's leadership around the (inaudible) the diversity piece? Would that help? At the top of the very top of the organisation?

SA To an ex, to an ex.. I mean I could never, I could never have complained about the leadership that Ian Blair gave.

Mm

SA He was my line manager

CB Mm

SA I had open access to him

CB Mm

SA He obviously had open access to me whenever

CB Mm

SA Whenever I was having a weekend away. But, you know, we had that, we had a relationship where I was absolutely clear about his commitment, about his leadership, about his vision and he empowered me to do what

CB Sure

SA ..I needed to do.

CB One, one last question, just, just following up what you've said. If there is cultural issues around the, how the organisation sees the importance of the role of lead on diversity, how then does that permeate throughout the organisation? Does, does that, does that affect for instance, Borough Commanders' commitment to div- is that, does that lead on?

SA No, I think, I again, I think, I think we've shifted. I do think we've shifted. I, I led a session for Borough Commanders again, round about October time where – and again, I'd be very happy to send you the slides if you want them – where we talked about the challenge, the diversity agenda, the diversity challenges, how we move forward, how they saw the challenges and actually, my sense from – if, if I'd have done that three, four years ago I think I'd have walked out feeling perhaps I don't know, probably unfulfilled, in terms of the response I got. What I got was a room full of people who were keen to share their experience

Okay

SA ..keen to talk about what they were doing, about how they see this as a personal leadership issue for them and I, and that, that, that interplay between kind of leadership at the centre of the central function and what the central function is there to do, is, is quite difficult.

CB Okay. Can, can I put the question in a different way, 'cause I sense what you're saying about Borough Commanders. You said that the status and the stigma of the role being soft and all that kind of stuff, within the organi—what I'm asking you is, if there is that –

SA Yes

CB If it's seen in such a negative way, are there other implications to that? Doe—Does that also mean that diversity isn't maybe valued as much as it ought to be? What, what are the knock-on effects of, of the organisation not valuing the status and the role of the lead for diversity? Or is it just isolated, they just don't, I, I, can't imagine that to be the case.

SA Yeah, I mean, I mean I guess there are kind of subtle knock-on effects, questions about you know, (inaudible) that affected me and to talk from my experience about this would be the most useful thing. And we go back, we go back to 2003 where *Secret Policeman* is on the telly..

CB Mm

SA ..whatever evening it was, and I got in to work at five o'clock the next morning thinking I'm going to be the most busy person in the Met today and I think it was two days before anyone really asked me what I thought about it. But that's not to say they haven't, like, done a huge amount of work in developing the response of, but it wasn't kind of you know, the first thought wasn't We've gotta (inaudible)

CB Ask the expert, it wasn't that. Okay.

(inaudible), let me pick up on (inaudible) I'm clear. Given there is a real sense of – (inaudible) If, if diversity was, you know, was Sir Ian Blair's vision was clear and it was (substantial?) and there was, it was all the things that you talked about earlier, why do you think there would be that response to something that happened that was so public? Why was, why wasn't that seen as something -- you know, that we've (inaudible) it was a threat to the organisation and that we

Well..

..need, and that that we need all the people round the desk, in the office

SA ..yes, no. And that's, that's what happened. But it was, it, it, for me it was you know, don't you want me to lead this?

o

Mm

SA You know, I'm your professional Head of Diversity, don't you want me to lead this? And actually, you know, the, the argument I'm sure would have been, 'cause I think it was given to Tariq to develop and he put together a kind of task force in response and came up with an action plan and re-write the strategy. And because I was involved in that process, that I think it, you know, I mean, I, I guess I was using that as an in—as an indication about, I --you know, I suppose the question is, how, how much, when an issue, a diversity issue arises, it is the first instinct to call for the head of the Diversity Directorate or, or is the instinct to kind of go elsewhere for a, for

Mm

SA ..your problem solver.

BP Well, wasn't that..

Down

BP ..picked up by Taylor, by Bill Taylor

Yeah

BP ..in terms of

Yes

BP ..you know, to defend and blame

Yeah

BP Which is what happened, rather than the learn and develop, which what should have happened. If you were in a learn and develop culture, you would have first of all gone to the Diversity Group.

Mm

BP If you were in a defend and blame culture,

(inaudible)

BP ..you'd just shut down and put together a team

(inaudible)

BP ..and -- yeah.

Mm (inaudible)

BP Well that, that, that, sorry.

SA There's a, there's a whole new inquiry, Bob, about the, the pressures that create that kind of culture. You know, 'cause I don't, I don't think those are by any means internal only,

(inaudible)

SA ..I think it's about, it's about a long term problem solving culture but if robbery goes up by Friday of next week, then we're all being (inaudible) here there and everywhere (inaudible).
That's

CB Would you..

SA ..(inaudible) weekend

CB Just as a last point, (inaudible)

Yeah

CB So, do you, do you think that your perception, is that in fact an unfair question. (inaudible)
your perception

SA .. my, my reality.

CB Your reality. Think your reality (inaudible)? Do you think your reality about where diversity
and (inaudible) diversity related issues sat, in the organisation, was shared by other senior
officers?

SA Well, historically, or now?

CB Historically. I say historically, I mean

SA Well, three, four years ago.

CB Yes.

SA Generically, by other senior officers? N.., I mean, it was my full time job.

(inaudible) sorry.

SA It was my full time job.

CB Did you say “no”, wasn’t sure. I thought I heard a “Nn” but I wasn’t sure.

SA Yeah, I was about to.

(laughter)

SA And, and then I saw my comments, then I saw my comments reported in our No Blame culture.

(laughter)

SA I think we, there were probably some different perceptions around about how important it was.

CB Okay. Won’t hang you any more than that, then.

SA No. Thank you!

CB Thank you. Thank you. We, I think we’re all

Mm

CB I think we're all done now. If you could, I mean, it's not quite homework but if you, if you could get back to us with some views on what, what Anthony has talked to you about, that would be really, really useful. Is there anything that you really, really were burning to tell us, that we haven't given you an opportunity to tell us?

SA It's much better than it was, and there's still work to do and I think I have tried, this afternoon, to talk about the things that still

CB Mm

SA ..need doing.

CB Mm

SA Though there is some fantastic things that have been done

CB Mm, mm

SA I was very proud, as the Head of Diversity, to stand up in front of Citibank, to stand up in front of organisations all over the place,

CB Mm

SA ..and get the feedback that we were so far ahead, of most other organisations, public and private sector, in terms of the work we do.

CB Mm

SA So I think we've got a great story to tell; I think we just have to kind of, within that great

CB Mm

SA ..story, recognise that there are still

CB Mm

SA ..some, you know, still progress to be made in some areas.

CB Mm. And we're really grateful that actually you have focussed on those areas because we do want to reflect on the good practise and the great things that have been done that we, we won't be worth our, our name if we didn't actually reflect on

(inaudible)

CB .. quite heavily on the areas that still need to be done, so we really do appreciate you for sort of guiding us and helping us in being able to do that. Bob, go on.

BP I, I just want, I just want to, everyone to recognise something 'cause as Steve, as, as, you know, the paper says he's, he's the lead on honour based violence and forced marriage and I've heard him give a very excellent, a very moving sort of display, of understanding that to a lot of people and switched them on within the Association of Police Authorities the other day and, just wanted to say that, 'cause you actually live what you, some of the things you've been saying to us.

SA (inaudible) I can be articulate and I can be brief, (inaudible)

CB Okay. Okay. Well I, well, well, well on that note,

(inaudible)

CB Big, big up Steve, okay!

(laughter)

CB Not, okay. And thanks ever so much and I'm sure we'll be in contact.

SA Yes, and anything else I can do to help, please ask.

CB Thank you.

END OF SIDE B