

Race and Faith Inquiry

Catherine Crawford MPA Chief Executive

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Chair: Cindy Butts

Panel: Bob Purkiss, Anthony Julius, Margaret Blankson

Document has been proofread and names have been inserted where they are practically certain.
Where names have not been inserted there is some doubt about who is speaking.

(inaudible)

Is, is there anyone else (inaudible)

It's a lot healthier than it was ten years ago; that goes without saying, you don't want to spend too much time on where we've come from. And I suspect, day to day on operational matters, it's really pretty effective. There are clearly pockets of concern and there is a perception and it's very difficult for me, I think, to know how accurate the perception is that there is still extensive difficulty for BME officers and staff.

(inaudible)

Well, there's clearly a problem about progression and I don't know to what extent that's for officers as well as staff. I, I think there's an endemic problem in terms of there being two classes within the Met, police staff and police officers and I think it's difficult, it--it's important to remember when we're talking about the Met, that it is a complicit organisation that, that is not just composed of police officers. I think that the press coverage of the high profile cases is, continues to be damaging, very damaging, in perception terms and I think that affects the morale of individual officers and staff as well as external perception of the Met. There's, for me, there's a, a, a, a, a serious frustration that despite quite a lot of good work and, an, an excellent effort, there is still that perception and, particularly, that there's still a lack of representation in the senior ranks. I shall go off this aft-- and, and I think to some extent, I was listening to Kit --you've got to remember that the Met doesn't stand alone, as part of a national set of terms and conditions and, and, and what have you, I'm -- I'm going off this afternoon to a meeting of the Senior Appointments Panel, which selects, or it doesn't select, at its -- at its comments on candidates for ACPO rank appointments. We're looking at 54 candidates for Assistant Chief Constable and Commanders across the country, forty-nine white men and five white women. And that's the pool in which we're fishing.

Why? Why, why do you think that is the

Well some of it, of course, is back to what, what you were just seeing from Kit in terms of it being a long service organisation and, and

Yes

..you've got to work through the ranks. My personal view, incidentally, on, on single point of entry is that --and I, and this is not you – I've been talking about this now, I've been in policing for twenty years, it's been a, a live issue for twenty years – it would have to be done nationally, unless the Met declares UDI in some way and I don't think that would be healthy. (inaudible)

AJ Sorry, why, why? Why would that not be hel—I mean why would that, why would that be an obstacle?

It, it wouldn't be an obstacle, it, it would make it, it would add difficulties to what would already be a difficult process, because there's considerable animosity nationally towards the Met and (inaudible) the Met always sees itself as special and all the rest of it, saying, saying as Bob will, will testify in terms of the Met police authority, so for the Met to make itse—it would be better, it would be easier and smoother to do it nationally, it wouldn't be impossible. Now I was in the prison service when we introduced fast (inaudible) entry for Governor grades and that seems to me to be a, a very valid analogy. I would include in the tr—in the training, a mandatory period on the beat or, I was just reading the prison service on the landings, I do think it's important that wherever you come in, in the organisation, you get a feel of what it's actually

Mm, mm, mm,

..like, in for real, out on -- on a Saturday night, but I – I don't see that it's necessary to work from the bottom up through the ranks.

AJ So you're in, you're in favour of it, as well?

Yes.

Mm

Whether, whether, whether or not it's national (inaudible) a red herring really. There are, there are quite a lot of reasons why I think it might be better all round if the Met declared UDI from national pay negotiations, terms and conditions. I think what happens nationally doesn't work for the Met; I think it doesn't on ACPO selection, for instance, where we're not looking for one person to fit in to a very small team with a set of skills and experience; we are looking for something much more generic and, and we are constrained by the various protocols that exist in terms of selecting (inaudible), but if there's nobody in the pool, that's not relevant in terms of race and diversity and faith, because, if they're not there, it doesn't – whatever system you have in place, you can't choose them.

Which goes back to my question, which is, Why do you think the pool is so hideously white? And male?

Personal view? Based on, (inaudible), seeing some very – probing investigation of this over the years by, by the MPA, and I, I, I, I personally don't think the MPS would be where it is now - (inaudible) though that is, without that ongoing and consistent oversight, I think it's, it's partly peculiar to the M--, to the police service – ag—again I'd go national rather than the Met, which is a very closed and specific and particular society and I use that word advisedly. It's, it is so very much more than a job, a nine to five job, or even a shift working job. It is – it, it, it is a way of life for most people that, who join the police, it's very closed, in the sense there's a lot of, you know, social activity including (inaudible) monogamy and things like that, happen within – with, in interface with the people that you work with, in a way that I think is unusual in most other ways of life. There has to be an element in that of encouraging the ones who are like you.

S--Subconsciously, almost certainly I, I, that, that's not discrimination against, but it is, it is an inclusiveness of people who are in your

..framework.

AJ It's – Sorry, can I just ask

Please

AJ ... a question at this point? I, I'm just, I struggle a bit with this, conceptually, because there, there seems a – a tension between, on the one hand, a proposition that this is a kind of total society, which – which creates its own conventions and perspectives, on the one hand, which makes complete sense. But on the other hand it imports into it, broader, racist perspectives from outside. If, if you look at the, if you look, look at the experience of the, of the Armed Forces in America for (inaudible) where it's said, precisely, that because the Armed Forces in, in the States comprise a kind of total society, one of the positive aspects of that is that racism is nothing like so serious a problem in the Armed Forces as in society at large. Beacu—because

Yes. Yes. Yes.

AJ ..that society---so what, what, what I, what I struggle with, is – is holding, sorry, so sorry, is holding, is holding in single focus the two propositions that one, it is a total society with its own internal rules and so on; but two, it replicates broader perspectives from outside.

Well, there are a couple of things there. One is that it can't be as closed as the military, particularly if you're talking about service overseas. The second is, but, there's a, there's a, a, a distinction between importing racism, as in overtly and consciously excluding people who aren't like you and a subconscious impulse towards including people who are like you.

AJ But why does that difference matter, once you're inside the police? This is what I'm – reflecting on. If, if, if, if the, if, if it's a total s—it's a total society, that, that the, the conditions of that society are dictated by the nature of policing – the, the, the nature of the job and all the rest of it, why should, why should being like us include within it the

characteristic of being white? Which is not relevant to the job and not an aspect of that total society.

Well, I don't think it exclusively does. And being like us can - I mean, there, there are - I fear and I don't know to what extent this is true and, and, and a lot of this is anecdotal and perception, but I fear that there is a preference for people who are like us, and people who are like us - almost exclusively white, fairly macho men -- can also be white women, black women, black men, Asian men, who subscribe to the sorts of things that we like to do. But if the majority of the, of the diverse recruitment pool don't, then it may work against their favour. I mean, I may be being far too sweeping and ex--, and, and, and extreme on this and I, it is a flavour of something which I suspect is going on.

AJ So, so, so, so we're looking at the, we're looking at cultural questions. Then (inaudible) there are two classes of cultural question and not just one. The first class of cultural question is, What are the specific features of a police culture which need to change and the second class is, What are the more general features of culture as a whole, that needs to change, obviously over which we have much less control, but in relation to the, to the, to the police conditions, th-- those that are specific to police society, what would you say they were? What are the - what are the barriers, within police culture, to advancement of BME officers?

To some extent, it's a life style one, and some of this goes back to the faith aspect of the (inaudible) -- you know,

AJ Their faith, yes

.. there's, there's drinking!

AJ Drinking.

Drinking in pubs, after sh--your shift. Which can exclude Muslims, it can exclude mothers who have to go home in order to have quality time at bed time; it can exclude people who temperamentally aren't actually very interested in that kind of thing. And I think one of the dangerous things that get, or the most glib thing that gets said is, We want a police service in London that looks like the London it polices. Well, just looking like them isn't any good at all,

if what BME and female officers have to do is to turn themselves into a version of a white man,

Mm

..while looking different, that won't work. Now, I'm listening to myself and thinking, This sounds terrible – and it isn't as bad as I'm saying, but I cannot believe that there isn't an element of self perpetuation of a particular white macho existence, partly because you may even need – I mean, we, you do need quite a lot of that, in order to do the job effectively, but it seems to me that the Met will lose out -- any police service will lose out, if it doesn't tap in to all the different perspectives and different contributions that people with a different experience of life can bring to it, while accepting isn't the last (inaudible), it's a command organisation and everybody has to be prepared to jump if-- you know – a, a, a serial (inaudible) protestors out on G20 you've got to be certain that everybody understands that that's the basic rules, for anyone, irrespective of background.

Okay. Right. I just want to just move on, and move away slightly from what we've ju—just been talking to, talking about, which is about the MPA, in terms of whether it leads by example. The 2009 policing plan states that the work of the MPA is underpinned by values and by b-- behaviour and the first of which is to lead by example. The question is, Does the MPA lead by example?

I very much hope it does. I'm certainly confident that in, we have a very eclectic mix of skills and experience and ethnicity, in terms of the members, which I think is probably unparalleled anywhere in the country and that shifts and we've had some interesting new perspectives brought in with the new, you know, (inaudible) members who've come in.

Is that true of – is, is that true throughout the organisation of the MPA? In terms of tier levels?

I'm (inaudible) members and staff here

Yeah

In terms of the staff, we have a reasonable representation at the moment, not as high as we have had; it's a very small – well, by Police Authority standards, and it's (inaudible) an absolutely massively huge staff, but by comparison with the Met, it's a, it's a tiny group of people so, two or three people leaving and, and being re--- will mean a big fluctuation on the statistical side. But I think we have a reasonable (inaudible), I – I, I have the figures here, I (inaudible) that's available to you I'm sure.

(inaudible) 'Cause there's a question (inaudible) in terms of issues around recruitment and retention and progression, does it, if I looked at the MPA, given the relative – (inaudible) numbers, would it look markedly different from the, what happens within the police force in terms of those numbers, not asking specifically about those numbers precisely, but if I looked at those things, is that what I would see? Is I would see black, a – a black and ethnic minority staff, staff of faith, represented throughout the, the grades?

At the moment, we have no BME representation at the, the full SMT, Senior Management Team, level. We have had, in the past and, and, and I would hope we'd do so again. Below that level, I – I think it's – it's, it's, it's not a bad balance.

Ca-- Sorry, Catherine, what is not too bad about? Does that mean, it is reflective or..?

Yes. (inaudible) As I say, I've got the figures. 'Cause I thought you might ask (inaudible). We have total staff, 103. Of them, 48 are from a black and ethnic minority background.

And where, where, where do they sit in a sort of grade level?

We have Management grade staff, which is people with management, line management (inaudible), we have 54 of those, of whom 15 are from a BME background and – and 23 are female.

(inaudible) between the, the 15 and the 23?

Yes. I haven't got that here. I can find that out for you.

So you're --

It's not as -- I mean I, (inaudible) would I like, would I like to have someone from a BME background on my Management Team, (inaudible) SMT? Yes, I would.

Do you think that affects the work, not how—and we talked about the sort of leadership around (inaudible) and the MPS not being reflective and that, that, that affecting the way in which the MPS carries out its respons—carries out its responsibilities. Do you think that, that similarly replies to the MPA? That the fact you don't have a (inaudible)

I, I think in terms of, of, of the effect on the MPS, in terms of showing leadership to the MPS, then the crucial thing is the, the members. I don't think that the MPS are, are cognizant of who's on the MPA Secretariat at all.

Right. Just moving away slightly from that. Some of the, some of the criticism that we -- the Inquiry Panel has heard is that the MPA doesn't hold the MPS to account enough. So it doesn't use its -- for example, it doesn't use its veto powers sufficiently enough, and it should use them more.

Sorry, what do you mean by veto powers?

In terms of -- that when the MPA reports back, or when the MP, when reports come back from the MPS and the MPA are not necessarily happy with those findings, that it doesn't hold them to high enough account, but it has a, I'm (inaudible) it has a veto power,

(inaudible) it has a veto in terms that it can refuse to accept

Yes

..recommendations.

..Dations. And that, that's not o—used often enough. W—w--- on issues when, when, particularly around issues around recruitment and retention.

I wouldn't agree with that perception, at all. I mean, I really think that, that, that, that – you know, the grind of, of keeping people consonant of what they promise and delivered and targets and, and, and, and (inaudible) I mean, without having to come back to the Authority over and over again, in what looks like a fairly routine way, I think that – that, that, some of the progress would have slipped away. And I think that, that, that actually the Authority's very vigorous in, in following up a—and making certain that – that, that, I mean, specific things, like recruitment targets are – are examined at a quarterly - on a quarterly basis.

W—w- one of the specific examples that was raised in relation to that whole veto question, was about our role in appointing Senior Officers and the perception was, what we're hearing from individuals, is that the MPS broadly tells us who it wants and we broadly, you know, kind of go along with that and we don't put our foot down and decide

Mm

.. who is the best person for the job.

Well, I've sat on every ACPO board since 2000 and that's not my experience at all. And we, with the proviso that the pool is not often very diverse, but I think it's the, it's true the other way round; I've always taken the view that, although it is formally the Authority's choice a— at any ACPO rank selection, with the exception for us of the Commissioner and the Deputy Commissioner, it would be a – it would, it would not make for a comfortable working relationship if the Authority required the Commissioner to accept as an appointment someone (inaudible) whom he said, and it's always a he –

Mm

..he couldn't work. I mean, that would, that would not in practical terms be a good way forward, but if that, it's always been that way round.

Okay. (inaudible) don't you think the MPA has successfully held the MPS to account, where have you been, where would you say you feel most proud of what you've done?

Well, certainly I think on some of the targets. A recruitment target, the progression targets, the, the, the focussing on retention, for instance, the insistence that they break down the figures so that, so, so that you don't get an overall retention breakdown, which masks what's actually happening to specific groups within those statistics. I mean that's – we do a lot of analysis. We do—we don't just take on face value the reports that come through. And to go back to your recommendation point, because there is proper commissioning, because there's proper pre-consideration of reports, it may very well be that, that, by the time it reaches the formal public debate, the, the, the – the recommendation's been put in a form that the Authority can accept. I mean, there's – there's a trade-off between completely open transparency where the Authority just sits there and waits for people to get it wrong and then lambasts them in a public arena, which doesn't actually promote successfully supporting the organisation that we're supposed to have oversight for and working with them, to ensure that things get better before they're publicly displayed. And you know, you don't want to do it all behind closed doors and just rubber stamp at the end of the process; on the other hand, you wouldn't want to just wait for people to get things wrong.

So there's a lot of work that goes on, both at officer and member level, before papers come (inaudible)

Is a, that, what oth--, w—what other areas do you think you've got it right in terms of your --

Well, there's something about tone, which is where it's, some of the levers that you've got to influence are a bit more subtle, but, for instance, the introduction, from very early on, some of you will remember, of a requirement to have an Equalities and, and Diversity implications paragraph in every single paper that came – I mean, that came as a real shock and one, do we need to do that and - and, and the first - I mean for the first two or three years, we consistently got draft papers through that said, There are no equalities and diversity implications. But now we don't get that, which means that people, when they're writing the paper, are actually thinking about it at the beginning, rather than the end, and (inaudible) what can we put in this nuisance little box at the end and that's, that's now been main streamed and, and, and, and

(inaudible) say that's one of the improvements?

It's a mindset, it's a mindset change – linked again to the EIA process, which the Authority again has insisted on. You know, and, and, and the EIA that comes at the end of developing a policy is no good at all. I mean that, what you need is the, is to inculcate a mindset that

starts to think about whether, what the diversity and equality implications of changing anything that you're doing, are, right from the beginning, rather than Oh, let's just rubber stamp it at the end.

So you see that as an area of improvement that you've got better at, over the --

Well, I, I, I, I see it as something that wouldn't have happened at all, unless the Authority was there and which has get, got better - is there room for further improvement? Of course there is.

And what other areas do you think you've, the MPA has room for impro--? What was the MPS (inaudible), do you think, what, what's the internal discussion within in MPS that you're aware of, that says the MPA doesn't do this well?

Well. The MPS would (inaudible) 'cause (inaudible) it.

Mm

Unless --

When the (inaudible)

You know.

I suppose where would they like, I mean, am I right in this, in itself is a question: they would like you to do other things, I mean they might be quite happy for you to look at this area, but not at this other area and what I'm asking is, where are those areas.

There are no no-go areas, as far as we're concerned. There never have been and that again was a battle very early on, because there was an assumpt—I mean the, the MPS, don't forget (inaudible) said I wouldn't do this didn't I? That the, they in 170 years, with no

external oversight whatsoever. The Home Office did nothing. So the whole concept that you start to write papers, explaining why you've made decisions and put those on a Web site and the, and the press are here and, and even more than the press actually, more – much more (inaudible) in the early days – was the fact that the Federation was here and the BPA was here, listening to the discussion of papers that would never – they would never have been party to the development of them. So just opening it up was, was, was a real shock to the system. When we started there was a, a, a again problem (inaudible) there was a – a requirement to hold best value reviews, which is a statutory duty on the police authority (inaudible): that wouldn't apply to Specialist Operations, can't ask questions about what happens in SO, couldn't ask any, what questions they would a-- you know – what, what's the diversity breakdown in SO and, and where the specialists are (inaudible) because that would be breaching of security, so – there are no go areas. We are responsible, for securing the maintenance and efficient and (inaudible) force in the country, in, in London -- you know, (inaudible) police district; we cannot do that unless we – we do ask questions in every area of your business. And, and, and bec—partly because it was the right thing to do, but partly because we had Exeter -- we had members and continue to have members with significant expertise in the area of, of race and diversity, particularly race, to start with – though the other strands as well,

Okay

..then that was a, that was a focus right from the very beginning.

Cath, I'm conscious that you have a – one of the longest lists of questions!

I'm sorry.

(inaudible) anybody else.

(inaudible) talk too much.

No, no, no, no; so I want to, perhaps, just – just to, just to move you on slightly. How can, I mean, what's your response to the – a, a sort of view that's been expressed to us that, how can the MPA hold the MPS to account when it had, when it's had its own fair share of racial discrimination cases?

Well, I don't want to fall into the trap that we will accuse the Met of doing, which is of being defensive, but actually – and, and I'm, I'm not, I'm going to quote that again, I've got the figures, but I mean you, you can see what the outcome was of the various cases we've heard. In one sense, it has certainly given me, personally, a much more - I like to think - mature and sophisticated understanding of some of the difficulties and perceptions that BME staff may face, so I think, as far as I'm concerned, it's equipped me actually to – to be more confident when - in understanding some of the, some of the areas where the Met are not, perhaps, as mature as they might be. Am I proud of the record? No, I most certainly am not; my conscience clear personally that I've never done or, or, or caused to happen anything that would make life difficult for any BME member on my staff? Yes, it is. Have I succeeded in creating an organisation where there were no difficulties? No, I haven't.

So, what, what has, what, I mean, given, you know, that those experiences, how - has, how has lessons been learnt internally, within the MPA so, following the – the, those cases, have you, I mean have you, do you have an internal way in which you learn from those cases that have given – given your sort of unique position.

Well, both internal and external;

Yes

..we've commissioned two or three reviews, we've had a complete organisational re-structure, which, which led to the values and, and behaviours and we've done our best, as the Met does, to be a learning organisation.

So what would you say you, the MPA's learnt?

We had a, we were, were reviewed by the Audit Commission as part of the GLA family, who concluded that, in our first eight years, the mistake we had made was putting all our effort into establishing our – focussing on the Met, in terms of what needed to do in terms of (inaudible) and hadn't devoted enough time and resource to our own internal business. Some of that was around having a coherent set of policies and procedures, which are consistent, 'cause that's been the fundamental difficulty; it's not so much equality, as consistency. And we now have that full. Full set of policies and, and procedures which are tailored to this organisation 'cause essentially we'd inherited things that were suitable for an organisation of 50,000, which doesn't actually work for a hundred. And those are now (inaudible) place.

Okay. Bob.

BP Yeah, can I just explore a, a little bit (inaudible) Catherine your, your specific role with the, the Chief Executive and – and related to the actual management of the MPA in that sense? I mean, how, how often does your Senior Management Team meet and – with regards to equality and diversity, how is that agenda? You spoke earlier on about il—inculcating a mind set. I mean, how is that being done, within the Senior Management Team here?

We meet formally once a fortnight and alternate weeks, informally. A—at the formal meeting we have a fixed agenda which has a standing item on equalities and diversity and then clearly, depending on the cycle, we have specific attention to updating the generic equality scheme or whatever's appropriate on the time table.

BP But the standing item

(inaudible)

BP ..agenda, sorry

Mm

BP Is that about, Are there any issues, or is it about, What do we need to be doing to be proactive and drive this forward? Which is it?

The Senior Management Team is just about internal management matters.

BP Yeah

We, where we, in terms of driving things across the road, that is a matter for the Business Management Group, which meets fortnightly, which (inaudible) managers.

BP No, no, sorry; I'm talking internally. I'm saying that, if it's a standing item agenda on the Senior Management Team meetings, yeah?

Yeah

BP ..every fortnight, is that about saying, Are there any issues that we need to deal with, or is it about saying, How can we, the MPA, drive forward those issues, within the MPA? Not about the MPS.

For the standing item on, on the regular meetings, it's about, Is there anything at the moment we need to

BP Okay

..think about. We have had – oh, I've lost track – within the last two years, we've had three specific equality and diversity related away days for a Senior Management team where we have looked at what we need to do as a particular proactive item.

BP Okay. And what about the, the specific training, then, because one of the aspects that we're examining is that, that difference between training, where you're teaching someone what to do,

Mm

BP ..in any given situation, as opposed to the education, which is identifying where an individual's coming from, 'cause we all come from different areas on this, don't we? We all have different personal experiences, exposure, or what have we. I mean, wh—how, how have you identified the training/educational requirement of people in the MPA, to ensure your policies and values are, are right across the board?

Well, we have the basic training level, a—a rolling program; I think it was two weeks ago, the last – we’ve had up, (inaudible) on, on the basis everyone has been trained at some point, we’ve had up—updating type training run by ACAS, which I have insisted every member of staff, including PSMT, attend. And that began just before Christmas, I think and the last session was last week, where all those stragglers who couldn’t go to one of the original three sessions are, are wound up in that. In terms of education, that is part of the formal PDR polic-- (inaudible) process which has specific requirements to identify development needs an—and I would ex—everyone has a diversity related objective in their PDR and I would expect explicitly in conversations with line mana--- well, we require explicitly in, in conversations with line managers, that educa—development needs around diversity are, are, are discussed as part of that formal process.

BP Have you needed to address any of those issues over the past couple of years? Ar—arising out of PDRs with managers?

I wouldn’t know the details of all of them; we have certainly arranged external mediation and mentoring and, in one or two cases where they’ve (inaudible)

BP The MPS currently compliant with the equality duties, or the equality duty requirements?

The MPS or the MPA?

BP The MPA, sorry

I hope both of them are!

BP Well, I mean, you’ve got responsibility--

(inaudible) every single comma, no. I believe so; I believe so. I mean, as an ongoing we, we have a generic scheme which goes beyond—wider than the statutory, the basic statutory requirements and, and clearly work on that is an ongoing work in action type thing, (inaudible)

BP But does that come up under your --

Yes. That's under regular review (inaudible)

BP ..SMP meetings to make sure that you're compliant?

Yes.

BP ..in that sense, okay. Wh—you had a dedicated Race and Diversity Unit.

We did.

n\[Wh—what happened to it?

It was a combination of circumstances; some of which involved individuals, but there was an opportunity, when the – when there was a change in the administration after the election, in the context of the internal review that we'd done following (inaudible) you know, nothing happens in a sort of sudden way, does it, to look at our structures, look again at our structures and we did take a conscious decision that we might look, look at race and diversity in a different way – equalities in a different way and seek to main stream, by putting the members of our dedicated unit into other teams within the organisation, so Siobhan's team has, has quite a significant input there, in that, you know, scrutiny of race and diversity within all the policies in the Met, is something that ought to be within the Unit, rather than set out for comment.

BP But who provides the leadership and direction on, on that, then, within the MPA?

Ultimately, I do. I'm, I am open to keeping this under review and, and I, I think this'll be something on which it would be particularly valuable to have the thoughts of this Panel, in terms of other – we've been premature in, in, in seeking to main stream it.

BP Let me just (inaudible) I have a – I, I, I’ve just revealed something. I have a real problem with the word main stream. ‘Cause that, I think that (inaudible)

Yes, it’s not a good term, (inaudible)

BP Yeah. I, I prefer the word “embed”, you know

Mm hm

BP ..the – the, because that’s

Yes

BP Embedding a quality

Yes

BP ..and, and it’s something that can be measured. You can’t measure something that’s just main streaming, ‘cause it just flows and mixes with everything else, but if you embed that. So, do you think there’s been enough progress in embedding that issue of diversity, the way that it’s been done and equality, now that you don’t have that dedicated race and diversity unit?

I’m not sure we’re quite ready to assess that. (inaudible) I say, I think it would be particularly valuable if the Panel could give us some (inaudible) on whether you believe it’s been sufficiently embedded.

BP But you have the responsibility for measuring--

We, we, we have a, we're (inaudible)

BP ..or the leadership on it.

Yes. We're, and we, we will have a formal, you know, (inaudible) when we've been running it for a year, which will be in end of May, we're going to have a re-assessment.

BP Can I just ask one, one further question and, and it's, it, it's, it came because – my further question is because of what you just said earlier on, in terms of the oversight and scrutiny role that you have in, in response to, I think, something Anthony had asked you or – or Margaret. I think you heard me say before, you, you have a statutory responsibility on effectiveness and efficiency, the oversight of effectiveness and efficiency. The, the – looking at the business case for diversity, and looking, you said you sat on every ACPO rank, do you have any influence in terms of that pool that comes up through there, to Superintendent, from Chief Inspector, succession planning to Chief Inspector to Superintendent, that then becomes available for ACPO selection?

Not--

BP Or do you have an oversight role on it?

Not in terms of individual exercises, unless there's a challenge

BP No, I, I didn't mean the individ—

But, say in terms of the processes, that's, you know, the Authority (inaudible)

BP Direction and process

Yes

BP ..in policy. So - has it not concerned the MPA that then, for the past three years, there's been no promotion whatsoever, to Superintendent level, from Chief Inspector, of any BME?

Yes. It's appalled us.

BP And what have you done about it?

I, I keep going back to setting up the Panel but I mean, there, the, there has been the, the Committee, both the current set Committee and, and the predecessor Committee has required papers, we get papers where people who I believe are genuinely as appalled over there, come along and – and are unable to explain why it's not been possible to happen.

BP So you've sought the explanation and you haven't been given a satisfactory answer?

Yes.

BP Thanks (inaudible)

Thank you.

AJ I, I, Catherine, I noticed you were at the back, rather than while Kit was giving his evidence.

Mm. Yes

AJ Not giving his evidence! Too judicial (inaudible).

(inaudible)

AJ Talking to us.

I've sat in on a few of them.

AJ Yes, yes, yes. So I, it's – I, it gives me the chance of asking you whether, well, let, I'll sort of ask you a general question. 'Cause I want to know to what extent your perspective accords with his, (inaudible) that he said. He described, he described the MPA, I think I heard it right, as the equivalent of the Board of Directors for the MPS.

AJ Which I think I got that right; you heard that, too.

Yes. I did.

AJ Do you agree?

Up to a point. I think a, a police authority is a, is a very complex and unique constitutional animal, actually, it, it's partly regulator; it's partly monitor and overseer; it's partly executive; I, I can't find any (inaudible) analogy. And, yes, clearly it fulfils some of the functions of a Board of Directors, but I, I, I think it's more complex than that. And I think the – the, the fact that you don't have an Executive Chair of the Board, for instance, is, i--is a difficulty 'cause you have 23 difficulty. I mean, it creates a different dynamic; it's not necessarily better or worse.

AJ Yes.

Because you would have a unique relationship between the Chief Executive I mean, if you're thinking of the Commissioners, the Chief Executive and Chairman of the Board of Governors – that relationship is not as clear cut with the Commissioner and the Chair as it would be in, in a Board of Directors type scenario.

AJ Yes. I mean the, the, it puzzles me. I'm just looking

Yes

AJ .. at the priorities; I mean, the first one, Hold the Commissioner rigorously to account. Now, I would understand, for the operational performance, what I don't understand is what improving the operational performance means. Does that mean you're not concerned with the operational performance in itself, you're only concerned with improving that performance?

Well, if we're going to do –

AJ No, No. I – and the reason I, the reason

.. (inaudible) and, and the one thing I, I mean, I, I, I – these, these were collective priorities. The *rigorous* is in the wrong place, (inaudible)

AJ Yes

..should be *rigorously hold the Commissioner* 'cause that is an expectation

AJ Yes

..to members, actually, not to the Commissioner, so it's, it's in the wrong place;

AJ Yes

..and, no, it should - if – the, the bottom line is that the operational performance has to be explained and, and

AJ So you're not just concerned, I mean you're

No, no. (inaudible) I mean,

AJ The, the Commissioner is accountable for the performance

Yes.

AJ So he's like the Managing Director on Kit's model,

Yes.

AJ ..explaining to the Chairman of the Board

Yes.

AJ ..what he's done

Yes.

AJ ..and, and he's held to account.

Yes. And instead of profit, we're scrutinising confidence and targets.

AJ Right. So do you define the objectives, or are the objectives given to you, and you then monitor them?

Kit was fairly di—dismissive about policing time; not unreasonably dismissive. It's a very unwieldy document, but I am quite clear and always have been, that that is the Authority's plan – clearly in an organisation as big as the Met, most of the work in putting together the objectives and targets and priorities in that plan happens over there, but once the Authority's signed them off, then they have to be the Authority's and there's, there's nothing to stop and indeed, you know, it has happened, the Authority requiring a different take on something.

AJ Well, Ki—Kit, I, as I understood what Kit was saying, h--his position was, this is the – this is reality; that it's the MPS's plan, which is just nodded through.

I don't share that (inaudible)

AJ You don't agree

No, I don't agree.

AJ Do, do you have the – do you have --

I do agree that most of the work is done over there in the first instance.

AJ But is it done, is --

(inaudible) when my staffing (inaudible)

AJ Is it done under your direction? I mean, is it – is it, is it, is, is the plan produced iteratively, with discussions

Yes.

AJ ..at each point, between you and the MPS,

Yes.

AJ ..and with the MPS responding to your direction in formulating the plan?

Yes. Though with, again, with the proviso that you don't start with a completely blank sheet of paper every year, on

AJ No, no, of course.

..an annual plan, so the amount of change i--is not -- not that great, but yes, it is iterative and, and, and what it does involve is a lot of officer input at the early stages and then, subsequently, members, that will come to a small informal group of members and it will come to (inaudible) more formally, so it's iterative and the final sign off is, is more than a rubber stamp.

AJ So, so the MPA is in charge of the development of the plan?

Formally, yes.

AJ Well, what about substantively?

Yes. I think it is. I think it is. Particularly in the areas where there might be scope for different interpretations. I mean, most of it goes without saying -- a, a, a common focus, in terms of wanting to reduce crime. Recorded crime and that --

AJ But that's the kind of meta-objective

Yes.

AJ But the, the objectives underneath that objective are,

Yes.

AJ are, are, so

And certainly, if you look at – a-, a-, at the way in which resources are fed into supporting particular objectives a—and

AJ Right

..priorities, then that can – and has been, significantly influenced

AJ So --

..by the MPA.

AJ So, so what I would expect, i—in such a relationship, is for the MPA to decide internally what the objectives should be, for the MPS, then to communicate those objectives to the MPS in the – in the developing of the plan. Is that what happens, (inaudible)?

Yes. Iteratively; it's leading somewhere.

AJ Yes. It is leading somewhere.

Sorry, I'm

AJ It is (inaudible), and, and it's leading to this question.

Great. Wonderful.

Yes, and we've had and, when member away days and, and that sort of thing to which, which

AJ Yes (inaudible)

..talk about priorities,

AJ Right, so leading to this question: What role does addressing the particular problems that we're looking into, race and faith, play, in the developing, within the MPA, of objectives which are then given to the MPS or – more specifically and historically, what role did those considerations play i--, in relation to the most recent process?

I'm not sure I can come up with specific examples;

AJ No, I mean, if I looked at the Minutes of those meetings when the MPA was, was considering what to tell the MPS to put in the plan, would I find sections on diversity, on race and faith and so on (inaudible)

You would certainly find references to the need to be clear about the way in which operational imperatives impinged on different communities, for example – and community confidence. What I don't think you would find is the substance of what we're talking about here, which is the way in which the internal management issues might need to be addressed.

AJ Which internal (inaudible) –

Well,

AJ ..internal to which organisation?

Internal to the MPS.

AJ Right; okay. I wouldn't find that. Do you think that's a deficiency, now (inaudible) reflect on it?

Yes, I think it could, it could be something that one could, might, might usefully work up as part of, I mean, the – the whole feeling of the plan is that it's very much outward focussed. It's about what the Met will be delivering in policing terms for London and it may be that we haven't put enough emphasis in what the Met should be doing about its own internal organisational structures, to improve its record on, on, on, on BME and faith.

(inaudible) relationship (inaudible) sorry.

AJ No, no; that from (inaudible)

There is. Yes.

AJ No, no, that's, that's the point, (inaudible) about (inaudible) business case

There is, I mean, yes. Part of the g—business case is that the, the, the Met cannot be credible in terms of delivering its operational services if it hasn't put its own house in order and if it's not seen by, I hate all the bits about certain communities, but you know what I mean, about people who have interests,

Yeah

..as being a fair and, and, proper employer. I mean, that's bound to affect the confidence that everybody will have in its ability to do its job.

So how do you think MPA members and officers have not been fit, or have missed having that clearly defined within the plan, then? How could that, such a significant issue, that Staff Associations persisting in ways that make headlines in terms of (inaudible), how has that not become something that's seen that should be in a plan, that can then be held to account?

Well, it's partly, and, and, and this is where Kit's absolutely right; it's partly because the plan is so hedged around with such an extraordinary variety of statutory requirements of things that you put in it, that it is a document which has incredible complexity and, and, and the people who've read it can largely be counted on the fingers of (inaudible)

End of Side A

SIDE B

..be a, a, a better way of looking at it.

(inaudible) can I just stop you there.

That's not a reason not to exist.

No, no, no (inaudible)

(inaudible) just for me to be clear. So if the key document defines what you ultimately measure and what ultimately the MPS does and it doesn't contain a key area that A, the MPA believe because the MPS ought to be moving on, and B, the MPS want to move on, how, then, do you ultimately monitor that and then

Well,

..if it isn't (inaudible) and if the document – the process or the structures that are there to do that, don't work, why are the MPA not saying, Look, this doesn't work. It doesn't allow us to do our oversight, it doesn't allow us to do our scrutiny, it doesn't allow the MPE, MPS, MPS to respond appropriately. Why is that not something you, that would flag up – very (inaudible)

(inaudible) all, all our

(inaudible) amongst members and officers, sorry.

There is a lot of that in the plan. There's a lot of specific targets around recruitment, about retention, about progression, about some of the discipline, complaints, all the, all the quantitative stuff around making sure the targets are, are right and are monitored and are sufficiently challenging. That's all in the plan. The subtle stuff, about how will you make things happen and what levers you need and, and, and, and why – despite the fact you've, you, you clearly identified as a priority, that you need to improve in these areas, it isn't happening, particularly around progression, 'cause don't forget we, we are largely getting on, on recruitment, is something that I don't think the plan is the best document to try and get at.

AJ It, it is a little puzzling, isn't it? That, that, that a, the document which takes such time to prepare and which is the subject of such intense work and attention by two distinct organisations, is then one which is not read.

Mm

AJ Perhaps, perhaps that calls for..

May, maybe you should (inaudible) will be able to quote you (inaudible) of the Hampshire Policing Plan

AJ ..calls for comment – but I, I, I (inaudible) well, let, let’s leave that for – for after lunch. Can I m—can I move on, to, to, to one other area and thi—this is a simple question (inaudible). I was very struck by what Kit Malthouse said about scrapping the, the, the Diversity Directorate, scrapping, so to speak, dedicated champions or race and faith interests and in favour – in, in, in r--, in exchange for, for that, you – Bob doesn’t like the word main streaming, but that I think was his word

Yes.

Yes.

AJ ..main streaming the, the - an- and putting it in the context of a, of a broader career management structure. Is, is that your view, as well?

Well, it’s what we’re trying to do in the MPA and, and the jury is out as to whether that was successful,

AJ But I, I understood that and

..and the jury’s out on that. Personal view, I think it’s premature and one of things I particularly welcomed, actually, is the current Acting Deputy s-- recognising that the Diversity Board has become moribund and that it needs re-invigorating and he will, from now on, Chair it and I will be sitting on it. And I, I, ‘course I, I did used to sit on it and then it kind of fizzled away but I’m going to be sitting on that and, and I think it does still need – yeah, it does still need a, a, a, a real focus, which is not say that there’re not a very good people who are doing a lot to embed things and, and, and who do understand fundamentally why it’s so important, but still, to me, needs some kind of formal ..

AJ I g---

..leadership,

AJ I got a, I got a bit lost with that answer. But - that's just me. I, are you, are you, Catherine, are you in favour, now or at some point in the future and if so, what point in the future, of scrapping the Diversity Directorate and, more importantly, the principle of a distinct institutional champion for diversity in favour of bringing diversity issues into a comprehensive career management structure?

Yes. I'm in favour of doing that. Do I think it's premature? I, I'm afraid I probably think it's (inaudible)

AJ Because – because?

.. resolved. Because there, there's still such a high level of *angst* and lack of confidence among certain groups within the Met.

AJ So you think that the Diversity Directorate should only be abolished when its function ceases to exist? Which is a, which is a different point – the point that – that Kit was making was that you will never address

Yes

AJ .. that problem

Mm, mm

AJ ..with that existing structure. Not that you get rid of the structure when it's met its objective.

It's a very tricky one, that. Very tricky. Because some of it is chicken and egg, I think, in terms of the confidence of some of the groups in, in, in --and I think some of the material that you'll get out of your focus groups might well give an indication that there are quite a lot of people who actually take exception to the fact that they have special needs and need to have a specialist organisation (inaudible) their special needs (inaudible).

AJ Which was one of Kit's points. And, and, and I, your view is, are you with, are you with them? Or are you, or are you with the, the *status quo* on that?

Emotionally, I'm with them.

AJ Right.

I still have concerns about the extent to which some of the focus of the Met has slipped in a way that's not been helpful.

And you, and you believe that (inaudible) all right.

And therefore you believe that the Directory still has a function in holding responsibility for those things?

Oh, I don't think it should hold responsibility. I think responsibility has to go right through the organisation and be, be, in – in line managers. I think that there are still a lot of line management issues on which people might need specialist advice (inaudible) I, I would – I would see it as an advice service, rather than – than being responsible for (inaudible).

Can, can, just, can I just go back – just so I, just to go back to the ques—this, this, the question for the las—

(inaudible)

..which is about the police, policing plan and Anthony's question that things we would perhaps expect to see in there, we wouldn't see in there. And that perhaps – and your acknowledgement that, with hindsight, perhaps some of those things should be there. Just to take that all, I want to extend that also to police authority powers. Are there power, likewise, are there police authority powers that you think, that you should have, that you don't have, the police authority, that make it difficult for you to push, shove, cajole, move

the MPS towards the direction of the things that are, should, or are in - does that make sense, the M, the policing plan. Does that make sense?

Yep

Great. Bob.

(inaudible)

Does it make sense to you?

(laughter)

(Inaudible)

So I'm trying to --

I, I, I, don't think that there are any lack of powers on the part of the police authority; I mean there's the absolute power to call for a report on anything and if the Commissioner refuses to supply a report, then that's arbitrated by the Home Secretary; that's never been invoked, as far as I know. But as far as I'm concerned, that's absolute, so if we want to know why they haven't done X, we ask them; if they refuse to answer, then we can require the Home Secretary to require them to do so. We've got a significant powers to dispense with the services of the very senior officers and it's, it's slightly different with the Commissioner (inaudible) Deputy but, but (inaudible) I mean, there are now powers which are not invoked, but, but they have been outside London, in terms of removing people who are not performing and, and, and are blocking. I don't - I don't think that there's any problem with the sufficiency of powers. I think it - and I don't think there's any problem in the MPA, in terms of members' confidence in using the powers that they have got. I mean there's - there's, there's no sense of intimidation by the bully boys across the road; that's absolutely not the way in which it operates.

Okay. Thank you.

Nothing else?

Go on. Very quick.

BP Yeah, just a one quick one. Again, in terms of the examination role that the MPA does. If you look at the Professional Standards reports that have come out over the past two or three years, incivility and oppressive behaviour have been running very, very high,

Yes.

BP .. by the MPS. How do you – well, how did your oversight role of that work and, and what steps have you taken to reduce the incivility and oppressive behaviour, which contains a lot, in terms of race and faith issues?

Well, there's certainly been the ongoing scrutiny as, something that the, the Committee's very alive to. And there is exhortation. How much is actually possible at third hand, for the - particularly given the scale of all this and what, what the Authority can be satisfied about, actually it goes back to the central issue for, for you, what the Authority can be satisfied about is that the processes, the standard operating procedures, the guidance, the nature of the briefings, is all heading in the right direction and, and covering the right stuff; what, what you can't do, in any hands on sense, is see how it's actually done in practice ..

BP Do you think the--, that the ins—the implementation of the Taylor Review ...

I, I suppose it ..

BP ..on, on this will change it?

I, I was going to say, I, I, I'm – I'm optimistic that Taylor will, will be helpful on that. But there is a mind set that – and I, and I've been, I've been to the training that's being given to, to Senior Officers in terms of implementing Taylor. It is a big cultural leap,

Mm. Mm

..for police to go from going straight to, Well, that's a complaint, therefore it's (inaudible), that goes down this very rigid set of lines, to, Let's try and understand it. And the general point I was going to make, which it -- I could make it now, but w--when you ask me at the end, which you were going to ask me but I'll do it

Make it now.

.. is that actually, for a lot of white managers - and I include myself in this - the term racism can be very counter productive, in that it, and it's, and it's the Taylor analogy, it drives you immediately to a point which is probably too far, whereas if someone said, We're critical of your management style, because you haven't been sufficiently inclusive, you might think, Ooh yes,

Mm

I, I, I-- there is something going on here. You're being a racist and, and (inaudible) immediately the barriers are up and you're in a, in a, in a con--confrontational position, in a way that you wouldn't be, if your, if your – if, if someone said you, there were other aspects of your management style that were (inaudible). And there's a very interesting unsolicited academic article on--on that, which, which rang quite a lot of bells with me and I can't remember his name now, but Siobhan has (inaudible).

(inaudible)

We, we've seen it.

Right.

Thank you.

Just a, an observation of mine. Is the power balance right at the MPA, between officers and members?

Now then! That's a very difficult question to answer.

In your opinion.

An officer. In my opinion – and I say this to every new person who joins – officers are only here in order to make, make members more effective in their statutory duties and officers have no direct responsibilities in that respect at all. We are working for the officers.

(inaudible)

I want you to elaborate on that, Cath-- Catherine and I'm going to (inaudible) -- Just, the reason I say this, my background's in local government

Mm

..and I was an officer and we had members and I, and I – shall I say, quite aware of how we used to call the members the butchers, the bakers, the candlestick-makers, because they were a moving force on the whole and we were there and we could - you know, support the members, we could, you know – the members were there; they led the Authority, but we very much ran the, the Authority and I just wonder, whether in the MPA, where, where that sits, whether you would say, No. No, the members of this Authority do run the Authority and their, their presence in terms – and, and their, their wishes are delivered by officers, or whether we have a more of a shift, where officers have a – because, you know, 'cause of their availability,

Mm

'cause of their connections,

Mm

..because of their, you know - stability, that they actually, the organisation is not necessarily tipped, as one might expect,

(inaudible)

I – I know what, what you mean. My background is, is, is

Mm

..central government, where it's

Mm

..different and it's quite clear that (inaudible) you know, that it is much simpler to say, (inaudible) you can have one party at a time, whichever party it happens to be. And previously, I worked as the Executive Director of the Association of Police Authority which went nationally, so I went nationally around the country;

Mm

..so I saw a lot, I mean and slight, and my – my experience might be out of date now, but I did see a lot of police authorities

Mm

..operating and my assessment is that, unlike any other police authority, this one has no passengers at all. You, there, there is a, a, a difference in the level of time commitment that, that particularly re-elected members can do, compared with some of the independent members. Do we have anyone who, as an officer, I sit and think, Oh, she's not going to say that, is she? At – at meetings of Authorities, no, we don't. There's, there's no-one who embarrasses me as an officer and that, I think, in a local government context, is probably unusual. Obviously there are different personalities, there are some, there is, they've different responsibility – they – I would distinguish between internal audit which is about forty 'cause forty of my staff work, they have a very direct hands on officer role – we've been talking about the policing plan; interestingly, we had an independent member who came off in October, who was personally very, very keen on that and, and, and that was very member driven; we're slightly shifting now, to, to, to fill that gap. So there are some very strong personalities with some independent agendas – it's not as simple as, as, as it's the officers in power, rather than the members, or *vice versa*.

(inaudible) quite difficult question to answer.

Well, particularly where I've got one of my leading members sitting in front of me, yes.

Should have asked you off the record!

AJ (inaudible) it makes it much easier.

I think you should ask Cindy when you break for lunch, which she thinks, where she thinks the power lies.

Okay. Ca-- can I ask you a final question, Catherine, which Anthony is supposed to have picked up in his plan. And it's about the role that the Authority plays in signing off ET cases.

Yes.

Now, a range of ET cases have come to us via that process, many of which are related to race/faith issues, some of which we – we agree and we sign off the payments, so they don't go through the formal process.

Technically, what we sign off is the negotiating remit

Yeah

.. for a settlement.

And, in a sense, what, what, what I'm asking is whether or not you feel that, that process actually allows the – the organisation to learn adequately from its mistakes.

The, the formal bit about agreeing settlements probably doesn't. The extent to which difficult cases are reviewed and learning is taken from them, I think (inaudible) very conscientiously and it is the case (inaudible) a very recent example, where (inaudible) went back. The other thing that I think that's important for the MPS to have learned – and they have – is that it can't just be a question of being stuff as an urgency process and – and, you know, a green owl, the baby gets it, it, it is something that we need to be involved in, much sooner and the wider considerations of, rather than just avoiding legal costs, need to be properly factored in and there've been several occasions where we've said, (inaudible) action's not appropriate; this needs properly to go to a, a, a Committee of members, so that the full ramifications can be understood. And then, that the learning's put in place after the resolution of the, of the case, whether it be affinity or, or, or, or (inaudible).

Is there anything that you want to say to us that you haven't had the opportunity to say?

Not really, except formally to say that I, I do very much hope that you're going to come up with some positive recommendations that we can, that will help us help the Authority in – in taking further what it's already achieved in terms of improving which internal management matters happening in that ...

Okay. Thank you ever so much.

(inaudible)

Thank you.

Sorry, I (inaudible)