

MPA Race & Faith Inquiry

Chief Constable Steve Otter, (ACPO Lead Race & Diversity) and Deputy Chief constable Christine Twigg, (ACPO Lead Women & BME Progression)

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Chair: Cindy Butts

Panel Members: Bob Purkiss, Margaret Blankson and Anthony Julius

This interview has been proof read and names have been inserted only where the speaker 's identify is certain.

Audible material begins at point 2.25

(inaudible) your mic.

Oh, okay.

... forward (inaudible)

Right.

(inaudible) fellow Panel members, (inaudible)

Thank you.

(inaudible) I think that's about it, really. So, (inaudible)

Point 3.28

Not very good at practising what I preach, am I? So – yes. That's, that's about it, really. We're roughly going to be about forty-five minutes to an hour or so, and I'm really sorry we've kept you waiting.

No problem

..as well. So can I, can I kick off by asking – can I ask you to characterise where you think the Met is at, at the moment in relation to race and faith? You can do that by referring to figures, but equally you can refer to the culture of the organisation

Okay

..some of the, the, the other aspects. Okay?

(inaudible)

Well, of course, I'm looking at the Met from the outside, so from an ACPO position and talking to colleagues. So it must be taken in that context. But in terms of – if we are talking and I, I think you're t—when you say race and faith context, you're talking specifically about the retention/progression issue, or are you talking more (inaudible) 'cause there's obviously the service delivery issues as well?

Not so much in terms of service delivery,

More about..

..it's much more internally,

The internal stuff, yeah.

..in terms of recruitment, progression,

Yeah

..retention, culture, leadership

Mm

..those kind of things.

Okay. Thanks.

What, what's – the, if you like, the positives, the things that have gone really well, is that the Met is recruiting at about 18 per cent BME officers

Mm

And there's no doubt that, if that continues, the, the representation in the Met is going to improve significantly over the years, but of course you've got to remember that the police service and the Met is 30,000 officers? 50,000 staff, something like that... You, you have to see that in the, the context of it being a container of 30,000 officers. Fairly impermeable, with a very small hole at the top of the container for people to come out and they come out about 5 per cent turnover. And of course the, the input is at the same rate. So, there's real restrictions on how fast the police service can actually move in terms of changing the numbers inside the organisation. But I think in terms of its recruitment rate, it's actually done some remarkable work. In terms of specialist areas, looking from the outside, I was going to say— over the last two years there's been a real improvement and I actually I've been involved myself with the National Association of Muslim Police Officers and worked in, in them getting places within the CT world. And I know Sir Paul has, as well and there's been real improvements there. But clearly, in the specialist areas and you can see that in, this in the Home Office Report, the recent report on retention and progression, that's led to the Ministerial Steering Group being set up. You can see that actually, nationally the specialist areas are the areas where-- that seem to be where there are the least numbers or the, the lowest representation of BME officers and there clearly is a cultural barrier—some barriers there, which Christine can talk a bit more about, what the barriers are, that actually stop people of difference and it's not just BME staff, it's women as well, finding it easy to access those areas within the Service. But I have to say, looking in, there's a real positive approach

to, to making a difference in those areas at the moment. I think the history is important and you and I have recently sat on the same Panel at the Stephen Lawrence Inquiry Ten Years On conference, but I do believe that the Met and – and as other forces, but in particular big urban forces, suffers from constant knee jerk reactions to, to major incidents. The, the -- if you like the operational focus for policing is constantly dealing with crises out there. And for leaders, that makes actually building a cultural change inside the organisation more and more difficult, 'cause every time you make progress, something big happens and you sort of move back in to your Command and Control type culture. The Command and Control culture of course is very positive, in terms of delivering big, operational responses

Mm hm

..to crises, but actually militates against breaking down rigid structures within your cult—within, within your organisation. They're changing the culture, so there's a real dilemma about how to, how to face that and I know the Met, just like every other force, has to face that now. I think that, we if you like we move into Phase 2, post-Lawrence and post-the Macpherson Report, which is really prioritising the internal aspects of change and certainly in ACPO we're very keen to see that change in the, the new Equality and Diversity and Human Rights strategy will focus in large part on the internal structural aspects of poli—of the police service itself, so the people within it. Getting down to the individual, the experience of the individual officer or member of staff. And every individual will have a different need and particu—and those within BME groups within organisations clearly and we were talking about this earlier, you know – still relatively low, low numbers. And haven't reached that tipping point that perhaps women have in some of our organisations, where we've perhaps started to see a cultural difference. Still long way off from where we want to be, but actually started to see a difference. The culture of policing – and there's studies of this world wide and I've had a look at all the studies and interestingly, even if you change the, the make-up of your organisation, if you look at affirmative action in America, and other places, the actual culture stays roughly the same. Culture tends to be one that focuses because it's focussing on anx—anxiety and stress out on the streets, it's dealing with danger, long periods of boredom and so on – it actually creates a, a unique type of culture that you see in every police force across the world. You can identify police (inaudible) though that cultural, a specific culture. And interestingly, whoever you are in that organisation, you get carried along by it. But what it does do, is it creates very strong (inaudible)— very strong links between people

Mm

--particularly in groups

Mm

And of course, if you're in a group that's majority male it tends to dif—sort of by cultural, you know, the consequences of that culture is it actually makes it more difficult for other people to join. That's what we need to do, is we need to actually change that and actually make sure people are

Mm

..welcome to join.

How do we do that?

Well I think we, do you mind if we do it as a double act, or do you want to speak to me – I'm quite happy to—

I, I (inaudible)

'cause Christine's been working on that.

I'd, I'd just be interested in what, in what you think the, the answer to that question ought to be, then.

Well, I think we – we need to – we know what the barriers are, in general terms. We need to

Well, what are the barriers?

SO Well, the barriers are that people, if you're on the outside of a group, the barriers generally are that you don't have the network, you don't have the relationship, you don't have the confidence, to actually progress towards actually becoming part of the group. Quite often people are reluctant to even apply, because they look inside and see it as an, you know, let's say if it was a, a predominantly white group, if you don't see people who you feel provide you with a sense that actually, there are other people like you in that group, you're less likely to feel confident about applying. I think as a result, also, that when you do apply you're maybe not, not as prepared and you perhaps don't have the language and I don't mean in terms of foreign languages, I actually mean the, the cultural language that, that helps you make a mark and the work that Christine and I are doing at the moment – but mainly Christine – it's very much about providing support to individuals that enable them to have the confidence to (a) learn a different language but also you know, how to access groups. And you see it in all professions, this isn't unique to policing. You see it in all groups. But actually in policing the, the sort of bonds can be stronger sometimes, because of the nature of the job.

Okay. So .. so y-- okay. From, from what I took from what you said is the, the key issue is that the very nature of the policing culture means that you get these, these pockets of groups that form and the barriers that black and minority ethnic individuals but they can also be – can they also be women? (inaudible)

SO Yeah, I, I think so.

(inaudible)

SO And, and some barriers

..be-- because they are outside of those groups, so... what you're suggesting is not to break down that very silo'd pockets of formations of different groups of people, it's to equip people so that they're better able to access things. Is that, is that ...?

SO Well, I, I

Is that good enough, really?

SO Yeah. I, I would say that, that the very ... you do need to break it down. But the breaking it down is actually changing the way those groups are made up, the type of people in

Mm

SO ..those groups. You can't just wave a wand and do it.

Mm

SO And I don't think one of the routes is either sort of, somehow forcibly, change – moving people out, for example and, and creating

Yeah

SO ..some kind of – change that way I, I think that – and again the experience that we've seen with senior women in, in organisations is that there, there comes a time – and if you look at – and actually not, s—say, let's, let's look at not just senior level but training schools now, if you walk through training schools across Britain you'll see approximately half and half, men and women. The, the difference that makes, in terms of culture, is significant and it's because there's more of a balance between – a more natural balance in the group. And it's in its – that, that's what makes the difference so the recruitment targets – you know, we believe it's right to maintain the focus on recruiting people into the organisation but, as I say, if you're not helping them once they're in, to actually navigate their way around the organisation they'll find (inaudible)

Yeah, but I guess it's what, what I'm asking is, what I, what I took from what you were saying is that, it's almost that you, you keep the game, but you help people so that they know how to play that game better, rather than change, going back to first principles and begging the questions as to whether we've got the right leadership structures,

(inaudible)

CB ..whether we set the right tone of organisations,

SO I, I agree with you, Cindy. All of that as well. I mean, that (inaudible) that's

Right

SO ..that's another layer is that, you know, we have to question whether we've got leaders who are confident and capable enough to deal with the whole range of diversity challenges and my, my view of that is that I don't think our leadership training and our leadership prepares leaders well enough and that's something that we need to address. There's a whole range of stuff that we could deal with -

Okay. I, I don't want to hog this

(inaudible)

(inaudible)

Yeah, course. Thanks, I'm sort of clear. I understood you were saying, at one point, that you - that even when you have ,new groups entering an existing culture, all evidence shows that the culture doesn't change; that even if we had more black and ethnic minorities joining us, the dominant culture which is - shall we say white male? Would we remain. So how, then, do you achieve the cha—how then does (inaudible) walk into a training school and (inaudible) make any difference? If what's going to happen is a replication of all (inaudible) what was already there?

SO I think that it needs to be changing in, in lots of different ways and I, the difficulty with this, it's multi faceted and you - (inaudible); I've started off on a journey in, in my conversation

Mm, sure

SO .. with you, in one place,

Right

SO ..but actually, equally, it has to be that the organisation needs to actually have an awareness of the challenges that the individual people have in the organisation. My, my view is that culturally the, the change comes from the people that are in the organisation and the leadership it has.

Mm

SO If you can get leaders in place who are confident, knowledgeable about managing diversity in an organisation, the whole of all the equality issues, which are actually quite difficult to understand; they're not as easy as some people think they are. Move away, you know, move to a situation where senior leaders have to have a proven track record. Not just to tick the box, you know "I've done this, I've done that". Not just the, What have you done? But how did you do it? and what was the impact of what you did on the culture as it affects diversity and equality in the organisation? I don't think that that is as fully (inaudible); it's got a long way to go. I think that police authorities have a role to play in this too, in actually making it absolutely clear in, through the appointment of Chief Officers, so that's what is expected and then, following through, with very tangible accountability structures that, that hold them to account (inaudible) so there's a whole range of things, the leaders need to take on the responsibility and (inaudible) capable. We need to make sure that we're breaking down the barriers

Mm

SO ..within the organisation, but I, I come back to the point that, that actually we are talking about a large number

Mm

SO ..of people –mean, Manch--, in Manchester it's 140,000, within an, a very impermeable environment; we do not allow people in to that environment, other than at the bottom.

And I think if we are s--, we have to then accept the time that it takes to change that culture. Not accept, not accept that it, it's been too slow so far, but actually it will take some time and I think we need to – part of that is equipping everybody that comes into the organisation to challenge, to be, to perhaps challenge the, the pervading culture and actually be competent enough to, to do that.

Is, is there a case then for multi point entry? Is that what you're saying?

SO Well, I think, I think there's a case for looking at ways in which we can get people in the organisation, yeah. To – at key points. It is that, it's an issue that divides ACPO, to be honest

Sure.

SO ..and I think it divides AC—APA, as well. I think we would probably differ on it. And it isn't a panacea, either. 'Cause if you get it wrong, you could actually reinforce your culture.

Okay.

SO But there is something about the fact that we have to stay in for thirty years, (inaudible) thirty year contract you start at the bottom, makes it difficult to change the whole organisation quickly.

Mm.

Mm.

I'm, I'm conscious that Christine hasn't had an opportunity to say anything as yet. And

CT That's fine, I will do...!

(laughter)

..was, was there at any point that you wanted to come in on, in terms of what Steve has just already talked about, in terms of what you're doing?

CT Yeah, I th—I think one of the issues for me, just to support what Steven said, is about the balance between dealing with the generic and dealing with the individual. And we do a lot of research, a lot of Inquiries, everything else and w--with lots of recommendations, which by definition are very generic and we need to move from that into dealing with the individuals and if I can just kind of use a bit of my experience to extend why I say that: when we talk about culture it is a culture of the majority and to expect an individual to come in to an organisation and impact on that culture is, you know, to ask the world and certainly my experience thirty years ago was that, you know, I was always the only woman on the shift, the only woman in the Station sometimes, if I got promoted, I was the only Sergeant and you spend a lot of time being the only person and I think even though the Metropolitan Police and I, I'm not experienced with the Met—Metropolitan Police, has more numbers of BME officers than, than other forces had. They will still have that sense of isolation and if we can introduce – because if you say, you know, Well, does that group pervade and the BME officers have to sort of fit in, you almost have to build a sub-culture first, I think and then bring the two together, rather than expecting individuals to try and kind of worm their way into the, the culture and change it and I think one of the things we're trying to do with the Progression Group is actually get those informal networks put into place and have people dealt with as individuals, coached individually, helped to realise realistic expectations,

S--Sorry, we need, sorry. When, when you say develop a sub-culture in, in parallel, so that and then they can then be kind of eased into—

CT No, I think the two things have to come together. What

Right.

CT I think what, what the expectation is at the moment is that we have a culture which is the Police culture

Yes

CT ..gets called all sorts of things but essentially

Yes

CT ..it's an organisational culture, like everybody else has. And there's, there's the – I think the organisation expects that we will all fit in to that culture. So we have a box that we expect everybody to fit in to, whoever they are and to me, we have to actually nurture different cultures in order to move the perva—prevailing culture towards that ,so that some meeting in the middle, rather than expecting individuals to move, which I think is what we do at the moment. Am I, am I explaining

Mm

CT ..myself?

Can I just pick up on that! I'm just wondering, you know, (inaudible) how organisationally realistic that is, or possible. 'Cause (inaudible) very much the same way you talked about

Mm

..how difficult it is for an individual to come into the organisation and it's almost asking to do the world. But the possibility of creating, you know, or nurturing or, you know, in whatever way, groups of individuals, in groups,

Mm

..that you can have collectively to support each other, but are significantly large enough to infect the organisation, the new, new culture that you then want to, in some way, replace or amend the existing culture that you want to change. I'm just want—on a really sort of practical level, how, how do you (inaudible) sort of see that working and what are the attributes that make up that group of (inaudible) almost a unique group of individuals

Well—

..that can start to do that. That's the first part of the question. And the second part of the question is, what's, what's the time scale that we're talking about, that this group—yeah, if they take thirty years to move up, or potentially, thank you.

CT I mean I think the first point is that it's exactly not expecting them to be superhumans that I'm trying to say and

Mm

CT .. perhaps use of sub-culture was wrong

Mm

CT ..but it was, it was (inaudible) setting something alongside, rather than expecting people to conform, but really, what I'm describing is

(inaudible)

CT ..exactly what women in, in Policing have done, over

Mm

CT ..thirty years, is that you know, we started off with one woman here and one woman there

Mm

CT ..and then, you know, some women started to move through the organisation, there was a tipping point, there was role models, there was a better understanding, there was a belief that you could actually do it, that you could get there, there was something to strive for, something to aim at and, instead of women kind of being part of the, the culture – you know, to be a ladette or be unpopular is how I'd describe it, when I joined – you actually started to believe that you were entitled to be a woman in the Service and what I'm saying is that I think we have to allow BME officers to be entitled to be BME officers in the Service in the same way that women are entitled to be women in the Service

Mm

CT ..and, and I think that's been, from what I've witnessed,

(inaudible)

CT ..that has been the big change in my thirty years, that I actually today feel perfectly entitled to be a woman in the police service. Thirty years ago, I felt as though I had to be a ladette. And, and it's because we reached a tipping point, there was a large group of people, suddenly you weren't on your own, there was somebody that you could work with, talk with, move forward with, without it being a sort of agitation. It was about personal development, it was about moving forward, not about looking to the past. And, and I think all of this is about moving forward and looking to the future. Time scales? It's taken thirty years for women!

Mm

CT That's not quite – probably fifteen years. I think, you know, in order to really have an impact on the culture, you're talking at least five to ten years. I don't know (inaudible) you think it's longer or shorter, Stephen but, you know, it's not going to happen tomorrow and none of the work that I've been trying to do over the last three years is looking for solutions which across the board, are going to deliver tomorrow, even in terms of sort of PNAC, we're looking for three years, four years, five years.

Mm. So, so, you're saying that – I think that it's, it's a sort of a (inaudible) I think that we, that's been, been put forward before, that it is a progression of time and that the argument that, you know – if we didn't recruit, or if the Met didn't recruit sufficiently in the '80s they're not going to have a sufficient number at this stage to

Mm

..su--move forward. Am I correct in that's a sort of –

(inaudible)

..Is that the sort of a view or approach you're, you're saying?

CT No, because –

What (inaudible)

CT It isn't about t – time is almost a given, because

Mm

CT ..you can't change overnight. But if we don't do anything, if we don't build up these networks, if we don't break down the barriers, if we don't support people, coach people, mentor people, supply buddying, whatever it is, so that they actually feel the, are, are given the permission, almost,

Mm

CT ..to progress, then in ten years' time we'll be saying it'll take another ten years. So time is about how long it takes to move people through the organisation, but if we don't actually do anything to do that,

(inaudible)

CT ..it'll take twenty years, or thirty years.

(inaudible)

CT So time is almost just a – a subset of

Okay

CT ..of what we have to do.

(inaudible) can—

C--- go --

BP Sorry, can I, can I come in on this, (inaudible) I, I just want to – you're here as ACPO reps and (inaudible) you've both got personal backgrounds where (inaudible) dig into some of the ACPO concepts of, of what we're looking at to--today because I, I mean we've heard a lot of thing about time, we've got thirty years' service BME officers and staff in the Met and they still haven't gotten anywhere

CT Absolutely.

BP There, there's ample evidence from other examples that it's not really a question of time, it's a question of leadership and it's a question of policies.

Mm

BP I just want to question you on, on that aspect of ACPO's role, if I, if I may because –I mean, you'll be conscious of the, the public policy think tank Reform said about you, being a self perpetuating oligarchy in, in that particular sense, which is as, you know, a, a predominantly white group of officers. So (inaudible) what's your response to that, in terms of the, the comment that you made at the beginning, about group dynamics, how people look in and see, doesn't put them off, (inaudible) what, what, what (inaudible) have to do? I think we've clarified the point that Cindy, Cindy clarified with you – it's not a question of, Well I've got to be like one of them to get in, you know, which is what I thought you were saying at the first (inaudible) in terms of learning the language! But (inaudible) how do you respond to, to, to that and what are ACPO itself specifically doing? You had an Affirmative Action Program, you referred to that about America, that was your predecessor's policy,

Yeah

BP .. quite a bit tied up

Yeah

BP (inaudible)but it's about ACPO.

I, you, you, oh, sorry. Thank you.

Leave it on, just

BP I didn't turn it off!

(laughter)

Not your fault!

(inaudible) it turns off on its own!

Okay

SO You, you're right. I mean, a, a key part of this is, is the leadership of, of the Service and there's no doubt that when all leaders clearly espouse a direction, then you get much, much faster movement, so that's another part that's crucial to, to us delivering change in this respect and the – what, what ACPO are doing, now, is actually through, I mean, you know, it was ACPO who, who suggested that we needed to move ahead with a strategy that focuses very much on this problem. It is ACPO that have been pushing very hard to get the MPIA to allow Chief Inspectors and above to, through, through MPI through (inaudible) to get access to personal development advisers. And we're lobbying very hard to, to, to move all those things like the Talent Management Program, and Talent Managements is a bit of a – people talk about it as though everyone knows what it is, but it's crucial to get a good Talen-- Management Program in organisation for all our people, but in particular for those talented black and minority ethnic people, because what you start to do is identify where it's, where, where's it failing? In other words, why haven't we, why haven't we seen that person and actually, if you look at the health service and nursing, you know nurses actually, they know where every single nurse is in their progression and actually they can start to ask questions, Well why hasn't that particular nurse done well? She seems to have the best qualifications. She seems – and she's black. You know, is there a problem there? So you could start to actually get into a very, very specific focus around individual progression and that's where we need to be. The MPIA were

So a mapping exercise?

SO Well it's, it, it, it, it's more than that because it (inaudible) has to have the leadership behind it, (inaudible) but it is, what you do is you map out your organisation and make sure that you are actually identified. You know, what are the aspirations for people that enter? 'Cause it is quite important to know that, 'cause actually pushing people too har—hard who have no aspirations to progress, just because they're a black person, is a really destructive thing to do; but equally you might have a black or minority ethnic person who has real ambitions to progress but no-one's ever asked them.

So, so what is it about – if you're saying that Talent Management is important and

Mm

..we now need a comprehensive Talent Management

Yeah

..strategy

Mm

..particularly to look at BME staff and officers, what is it about the Positive Action Initiative, the Equip to Achieve and the plethora of other ones, that don't do it for you?

SO Well, they do, they do do it, as well. I mean, they, they

Right. He was thinking

SO ..can be very successful but they're not co--, what they're not doing is they, they tend to take action, so for example, if you look at recruitment, Positive Action, we go out into local communities, particularly there's high number of BME people living there, we recruit, we can actually be quite successful but it stops at that stage.

Mm

SO And then something else kicks in inside the organisation. It's not a, it's not following through, through, through the life of that individual. Talent Management is about saying, "Actually, let's raise our aspirations to, about who we get in. We want the most talented people in each of the communities across London – I mean, for example. If we don't get

them in the black and minority ethnic communities, we're missing out on thousands of talented people. We're not, we're not just going in to black and minority ethnic communities just to get black and minority ethnic people. We're going in out there to get the most talented people. And that aspiration comes through a talent management approach, whereas actually I think Positive Action can be too piecemeal. It can be a – I mean it, don't get me wrong, I think it's very good. And don't want to abandon it, but on its own it can be a little bit switch on, switch off, switch on, switch off

Okay.

SO ..and it doesn't work for the individual that you get in (inaudible)

And you're almost saying, Bring that, that up to the front end, where you're looking for the best people as opposed to

Yes

Just representing

SO The best people.

.. (inaudible) ethnic group.

SO They're not necessarily the brightest; they're the best people for policing,

Right

SO ..and, you know, the most talented individuals. And I think for too long we've – because we, one of the things we suffer from, interestingly, is, is actually over-demand for our jobs. We do have no problems. We switch on our recruitment, we have no problem attracting people to apply. Where I think we need to get smarter is we want to make sure that the thousands

of people who apply, we get the best. And that we are actually getting the best people in each of our communities to apply, so that's, that's a bi--, that's a different challenge from then, just simply saying, Well actually, to re-balance the books, we need to get more black and minority ethnic people in to the organisation.

But Steve, sorry, you, you, I'm trying to c-- get, get the leadership you backed at the other end at the moment, (inaudible) back up the top (inaudible). Tell me about your talent management, within the three hundred odd members of ACPO. How many BME people were there?

SO Well, I th-- there's nine BME people in ACPO, I believe and – and I've got the figures here but there's not very many and we would say that that's just not acceptable. We accept that, that, that, that we're not in the position where we should be,

(inaudible) so, rather than the general. What's the Talent Management program for ACPO?

SO Well, a t-- a Talent Management program for ACPO, I mean, we don't – Talent Management as I've described it is not ready yet, for us and we need to move very quickly and that's, that's some work to be done. What we're doing in ACPO, Christine and I, is actually the short term, looking at the PNAC process – entry into senior PNAC, entry into the ACPO ranks; we've asked for there to be done a, an Equality Impact Assessment on the process itself; we have some concerns about the way in which you allow ac-- entry into it, in other words, it's Chief Constable saying, ready now and then, then a PNAC a, an Assessment Centre process afterwards. We have concerns that that might filter people unnecessarily 'cause actually there, it seems to me there's an assessment process that, that seems to want to do that process as well. We've also started some action with NSCAS to provide Action Learning sets, which I'm involved in personally and, and so are other Chief Officers, to assist the candidates that we've identified to go forward --or we haven't identified, identified that will be going forward this year – and there're four of them, and we are getting Chief Officers, the Chief Constables in those Forces, to commit to a course of action that, that will actually assist those individuals go through and it's no different from what I was saying earlier, about the more junior ranks. It's still about being the only black person that walks in to, if you imagine going to PNAC, there'll be forty people waiting to go into an (inaudible) a procedure, you know, you'd be the only black person there, you might be and actually you're probably outside of the network, it's about how do we help that person, build their confidence, make sure that they feel really equipped to go through the process and actually then enabling them to compete on a level playing field.

BP Just bearing in mind, you, you know, our, our terms of reference, what, what's the best advice, then, in terms of the leadership, in terms of direction, in terms of role models, in, in terms of whatever, we want to do to make some progress, can ACPO – what best advice can ACPO offer the MPS at this moment in time, because that's really what is, more of an advisory role at that level, is it not?

(inaudible) you, you know, (inaudible)

In, in terms of policy and,

..addressing the race and faith issue

Yeah, yeah

BP What specifically can ACPO bring to the table that we're examining today, do you think?

SO Well, we're already, obviously, talking with all the Forces then in particular the Met as well. And I, and I have to say the, you know, it's, each Force has its own unique challenge. The areas that we are focussing on are, let's make sure we are listening to the individual experience and doing something about it. So it's not just the sort of tick the box, we've spoken to them, we're mentoring them, but actually, what's, what are the barriers they're identifying, that are actually stopping them progress? Do something about it organisationally, commit, commit the leadership to actually showing a difference over a period of time, that's realistic, (inaudible) targets if, if you want to (inaudible) you, you could set some, some internal targets, just thinking of some, some, some targets around progression, for example, that you would aspire to achieve. What I wouldn't do is want to see that as a blanket target 'cause each part of the organisation has different needs, different complexity etcetera.

Mm

AJ Can I just sorry, can I just cut in there? I, I've got a couple of questions, but (inaudible) different aspects of what you said but first thing that interests me is that ACPO has three hundred, three hundred members?

Mm

AJ .. which represents the three hundred top positions presumably in the various Forces.

Yeah

AJ It's a very small group.

SO Yeah. Relatively

AJ And a self perpetuating oligarchy (inaudible) of course, addresses the fact that, that the three hundred is responsible for recruiting into its own ranks.

Well, no, the police (inaudible)

SO Well, that's not true; the Police Authorities actually appoint all Chief Officers.

AJ Below them.

SO No.

CT No.

AJ So, so out

SO All those three hundreds were appointed by the Police Authorities.

AJ So you're not responsible for, for recruitment? You don't have any part to play

SO No. That's right,

AJ (inaudible) recruiting to Senior level?

SO We do, at the, we do at the entry point to the, the Police National Assessment Centre which is the point that I was discussing, where we, we are taking action ourselves, to, to just check through an Equality Impact Assessment and also just to check that actually, the way in which we do that doesn't disadvantage people in the minority.

AJ So, it (inaudible) I mean I'm, I'm simply trying to understand this; it's quite interesting that, that the, that the people who are being asked to show leadership are the people who have, who are have the least power to actually make an impact on this particular problem, which is promotion.

Think that's is that

Who (inaudible)

SO I don't,

Is that right? I mean on the one hand

SO We don't have total power but we have a lot of (inaudible)

AJ Well that's what I'd like, that's what I'd like to explore

SO Yeah, yeah

CT (inaudible) take people to the gateway but we don't actually take them through the gateway.

AJ Well, okay. If, if this was a – if this is a private enterprise

SO Yeah

AJ I mean, I come from the private sector. You have a, you have senior and middle level management and there is no external agent that comes in at any particular point and takes over promotion at that point. And so the, so the, the rank or the two ranks were level, two levels above, brings up and so on

Mm

AJ ..and it goes right up to the top.

Yep

AJ And the people at the top, show leadership in two ways. First of all, they show general leadership by defining the direction, objectives of the organisation and then they also show leadership by themselves acting on those defined objectives and targets. Now, now whilst -- I'm understanding the evidence to be is that in that second respect, it's not happening because you chaps are disempowered from showing leadership in that practical, second respect, because your ability to promote up into your own rank is not open—it's not available to you. So, so although you're expected to show leadership in general terms, when somebody say, But look, the three hundred there're only nine, which is, surely that's ludicrous

Right

AJ ..and you must be responsible for that, as one would say to any Board of Directors for example, it's all very well for a Board of Directors of a large company to say, It's a scandal, but where are the black faces or the, the women at your table? And they say Well, terribly sorry, actually, not our responsibility, recruiting to our own Board, it's a little odd, isn't it?

SO It—well I mean, it, it's, you could perhaps call it arcane. It's there to protect the independence of policing in this country and it's, you know, it's been there since 1829 but

AJ No, I understand, but, but—

SO (inaudible) separation (inaudible)

AJ ..but have we not touched on a, on a, on an issue here?

SO Yeah. I think, I don't think you could say that we don't have a responsibility, because actually we would measure our success at the number of BME officers that actually are able to compete, if you like, for jobs at that level. I, however, I do think that the process is a single type of process and there, and there's a lot of controversy about the PNAC process itself, you know, whether or not it is a process that allows people from different cultures and different backgrounds and they, and that's the work that, that I know—that's, that's a question mark over that process all the time, 'cause you can only go through it; it's a very, very .. you have to get through – let me – the Assessment Centre before you can either, you can qualify, then, to go and compete.

AJ So you're responsible for bringing officers up to the table, so to speak

SO That's right

AJ ..at which point they're then assessed by

SO Yes

AJ (Inaudible) independent review

SO Yes

AJ ..of, of, of those people in any (inaudible) when the last statistics were available, (inaudible) see, you know, your organisation was over, statistically (inaudible) so presumably you've got up to date statistics, the, the most recent set of statistics, how many people were there at the table and of that, how large was the BME, BME fraction?

At the table.

AJ The B – awa--, are waiting to be

SO Right

AJ ..to be introduced into the ranks of the 300.

CT Going forward to Senior PNAC last year, was 112 candidates; of those candidates, three were BME and the other (inaudible) was 47 per cent but the pass mark for BME officers was low.

AJ So do you, does ACPO take responsibility for that (inaudible)

CT Yes.

Yes.

Absolutely.

Absolutely.

SO And that's the reason we've initiated the action that we have this, right now, and Christine we set up a tripartite Christine set it up (inaudible) on your behalf, Christine but

(inaudible)

SO ..und-- under active aegis of ACPO is agreed (inaudible) that we needed to take immediate action because we felt that that, that, you know, we felt that wasn't right, (a), that there were so few and (b), that so few got through. So we wanted to review very quickly how effective that process is.

AJ And what's the explanation, do you think, for that failure, which is pretty extreme?

That's a (inaudible) question.

CT Okay. Extreme failure what, (inaudible)

AJ What is the explanation for that radical failure? (inaudible) all these well intentioned people?

SO Well I, I don't think we can actually give you a clear explanation at this stage. The..

AJ What's your instinct?

SO My instinct is that we're not getting the right people to the table. You know, out there, we're not, we're not

AJ (inaudible) Why? Why?

SO Why? Because I think there are some structural barriers that stop people getting there.

AJ And what are they?

SO I think we've gone through that, but then..

AJ I mean, I mean, how (inaudible) have you been? What's happening?

Yeah

CT Shall I, shall I

Yes.

CT ..talk through the, the barriers that I've identified with the progression work

Please.

CT ..that I've done. And if I can just say, these are barriers that I've got from talking to the sort of people that we're talking about, so I've actually spoken to each of the three candidates that were unsuccessful, gone through process with them and also on my groups I have a number of people who would be in that, that (inaudible)

(inaudible)

CT The first is very much about the --and we've talked about it before, the understanding of individuals and the r--, the, the position of, of individuals in the organisation and whether organisations, if you like, are kind of so busy trying to keep--treat everybody equally, that we

actually forget that we have treat people indifferently, so that, that comes forward as, as one barrier. Obviously the culture things that we've talked about; something very real coming through about expectations and whether we actually breed unrealistic expectations in people and that goes right back to (inaudible) kind of thing, you know, Come in and join us and we'll promise you the world, but we actually aren't then very good at delivering the world. But a real feeling from the BME officers I've spoken to, that there's almost a promise all the way through, as if people daren't look them in the face and say No, or you're not good enough or whatever. And then, at the point where it kind of becomes most important, i.e. PNAC, there's a similar sort of barrier goes down and, and, and a feeling that people aren't prepared to take a risk on them.

(inaudible) got into PNAC.

CT Well, I, I, I mean, they go through a lot of promotion processes

Yeah

CT ..before they get to PNAC. What people are saying to me, and I'm only repeating what people have said to me,

Yes

CT ..is that going through the processes kind of up to the point of PNAC, there is a lack of honesty and an almost a fear of saying No to people.

AJ Would that, I mean that counts in the other direction, that means that too many people are being allowed through. I don't understand

Yes.

AJ .. the logic of that.

(End of Side A)

SIDE B

..(inaudible) responsibility

Chief officers in police forces and ACPO is (inaudible) and it is, to be clear is, is actually not itself

No, (inaudible)

..responsible but I, I, I mean, I know that's probably

It's the people who (inaudible)

..picking (inaudible) but pe—people who are members of ACPO, the Chief Officers in their Forces, are responsible for making sure that the right people, the most talented people, the right people, get access to future progression, just as, as you've said, in any other organisation,

Yes.

..and you want good leaders for the future.

Yes.

We are not – what, what we are doing is having another look at that particular part of it, but then there's the whole progression issue

(inaudible)

Right from – because everyone has to go from PC, Sergeant, Inspector, (inaudible) Inspector, all through all of those ranks; you can't skip any of them; there, there are issues about the general promotion process and the work that we're doing – at work (inaudible) assessment - - is one of the things that ACPO is doing to find a better way of actually identifying who's really good at the job,

Si---

..and has the potential for progression.

AJ So the Senior Officers, the Senior Officers are responsible for bringing officers from what rank to the table?

From Con—

(inaudible)

..from Chief Superintendent rank, yes.

From Chief Superintendent.

Yes. Or Superintendent in

Right. So, Superintendent, Chief Superintendent

Yeah.

..through to, to

To Assistant..

AJ .. the point at which they're applying to become Assistant

SO That's right, y--

AJ So that's, that's your specific area of responsibility, that's

Mm

AJ ..where you can lead by example

SO Exactly.

AJ .. rather than just (inaudible) .. and, and there you fail,

SO Yeah

AJ ..radically and either it's because there has been a failure in the earlier, more junior stages so that the right people haven't been presented at fledgling candidates for you to bring on and/or because your own procedures, between Superintendent, Chief Superintendent and Assistant Commissioner, are themselves flawed, that, that those, those are the reasons, aren't they? Either it's, either it's wrong before they get to you, or it's wrong once they've got to you, or both.

SO I think it's both. I think..

AJ No, I understand that, of course they are.

SO I think that on ban-- I mean it's the whole system,

AJ (inaudible) is it the same, is it the same problem in each case? Or is, are there different problems

SO In each case,

AJ ..or where you get, in, in, when it, before it gets to you and once it's got to you through to Assistant Commissioner.

CT Well, in reality, we're, we're responsible from Constable to Chief Superintendent. We may not physically be in the

No

CT .. room doing the promotions, but the responsibility

Mm

CT ..and the policies and the procedures

Right

CT ..and the systems

AJ Right. So broadly speaking

CT ..are our responsibility, so broadly s-- you know, i--in terms of the organi—the organisational responsibility, sits with the Chief Officers from point of recruitment to Chief Superintendent.

SO And I think, I think it goes, it goes back beyond just those who are in the organisation, because actually it reflects who we've recruited as well. (inaudible) And (inaudible) this the, this my point about a culture where we attract the talented, most talented people from all communities and I, I'm not sure that that's the case at the moment and of course you're then setting yourself up, twenty years later, to, to actually be

Yes

SO .. in that, that situation. Because the twen—the people that are going through PNAC now, will have, the average length of service to get to Assistant Chief Constable, which is the first rank within ACPO, is twenty years. Well, nobody has actually got to that job, that post, that, that position, or that place, since even the Stephen Lawrence Inquiry report was published, for example. So (inaudible) start to see the lead-in time so we, we pay for, if you like, the pay-back is twenty years later, when we might not have had the recruitment we – we should have had, of the people that we should have been bringing in to the organisation. And I think the, the critical thing for me, is that we actually get all of these bits right, that, if we are -- we need, we need the authorities, the ch—'cause actually it's about in--, there was a question in, in that, that was raised about the, the efficacy of the tripartite arrangement and I think, I think it's a really good question, because actually, at the moment, I do not see many police forces under significant performance pressure around this issue. And I, I, and I'm sort of an, ashamed to say the fact that actually, that will make a difference. Ashamed, because I think we should do it anyway.

(inaudible) should that (inaudible)

SO ...personally. Well, I think it should come from the Authorities and I think, I was really pleased to see the APA's guidance on target setting, which I thought was a real—I thought actually, that's a fantastic, quality piece of work about how authorities should set targets for future recruitment, retention, progression. And if we can get that right, where authorities then I actually think, interestingly, where I know many people in communities are saying the government is wrong to give up target setting. I think if authorities take it seriously, will have much more impact 'cause they'll own the targets. And I think locally owning these targets and actually making them work and actually getting them sensitive to the, the nature of communities within the local area is really important, because setting national targets,

when you've got some police forces in areas where there's less than one per cent of this community from a BME background, is, you know starts to lose its, its sense, I suppose, locally. If you can make it make sense locally, I think you'll have more, more impact.

CT Can, can I just add to that? I, I think, in talking about ACPO, ACPO as a body is important in terms of being seen to lead, but actually looking at who (inaudible) BME officers and the community look to for that leadership, it isn't this thing called ACPO. It's individual Chief Constables

Yes

CT ..Chief Officers and the Police Authorities, as well. So, (inaudible), I think it's really important that that's where we set the leadership and the accountability.

BP And isn't that just, one thing about culture, 'cause you mentioned right at the very beginning that, you know, it was that, when push comes to shove it's a Command and Control culture and you're now down to specific Chief Officers and, and their drive, their leadership, their ownership and understanding. That doesn't take thirty years to change.

No.

BP It doesn't matter about the colour of your skin; it, it doesn't

Yeah

BP .. take thirty years to change your attitude.

No.

BP But isn't there a defend and blame culture that still exists?

SO Yeah, I think, I think in some areas, there is and I think, you know, I mean, it's hard to say, it's like many organisations there is; I don't think that's unique to the police service.

No, no.

SO And we are, uniquely, very much in the public eye. I mean, we, we're here for example. You know,

Mm

SO ..very few Board members that actually have to do this,

Mm

SO ..in public. And that creates a situation where people – there's no doubt that, certainly for more junior officers and I have to say for some senior officers too, that dealing with diversity issues seems to come with a, a feeling that actually, this is where you're going to get into big trouble. And we need to change that; we need to actually get people to feel really confident that they can learn as well, so actually making mistakes isn't the end of the world. And the sort of --you know, I, I would really like to see, as I say, people going on Strategic Command course, having got through PNAC and the, one of the key criteria is that it's a proven track record. We have to have a proven track record in everything else, but a – you know, I have to show that I, I've commanded major incidents, I've done this, I've done that and actually have evidence of that, as actually, when it comes to the softer areas and it's not just diversity, it's other managerial areas, dealing with grievances and so on, it's a bit tick the box and I would like to see real change that, where you actually-- not just about what did you, it's not just about, You did this; it's actually, What did you do, precisely? What difference does it make?

BP (inaudible) just have time for a final, final question from me (inaudible). Don't you think that if ACPO pushed more on the business case for diversity and to make sure that the forty-four Forces actually examined, on a measurable basis, the business case for diversity. You've done it in terms of Prevent and issues like that; (inaudible) load of examples, that that in itself would create a more consistent approach amongst your – I mean, I recognise the total

of the membership but amongst the forty four Chief Constables who in turn can affect the policies.

SO I, I, I think, I think it is very important. I'm not sure that actually the business case isn't pushed hard. I think it's more, if, my analysis of it is, the business case is espoused very clearly. I don't think people actually fully adopt it, if you like, or fully accept it and I don't think managers always understand it and I think that's the gap. I think we can, the words are out there; you know, it's very clear what the business case is. People talk about it; Yes, it's right to reflect our communities; it's right because, you know, we're not going to get the confidence of our communities, we're not going to build the intelligence (inaudible) and all the things that people rehearse, but when it actually comes to a relationship with a, a group of young black men on a street corner, you know, what does that, what does that feel like then, that business case? That, that's the bit that's the challenge - turning it into the reality of day to day policing and management leadership and, you know, we've got some very, gaps, as well.

If there are no more questions, I'm afraid we're going to have to cut it short and it would have been great to have only had, you know, another hour or a hour and a half, even. But thank you ever so much. Is there anything burning? If there isn't anything burning, that you wanted to say can I ask that you (inaudible) speak to Siobhan or Shiriani or write to them or email or whatever you want to do.

SO There's only one thing. It's just ... 'cause in terms of evidence, I just checked the numbers. It's 202 members of ACPO. There. Just checked the, the numbers (inaudible) not 300. Just for accuracy's sake! I know you're a, a lawyer,

Yeah.

SO .. so I thought I'd better get it right.

I was out by a mere hundred.

(laughter)

(inaudible) As I say, thanks ever so much for your, your

SO Thank you very much

... time

SO Thank you.