

Race and Faith Inquiry

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Chair: Cindy Butts

Panel Members: Bob Purkiss, Margaret Blankson and Anthony Julius

THIS CASSETTE HAS BEEN PROOF READ AND NAMES INSERTED ONLY WHERE IDENTITY IS CERTAIN.

Can I start off in asking you (inaudible) black and minority ethnic officers (inaudible)

RJ Treated differently is you require a difficult thing 'cause you then want to look at specifics. I think it would be very difficult to sit here and say there weren't some issues around generic treatment and I think it's specifically the, the, the issues around fear, within the organisation about – and this has been documented through lots of reviews before, about management processes, people wanting to be seen to be applying them fairly to everybody and therefore getting nervous, people not wanting to be seen to either go one side of the fence or other to show either support or, or discrimination and therefore actually getting so stuck on the fence that they're not, not being supportive and helping people by giving constructive feedback as well as also giving them positive opportunities to develop. And I think that's the biggest issue, directly about how people are treated but I think that plays out in all sorts of different ways and I think one of the, the big issues is in an organisation where, particularly when you move up the rank structure that is so predominantly white that anybody who isn't white loses any opportunity for anonymity, so if something goes wrong, you'll see him, (inaudible) you don't disappear into a crowd of people if you stick out and that is a real issue, I think that, that they – people are given less opportunity to recover from a mistake, people that sticks out. So obviously, because of the organisational shape and you know, and colour. For want of a better way of putting it.

Think we're all (inaudible) very interesting and I (inaudible) and, and very insightful (inaudible)

RJ I think it's about lots of things. I think, I think the fear bit is really important actually, apart from anything else. The—there is a need to get the issue of managing and leading a diverse work force to be seen as the way we do business normally, rather than to be seen as

(inaudible) get the opportunity (inaudible)

RJ ...something special.

(inaudible)

RJ Yeah, I, I'm sorry, I was trying to connect the two bits together because I think part the way of, of dealing with it is being far more creative in terms of how we work with people, so we're an organisation that pretends we're dealing with evidence, which -- tends is not the right word, please, and I shouldn't have said that on tape! We're dealing with evidence but we did pretend, is, is too strong as well, but we think we're dealing with evidence and we're very judgmental about things based on evidence. That's how we talk about things. It's not (inaudible) pretend but we talk about things in the terms of what can we evidence? What have we seen? What can we actually feel? Yet the reality is that evidence is often only a very thin sliver of s-- what somebody does, so when you're talking about people sticking out, if you're working through a basis that says I have to have evidence --have you seen something? That immediately sticks with you. And I think this is where I think the fear bit comes in, is that the officers who are in leadership roles have actually got to be able to take a step out of that, here's my direct evidence of something, here's my direct evidence of dealing with something and into a much more supportive role around how do we actually help people move on and, and develop in the ways that they want to. And often, that means giving people quite harsh feed-back, you know, the, you, you're not actually working in a way we want to in this area, but if we could change the way that was done, and to more, you're not working in the right way; this is what we need to do in the future and here's your positive outcome, it would be more effective. At the moment, if say we've got to give you this absolute direct feedback, stop. It doesn't sort of move on into, into an ongoing process.

So, so that's (inaudible) what about (inaudible) barriers (inaudible)

RJ I think – I think we have got much better in our selection and assessment processes than we've been in the past and, and I think that plays out in the reduction in the number of employment tribunals that we're losing, know, the actual robustness of the systems is much better. So this is not a criticism necessarily of the systems, but the way that they end up being applied internally. One of the things that I feel very strongly is our systems at the moment are barriers, to prevent people, people getting into a job or getting promotion. That means we often have a, a, a set of selection procedures which don't select enough people for the rank that we need, or for the role that we need. Its better looking at the

people who've got to the last stage and saying, how do we develop the ones who haven't made it? And actually working them through so they get off the next stage, they all go back to the beginning of the process again and one of the really punishing things that I see over and over again is people spending hours of time writing application processes, preparing for a whole number of steps going through the hoops to get through the steps, not getting through at some stage and then having to go right back to the beginning of spending hours writing exactly the same evidence. And the length of time between processes is only a few months. So if a person wasn't good enough three months ago, what actually has changed in the last three months, to mean that they might be good enough now? I think the truth is that people may have been nearly good enough and that maybe with a development program, they could have moved into a different way of getting through the process rather than it always being seen as this there's a selection process, a barrier to stop us getting too many people come through. And I think that barrier process is particularly an issue, because we keep on raising the standards for a number of good reasons – that the more we raise the standards, the more the opportunities for that person are pointed out to us, she's done something wrong, and you're seen doing something wrong, you know, or not achieving, you haven't got the opportunity to recover.

(inaudible)

RJ I – I would like to see the organisation and you know, this is where I would take, take some of the role that I would like to develop, I'd like to see the organisation looking very differently at how we manage people's careers. I think we have a, a, a strange relationship with our staff which is very, fairly parent/child, a lot of the time until it comes to career management, where it's "You're on your own, unless you've got someone who's going to look after you" and that need to actually step in to a much more structured process, which helps people move from A to B and instead of saying, "You're lucky if you progress into any of these roles" actually talks about how we've get people to progress and, and clearly there'll be some people who are never going to get into certain roles and we have to give that feed back at times, we have to be hard, you know with some people, but we should be working to try and help them get themselves into the best opportunity to getting that role. And that change I think would make quite a significant difference.

(inaudible) sorry. Can I just put you back to your Borough level experience and have a chat about that? How, how did the – how, or how, how did the Met Diversity Strategy translate into a personal role and responsibilities when you were a Borough Commander?

RJ Okay. We're going back a few years,

Yes.

RJ ..so this is not how it

Yes, is now, but

RJ (inaudible) and I would say it was very focussed on external issues, very focussed on

(inaudible)

RJ ... development and delivery of CSUs, at, at dealing with hate crime, stop and search, management of critical incidents and those were the areas that were, were seen as needing dealing with. And at that time, this was, was just post-publication of the Stephen Lawrence Report, so we were at a critical time in the organisation of changing the external bits significantly. I think that was the right focus. I think there was an important focus for the organisation for change, its operational way of working. But there was very little connect between that and what's happening inside the organisation, if, if any at all.

Mm. In terms of management responsibilities now, how, how does, how has that changed, in terms of in relation to the people that you manage?

RJ I think some of it hasn't. 'Cause I mean, some of it is definitely very focussed on external delivery and I – and in many ways I, I think that's right. We're an organisation delivering policing to the people of London and the first thing we should be thinking about is, if you're a victim of race crime, if you're a victim of homophobia, or Islam phobia, are we providing you a good service? Which, are we dealing with those, those issues? When we get engaged with Stop and Search activity, are we doing it with the community, rather than to the community? And, and to let go of that core bit of business would be wrong. I think what we're doing now, which is slightly different, it's we start to focus on sickness, progression, discipline, we do internal work looking at where there are problems with discipline, matters where there are sort of different spikes and then we ask people to answer around them.

RJ Martin Tiplady is very keen on his – performance management around boroughs to look at all of those sorts of areas organisationally, and then from TP perspective, we look at what goes on in the boroughs at a quite detailed level, on a one to one basis or a sort of two processes (inaudible)

How does that tran—how does the transfer into your people management?

RJ Yeah. I think it's probably where I was coming to!

Oh, sorry

RJ No, it's okay. I, I think that as an organisation we have not brought that external diversity in the internal progression, selection, retention and the way that we deal with people, close enough together and they are seen as two separate issues; they're not seen as one bit of business. And organisationally, where we've tried to get a real grip of our HR processes and have made big changes and that's why I was talking about the change in much stronger processes, therefore we're getting less challenges on it when at tribunals and we're losing less of them; what we're not seeing is the link between the confidence of the community externally with the confidence of the community

Mm

RJ ..internally and we don't manage them as a cohesive whole

Mm

RJ ..so I don't hold Borough Commanders to account for how many people they have supported, you know, how many people it progressed

Mm

RJ ..from their boroughs in, in different ways of looking them, how many people have been selected, I don't hold them to account around discipline, alongside their ability to deliver core policing; it's done in a – in a separate bit of business.

But do you think that you should be?

RJ Yes. I think that's, I think that's (inaudible)

Yeah

RJ ... where we need to move to.

'cause it'd make a difference to what happens in terms of the promotion of, and the progression of, of black and ethnic minority staff who are on borough base and it's part of what you were looking at, is of the people you managed. What was happening about that? And in turn, that happened above you as well.

RJ Yes. And I think that's

Yes

RJ ...I, I just think that's sort of reiteration of (inaudible)

Why,

RJ (inaudible) moved it

..do you think the Met's been quite slow to respond to that?

RJ Well

..or haven't responded to that?

RJ Well, actually that's an nicely loaded question. I, I'm not sure I, I think the Met needs to move to that position. What have been barriers to it have probably been some, some actual basic stuff that needed to be put right?

RJ ..in the organisation

Which were?

RJ In, in terms of getting our selection and recruitment processes tight and we made sure that they were – when looked at from the outside, were seen to be doing the right thing in the right way and were persistent and then that's big, big chunk of change. I think we also have had some huge operational priorities over the last few years and we've focussed on, on bringing those about and I think, probably, we're at a stage now where the internal and external is the next (inaudible) of major change that we need to be taking on. It's sort of thought about how our staff look, feel, experience policing internal, inside the organisation, affects the way that the external community sees us.

What's preventing you holding Borough Commanders to account? On a personal basis, what's your (inaudible)

RJ No, there's nothing that preventing us to hold Borough Commanders to account at all so what's organisationally there is at the moment, is two different sets of data which aren't connected. So there isn't connectivity between the performance data on crime reduction, on confidence in policing, on how we manage victims, with what happens inside the organisation.

(inaudible) what I'm saying Rod, if you personally believe in this, what's preventing you personally holding them to account?

RJ There is nothing and I do talk to Borough Commanders

(inaudible)

RJ ..about it but what we haven't got is the bit that I think was quite a bit of careful design, is a performance framework which works right through from one bit to the other bit whereas at the moment, we've got this disparate performance framework so the individual's trying to make the connection between them.

(inaudible)

No, that's fine. That's fine, thank you.

Sorry, I didn't mean to interrupt (inaudible)

Yeah, no.

It just, just needed to, to know that. In terms of the culture of the organisation, I mean do you think the current occupational culture is conducive to achieving that, to equality and respect for diversity?

RJ It's always very difficult when you talk about the culture.

All right, to
to, to define it

We, we've had a previous one said; let's talk about the tone (inaudible).

RJ Tone (inaudible). I think from, from my perspective there are some, some understanding within the Organisation which isn't there, which is more of an issue than culture. I think it's, as an organisation we are very complex and we're driven by an operational context which is

about fast time delivery and response and we're driven by that to such a point that quite often, we don't do the reflective looking at what that does to our staff and, and, and to ourselves. Now if we're going to think about that as culture then I would definitely say yes, that is a cultural issue. How we actually manage that fast time operational context and the slower time selection

Mm

RJ ... and retention processes, by the same people at the same time I think that is really important. I think one of the big issues for us, as an organisation is when you are so disproportionate in senior ranks; it is actually very difficult to move out of people's perceptions into reality of what's happening. So I think at the moment the bigger issue for me, rather than are people treated fairly, is why do people not have confidence in the system internally and how can we make a difference about that. So the culture for me has got to move into thinking about why do people not have confidence in those processes and therefore what can we do about it? And it's that sort of change which I'm not quite sure whether it is culture or whether it is just how we do business, how we work or and how we operate and I do think those things are, are changeable. I think it is just a matter of concerted effort.

I, I mean you, you've, you spoke about the, the success, in other words the, the ability to be successful and I mean, there's many areas where it, the Met has been clearly successful when it's identified the problem, how to deal with it, you know, get together, whether it's a Gold Group or whatever, and right, this is what we're going to do, this is how we're going to roll it out, etcetera etcetera. You then said to us about evidence based. You know, everything is still the, the (inaudible) sort of attuned to evidence base. So let me give you the evidence on two areas that you've spoken about. The evidence of those over the past three years who have gone to be Chief Inspector. Sixty-four applications and only four successful. To Superintendent, twenty-seven applications, none successful. There's the evidence. Three years, running. What and why is the success and ability to take an issue, deal with it, come up with a, a way forward not being applied when I've given you the evidence, or when the evidence is staring you in the face. This is your evidence, not mine!

RJ I think there are – I think what we have done and what we've tried to do as an organisation, historically, from what we could do are probably two different things. I think we could do a lot more in the future and I would like to see a lot more done and, and was really quite excited about the position of where I was going to, to actually get involved with a, a lot of this. I do think that the main reason why we're not progressing people effectively, which is what you've just described, is to do with a, an approach which is wrong. The approach at the moment is about this barrier, rather than the approach about how do we get people

promoted and I think we've got to make that switch and if we, as soon as we make that switch I think we will see things change very rapidly; I think one of the problems historically has been the silo end within the organisation, different bits of business so in order to try and get the whole of the organisation approaching things in the same way, this all sits within HR, there's a Directorate whereas the people are going to be dealing with it are in the other business groups and I don't think we've been able to actually make that connection between HR struggling with a really difficult bus—business and the business groups delivering on their behalf and that's sort of where I, I think that's probably the issue we're trying to get at, is, is the fact that the operational bit has not focussed on this in a way of dealing with it as an issue, because they are so focussed on the external world and actually it's got to come back round and probably the operational bits have got their own bits in there, have pushed us back to HR and said, This is an HR matter and they've been that sort of

Mm

RJ ..We're all very busy, we're all doing different things and we haven't quite got it close enough together.

Let me just float something with you and it's come from a discussion that some of us have had with senior BME or, you know, long serving BME officers with, wi-- within here who have said to us that every time these issues have been raised, that I've just spoken about, the lack of progression, the lack of moving on – they've been offered another course, another mentor, another yeah, someone else to help you along. What about the idea of reverse mentoring, that it's not those people who feel they need mentoring, they're over mentored, they're over developed, they're – they're put on yet something else. What about the reverse mentoring of some of those people that they perceive and maybe are not doing that work that you spoke about, holding Borough Commanders to account, how about some concept of reverse mentoring – do you think that that might help to move things forward?

RJ I think organisationally anything that's going to get us all thinking about the key issues is, is worth doing. I, I think what the mentoring side needs to be for people who we want to help progress, there's got to be to help them get the skills to actually progress. So I wouldn't want to stop supporting people

No

RJ ..who we want to progress and in order to, to work with other people. And I, I think -- I've often argued for – in fact, not often, I've always argued for the inclusion of race and diversity within selection processes as a criteria (inaudible) that needs to be tested. I think there've been some negative consequences of doing that. I think we've actually in some cases highlighted issues, rather than managed issues so some of this is, is probably a little bit about looking at those processes for other people (inaudible) it's mentoring or (inaudible) or whether it's selection processes for all staff and saying this should be about not race and diversity, so go and find yourself a person who's from the BME background and do something for them into how do you actually understand it and putting it into a day to day (inaudible)

Exactly

RJ ..so I think there's a, (inaudible) about movement. I know from my own experience of Stop and Search the key issue four years ago with all of the community consultation around stop and search with, you keep on asking the BME community what it is about Stop and Search that's an issue and it's about time you actually moved the emphasis off us, on to the people who're doing stop and search.

RJ And I know that actually, that switch of emphasis was very effective in changing a lot of systems and, and the ways people did things and, and also the way people spoke to communities and to individuals around what we were trying to achieve, so I think there's probably a lot of sense in what you're saying.

But there was also some in depth analysis of disproportionality within Stop and Search which then led to intelligence led Stop and Search, was there not?

RJ Yes.

It was the analysis of the disproportionality which is often ignored in other areas.

RJ Well, I think there's – I think there's, I think one of the things we have got is quite a lot of analysis of disproportionality across the organisation. I, I, I do think we, we sort of look at all of the issues that are there, but when you come back to a -- (inaudible) spoke about fear earlier on, and figures you've just produced there, where you are in an organisation which is

under pressure around an issue and then you've got some difficult data to deal with but then you do deal with the data rather than

Yeah

RJ ...necessarily working the problem, you know, cohesively and I think we've probably been, been pushed into that area.

Just, just pick up on what you said. Where's all the organisational learning there?

What's happened that, knowing what we know about what happens, that we apply the very things that allows us not to address the issue, why, why hasn't the organisation, (inaudible) I mean the organisation talks a lot about organisational memory and history and, why is it that that principle or is it known and it's ignored?

RJ Well, I think the, I think the organisation (inaudible) a bit about trying to see us in context of where we are and where we've come from and where we're going to, because I think an awful lot of that learning has influenced the way we do business, but there are certain things, certain dynamics that are particularly difficult. For instance, if you're in an organisation that is subject to a large number of ETs and you need to defend those ETs, we do have to have a position of showing that our processes are appropriate and right and are working properly and we do do that and we provide evidence around that. And therefore in public and in private, we are quite satisfied that what we're doing in terms of selection processes, are fair. When you get into looking at the figures that come out on the back of those selection processes, it's quite a big jump from a fair process into a disproportionate outcome and to understand that takes a lot of energy and, and a lot of external insight, I would suggest and not just what we get internally. So I think it's

(inaudible) fairly simple, is it? Isn't it a fairly simple judgement there to make? Our recruitment processes are right, (inaudible) recruiting the right people. (inaudible) organisation so the, the – yes, there's (inaudible) that leave, but the proportion that stay and are not moving once they get to a particular level and (inaudible) what the difficulty in Met that you referred to in the Met has in understanding or acting on that.

RJ (inaudible) I think if you look at process and have free analysis and review of the processes and showing the processes to be fair and proper, then it's very hard to make a jump from that into what is the outcome that's disproportionate. Why is there a, why is there a different outcome. As an organisation, I think we've put a lot of energy into trying to understand that and trying to work through it, but I think it was very difficult to make a jump from an evidence based "these processes are fit for purpose" into the outcome that, that's just discussed as to why that outcome is where it is.

Okay. I'm not going to hold you to account! Rod, 'cause I realise it's not (inaudible) but again, I say,

(inaudible)

Sorry?

(inaudible)

Yeah, yeah. Yes.

At some stage in the future, (inaudible)

Yeah, that's fine, then, that's fine.

(inaudible)

Okay, thank you.

The, the, the question I'm encouraged to ask you is, is, is as suspect I know what your answer is, so I want to move on from that and, and invite you to question what I think is received wisdom. The question is, what is the – what is your view on the impact of MPS employment issues, I mean, diversity employment issues? On community confidence, in

policing (inaudible) I mean, I imagine it, the, the, the received, intuitive response that the more BME senior officers there are, the greater community confidence. (inaudible) that's, that appears to be the operating assumption, or the working assumption in much of the evidence that's, that's given.

RJ I would probably disagree

Good

RJ ..with the

Right

RJ ..the starting point, that more BME senior officers lead to the confidence in the processes and the systems of the organisation.

Right

RJ I think what we have to, or, or what we see as an organisation, of 50,000 or, or include volunteers and (inaudible) 55,000 Londoners or, or people (inaudible) contact with London is that, when the confidence of our staff in processes dwindles, they talk about that in the outside world. And if that lack of confidence within BME members of staff is fed back into BME communities, it affects BME confidence, BME community confidence in, in the Police as a fair and proper employee, employer of people and that's the bit which I think is really important

Okay

RJ (inaudible) if we had the confidence of our staff in this, they would go back and talk to people and say, the processes are fair, they selected good people, it, it'll be all right in the future. But I don't think that's what we've got at the moment.

So it's not, it's not the question of – it's not the kind of crude, raw, question of visibility of senior BME officers? It's the, it's the, it's the reporting back, you know, by BME employees

RJ I —

...to, to their, to their communities, that, that, that's relevant consideration.

RJ I think that is the, the major consideration. I think an organisation doesn't have any representation

Right

RJ (inaudible) there's, there's a point we have to start asking questions and it's just the way visibly we looked and I think if you look back at the way that the organisation looked on the streets, five, ten years ago, we did not look like London. We looked like a London of the past and I think that we have to keep that happening, 'cause I do think that is important to a degree; but I don't think it's the over-riding issue. I think there's the much more important bit is what our staff are saying in their communities about what it's like to work for the Metropolitan Police.

And for this purpose, do you make distinctions between different communities? I mean, do you think that Turkish origin officers are reporting back differently to – I don't know – Afro Caribbean officers, or do you think Muslim officers are reporting back differently to Hindu officers? I mean, do you have a sense of the differentia specifica of the problem?

RJ No,

No.

RJ ..and I don't think it's necessarily just BME, 'cause I think you've got

No,

RJ ..a large number of white officers who will probably feel the same sort of dynamic; I think the big difficulty is that the community does not have trust, as great a trust and confidence in the Police and then it's reinforced by the way its staff talk about internally, that that is where I think the real issue comes, comes for us in policing terms.

Sorry, you'll have to explain that again to me, (inaudible)

RJ If you're talking about a community that has a history of lower trust and confidence

Right

RJ You know

..as an organisation and that community then hears from members of its community

Right

RJ ..within the organisation, (inaudible) they don't trust internally, it becomes much harder to work with that community because they see it as reinforced the negativity of, of previous experiences..

Right. Right. Do you have a sense, same question then, but do you have a sense of, of particular communities in which this is a problem?

RJ My personal starting point would be – I haven't got any evidence of (inaudible)

No, no

RJ .. I would suggest that there are certain communities who have got a less trusting history, relationship with the Police, so African Caribbean communities, probably from the past and I would imagine with the number of issues at the moment around terrorists that there probably particular issues within both Muslim and Asian communities, which are, are also being carried out.

(inaudible) so I'm not confused. I think I may well be. And it's not you. (inaudible) Is, are you saying that you believe that it's the, the feedback that those communities, communities get from members of, from employers of the MPS that you feel is a greater impact on how those communities feel about the MPS then if (inaudible) high numbers of MPS officers and staff in the Service?

RJ No, no, (inaudible)

Okay

RJ No, what I'm saying is, as we've got more and more members of those communities in the organisation more and more of them are having conversations within communities in London so, (inaudible) the, the communities that in the past would not have had an insight of what's happening inside the Met are now getting an insight, because of this e-- expansion of numbers of BME staff working within the organisation. If those conversations are about people having a lack of confidence in our internal systems to, to treat them fairly, then I think that has a massive impact on community relations. That's

That's very

...and

Did you say, sorry, did you say you didn't have (inaudible). Did you say you didn't have any evidence to support that, or – I'm just trying to understand where you, where you've got that view

RJ That view would come to me from talking to members of BME communities

Okay

RJ ..talking to members of staff and the feedback from members of staff who feel that they've been treated unfairly about

Mm

RJ ..the difficulties they've had in talking about their experience within their community.

Mm

RJ ..and so, give an example of that, a, an Asian member of staff who, who feels he was chosen sorry, he wasn't chosen for a job

Mm

RJ ..treated improperly, and he's gone back, he's not been able to talk to his family about his fears because he feels that that will lead to them coming back to him and saying, We always told you it was a racist organisation. So it's led to a degree of tension, do you see what I mean?

Yes

RJ ..It's, it's that sort of degree of conversation which I think is really important.

Okay

Right. So, and the reason – ‘cause I, as you’re giving your answer I was thinking, Well, actually, maybe the two points are the same because the, the BME officer would report back (inaudible) already mistrustful community I’m not being promoted as I should be and therefore...

Mm

So that the visibility the, or rather the seniority issue is simply a, a, another formulation of the point that you’re making except I suppose that the, that the overlap is not complete because that person, that BME officer could report back, not “I’m not being promoted” but “I’m being treated unfairly; I’m not being given facilities to do ...” whatever so, so it’s not just a matter of progression; nor is it a matter of retention, nor is it a matter of recruitment, that, that the, the kind of trinity that we’re addressing. I was going to say holy trinity but that would be to, to introduce a, a religious specific. It, it’s – there is a fourth, there is a fourth aspect which is, which is treatment, isn’t it, which is may, it the treatment may be so bad that it may lead to exit and then it becomes a Retention issue, but it doesn’t have to; people put up with an awful lot to stay in a job. The question is of treatment: this is a, this is a completely distinct question to the question of Progression. What’s your sense of the range of, of, of com-- not complaints, of concerns? It’s your sense that, that when the report back is made the mistrustful community just to take your model, that, that what’s being reported is predominantly treatment? Or predominantly progression or, or some equal mix of the two, or, or retention or...

RJ I, I think I, I, I think I would start by saying; I think the treatment of staff is a completely different debate from progression and selection.

Right.

RJ I think as an organisation we are really strong on how staff are treated and there will always be examples of where it hasn’t worked, but I do think that we are very good on our day to day relationships internally, about how we manage people, talking to each other, how people behave, how people act. I think that that (inaudible) organisation is very good (inaudible)

Well, can, can I just, can I just (inaudible) challenge you on that, because it seems to me that developing as a, as a theme in, in, in, in the kind of discourse of grievance within the BME

circles is very specifically addressing the question of treatment and, and it, and it, and it arises in this particular context: I did something, I committed some minor infraction; and, but my punishment was disproportionate to the gravity of that infraction. And the disproportionality of the treatment, treatment is what discloses its racist aspect. That, that seems to me to be a, an emerging – I mean it's certainly emerging in the tribunals – the ET litigation, isn't it. And, and, and that the, the complaints that there in the pipe line. So I just, I just challenge you on, on that, on that point.

RJ Okay, I – come to (inaudible) first off and say I don't know enough about the ETs in the pipe line

Right

RJ ..because I'm not, not a, know, my own bit

No

RJ .. (inaudible), I'm not aware of, of the detail of them. One of the things which I think is really difficult whenever you're talking about diversity issues, internal diversity, is the fact that events over a long period of time actually get concertina-d into things that are happening now, so I would much rather look at either what's happening in terms of discriminous (sic) conduct at the moment, what's happening in terms of selection at the moment and talk about those as issues, rather than how people perceive they've been treated 'cause very often, when you talk to people they will tell you a whole range of things, but when you get into the detail of it, it's over a very long period of time and, and might not be a reflection of how the organisation is at the moment.

No, no I understand. I wasn't asking historical (inaudible). All I was saying is this, and this is, I just want us to focus on this. You, you said and I understand that, in terms of treatment, the organisation is good at treating people in a fair way. Who... progression, maybe that's another matter, structures, legacies and all the rest of it. That was, I think the general drift of your answer. And either pulled you up on that and I said, pause a second, consider this question of treatment in a specific application. Grievances being expressed about disproportionately harsh treatment of minor offences. Now I just – mean, you, you may not have a view about it; I'm struck by that, as an emerging issue.

RJ (inaudible)

Had this come to your attention?

RJ Sorry, I, I think I can probably answer. In terms of formal versus informal processes, so if, if I could just,

Yes

RJ The bit I was trying to answer is, the treatment in formal-- in informal processes. So on a day to day basis, how people are treated, how they're spoken to, how, how we work together.

Right

RJ I think it is significantly better than the past but also I think that we are a, a good organisation around that; I don't think there are, there are, that this sort of range of issues, I don't think that is a big issue. The bit you're talking about, though, is informal in the in, sorry, in ... Trying to get the "in" and "formal" separate (inaudible) from each other!

I, I, I get it!

RJ By formal processes, there are some issues at the moment which come out in the figures and need to be carefully looked at so,

But what's your view of that? I mean, I accept the distinction you're making

RJ Yes

But what's your view about that, that aspect, that formal aspect?

RJ I think that the difficulty with this – and if I just stick with PCSOs for a moment, there's been a lot of debate about PCSO discipline and, and the disproportionality within the outcome. The numbers of cases are actually very, very small

Right

RJ ...and therefore, it's quite hard to get beyond sixty five out of four and, four thousand five hundred staff. Actually, out of that sixty five, thirty five of them were BME. Is that just statistically a blip, is that an issue and we know that year on year the proportion who are BME has come down significantly and the numbers has come down considerably. So I think the trends, particularly around PCSOs,

Yes

I mean that suggests it was a problem and it's being addressed, rather than that it was never a problem.

RJ Well, that would suggest that we brought four thousand five hundred people into the organisation very, very quickly...

Yes

RJ ..Having brought them into the organisation, we had to develop how they were supervised, managed, how they operationally were led, I would say that operationally we made some mistakes about decisions on deployment which led to a number of HR issues; I think we've learnt quite quickly about those, so we now deploy people in far more mixed teams, whereas in the past PCSOs were posted on their own; we're now very clear about the need to have them with police officers and Sergeants in teams, so that they're not out on their own, so that they've got a better understanding of the organisation that they're working for and they're much better connected to it and that they have day to day supervision, a consistent supervisor over a period of time and I think those, it's that learning quickly from the fact that the number of disciplines was high, has brought the number down and has also reduced the disproportionality.

Right. So your sense is that, that, this what I intuit, just, just an intuition, has no-- really more validity than that; that, that, that one of the issues that perhaps we should be looking at in terms of ass-- assessing, the, the, the Met's posture on diversity and that is disproportionality and treatment in relation to formal (inaudible) processes

RJ and I think that

Is, is you think that's, you think that my intuition is probably wrong?

RJ I think, I think to -- your intuition that we need to look at it and would be to monitor it is exactly right, (inaudible)

But you think, but you think you're unlikely when you do do that, you're unlikely to find anything which is, which is particularly troubling?

RJ I, I think we already are doing that and we're changing processes constantly on the back of doing it. That's what I would, would say

Right

RJ But as we're learning things, we're making quick decisions and that's why we're given the example of PCSOs as a background of where we have seen something; we've monitored it, (inaudible) and, and things are moving in the right direction.

Thank you.

(Inaudible) a, a question on the PCSOs, (inaudible) we, we know that PCSOs in terms of their diversity make-up, roughly about 50 per cent, sorry, not 50, 30 per cent, is that right? Thirty per cent?

RJ Thirty one per cent, yeah.

Thirty-one per cent BME PCSOs. In your view, does the organisation make full use of the diversity within PCSOs and does it do enough to tap into that, so that those officers can then become police officers, so is it, is it making the most out of that as an opportunity to change the overall makeup of the Police service?

RJ I think we've got three big opportunities, actually. One of them is PCSOs, the other is Special Constables

Mm

RJ ..and the third one is volunteer police cadets.

Okay.

RK In all of those areas, recruitment of BME is significantly above Police officers regularly and the London-wide community. So we have

(inaudible)

RJ ..a way of engaging

Okay

RJ ..the communities, get them into the organisation

I ---

What, what are the figures in terms of cadets and what are the figures in terms of volunteers?

RJ Cadets are for--- forty per cent of cadets are BME

Forty?

Forty. I mean I, I'll read it rather than try and guess it 'cause I, I won't remember three different sets of data, if that's okay! Thirty point two per cent or thirty per cent of – thirty per cent of MSE are BME, and forty per cent of cadets are BME.

Okay. Are you having trouble reading your writing or something?

RJ I'm, I'm having the data was laid out in a way where it just made me very confused as to whether I was looking ---sorry, no, I was giving you the wrong figure. The BME numbers are for Special Constables, 33 per cent; the female strength is 30 per cent.

Okay

RJ (inaudible) before I read that and Cadets is 40 per cent BME and 47 per cent female.

Okay.

(inaudible)

Okay. And so PCO says it's 31 per cent. Yeah.

RJ I think so they're, within there, I think there are some significant opportunities to look at, at entry points into the organisation differently, ways people come in, thinking about actually almost saying that these are the ways you will come in to the organisation if you want to

come in and then, having said that, supporting people into the organisation rather than making them go through a convoluted selection process.

That that suggests a multiple point entry at, at the low lev--, at the lowest level. What, what (inaudible)

I just, I just wonder what your

RJ No, my suggestion would be

Not really.

RJ ..that they move from there into comfortable (inaudible)

It's just a process, yeah

No, that's what I mean. You create, you create, you create so to speak below Grade I levels at which they then come in and then go up to Police Constable within the organisation, rather than coming in at Police Constable level (inaudible)

Okay

Was that what you were suggesting?

RJ No, no, no.

Oh, okay, no, then

RJ (inaudible) I, I think first off if you take PCSOs and Police officers as entry points, the roles are different, the salary at entry is very similar and you wouldn't sort of compare one as being above or

So you wouldn't

RJ (inaudible) in another way

You wouldn't

RJ No. They're different roles. But they're at the same sort of level within the organisation. What you would say, though or what I would say is, a lot of people have come into PCSO roles to get a flavour for the organisation, to see how they –

Right

RJ What they think of it, is it a career for them, is it something they want to do and it's a way of them understanding more about it,

Right

RJ ..before they become

RJ But I do think that the point is your, where you started from,

Yes

RJ ... is a correct point, is that that we have three different ways of engaging the community to be far more involved

Right

RJ ..with policing before we get them into the organisation and I think we could make more of that, formally make more of those, (inaudible)

Wit—can I just tie down the specifics of (inaudible) what, we're really quite keen to make full use of the variety that exists in volunteers, Special Constables, PCSOs. What types of recommendations should we be coming up with, therefore, in order to achieve that?

RJ I think that there is a point where we could say that our recruitment into non specialised posts so non technical posts such as architects and HR people, but that we ought to be looking for all our staff to have previously worked, either as a Special PCSO a Volunteer or a Cadet, that they've got an insight into the organisation, they understand more of the organisation, they're more connected to the community and I think that we could moved down that route for almost all roles, whether they're police officer or police staff and I think that that would significantly change one, the people we recruit – I think we'd increase the numbers of BME recruits very quickly - and secondly, would change our connection with the local community of our actual long term paid staff (inaudible) but they, they just (inaudible) fitting them in there because it was a very useful way of engaging people in (inaudible)

(inaudible)

I'm not quite; I'm not quite sure why (inaudible)

RJ ..I haven't explained that at all well!

..my question.

RJ Can I just split these into two different things? PCSOs are members of the organisation, paid members of the organisation

Ye--, and how can we capitalise on them becoming, because of their diversity, becoming fully fledged officers? Is there ways in which we can make the system better, is there taster courses that we could be doing, is there buddying schemes that we could be do—mean, what, what can we do to tap into that?

RJ Two things. One, from, from the research that's been carried out, about 50 percent of PCSOs, BME PCSOs, become PCSOs with the intention of becoming police officers

Yeah

RJ ..if they like the

Yes

RJ ..organisation. Therefore its, we, we don't need to give them tasters; what we do need to do is to read, which is (inaudible) what we're looking at the moment but, but work quite quickly on changing the way we recruit, select and train PCSOs so that it becomes a modular component,

Right

RJ ..but if you choose to become a PC,

I see

RJ ..you've actually already done a big chunk of what you need

(inaudible)

RJ ..and then, on the other side, actually saying of the however many PCs we want this year, a chunk of them must come from PCSOs.

Right

RJ So, saying 20 per cent failed

Okay

RJ ..(inaudible) need to work through what the figure meant

Okay

RJ We could do the same with Specials; the Special Selection process is actually exactly the same as the selection to become a Constable. If a person who applies to become a Special completes training, has all the powers of a police officer, then has to apply as if they're a member of public from the word Go.

(inaudible)

RJ Now if we were then to say, actually a chunk of these

(inaudible)

RJ ..will be people who have worked as a Volunteer Constable with us, who've proved (inaudible)that they want to do this who we can support through, we could get those people into the organisation without putting them right back to the beginning of the

Okay

RJ .. and predominantly reducing probation, you know, there's some real cost savings in this, this as well, it's not just about getting BME people in; this is about reducing our costs and recruitment and training, because at the moment we recruit, we train and we give uniform twice for those people who go through those entries instead of actually cutting it down and (inaudible)

Absolutely. Absolutely

RJ (inaudible)

And we can usefully reflect on that within our report. Great.

Yep. I just want to be quick, 'cause of time, Rod, but I mean, there are, there are some very good conversion courses a, around at the moment around what you were just saying, but I just want to home in on one thing, because PCSOs and you've just articulated it towards the end of your answer there, you, you know, given as to the, the purpose that, that they were brought in for, there's a good business case to be made out for, for them, the business case for diversity within PCSOs has been cleared. We've heard an example within Trident of a very good business case established. Do you think other Commanders and Officers are examining the business case of better diversity and equality in, in the Met? Do, do you think they have that same mind set?

RJ I, I think a significant proportion do because you trip over it daily to deliver policing. It is very hard to think about any policing initiative in London without without the diversity elements of what we're trying to do. If, even if you just come down to the, the cost of interpreters and translators, the understanding of cultural difference when you're planning operations, all of those aspects, whichever bit of policing you're involved in, it is incredibly relevant and I don't think at, at Command level there's anybody who doesn't see that and I, I think a few years ago there would have been some difficulties with some people but I really, j—you just couldn't do your job without realising that.

Yi --- but, but, but if, if the organisation knows that

Why, why don't they do anything about it?

This issue about BME individuals within Specialist Operations, as an example, isn't a new thing; everyone talks about it as if it's known and yes, we recognise it's a problem, but yet the organisation does nothing. Or very little; at least, certainly nothing comprehensively and consistent. So, from what we un—what we understood from Helen Ball, she decided to do it off her own back. It's not something that the organisation has clearly set, leaders to, to assess and to deliver upon and it certainly doesn't seem to have helped them in being able to do that, either.

RJ Well, the only thing I would say is if you came back and looked through police notices, almost all of the specialist operations central operations and SCD business groups, have run specific open days and processes to support people to get people into the organisation and those don't just happen because somebody hasn't thought about it. That is part of the diversity strategy of the organisation, to try and engage people. So I think it is there and I, I, I just don't think

I completely disagree with you. Running open days is not the answer to this issue, if you accept that actually there an operational imperative to make sure that the work force is diverse enough to, to deal with the complexities of policing a complex city – that can't be, that can't be the response. They don't match up, Rod, quite frankly. I'm, I'm, I'm not, I'm, I'm not attacking you here, but, but what I am trying to get is a recognition that even if the organisation understands the operational imperative and the business case, nothing is – it's, it's not considered enough, in order to, to kind of effect change. Nothing's really happening.

RJ Well, I, I think things are happening

No.

RJ I, I think what

Oth—Other than the work, other than the open days, tell me what's, tell me what's happening.

RJ (inaudible) I think if you just look at the numbers and I haven't got the numbers to hand but I know that, that in (inaudible) I have the, the numbers very (inaudible)

I've got, I've got the numbers here.

RJ But the numbers of BME officers, just (inaudible) police officers in business groups has increased.

Right.

RJ What we have in the organisation, which is perhaps something which we need to really challenge ourselves on, is this lag between a decision that we want to do something and our ability to actually deliver that

Right

RJ .. and particularly where you're looking at the big BME recruitment of the organisation that's happened in the last five years. So, when you're looking at the more-- the roles that historically have gone to officers with longer service, actually the pool that historically was

Okay

RJ .. (inaudible) it's the same as the promotional argument

Okay

RJ What I think we need to do – which is your point – is, if this is such an imperative, how do we get past that you need five years doing other things before your

Okay

RJ Competent to be

Okay. Can, can I ask you one question? Does, does every single Operational Command Unit in the Met have a target in relation to diversity and recruitment, within each OCU?

RJ No.

Okay

RJ Not that I am aware of,

Okay

RJ So, I'm saying No, but that's a, and I'm just trying to work out legally how that would work and that's probably what's in the back of my head, that we might not have a target about where we are but an expectation to increase, but I'm not sure.

Because of legal constraints?

RJ Yeah. (inaudible)

Okay. That's not the case.

RJ (inaudible) or proceed---

'Cause in fact, in, in fact (inaudible) and Vice Unit challenged legal advice on this matter when they needed to recruit someone from a particular background because they were

pursuing a, an organised criminal network so I know there's that, that, that bit doesn't hold water, but – okay, now that (inaudible)

RJ Well, well it holds different types of water (inaudible) if you've got a very, it's very easy on a specific post

Yeah

RJ ..within a specific role, to make a genuine operational requirement for it, but if you talk about OCU, BME generic numbers, you're getting into a difficulty around segmentation and I think that's the bit

Segmentation of (inaudible)

RJ Well, a, a bit about setting a target of how many people you're going to select from different BME categories. And that's the bit's difficult, isn't it, 'cause there's no – it's, you couldn't, you can make an occupational need around particular operations

(inaudible)

RJ .. but to generically say, I need BME people, is much more hard, or much more difficult, to evidence and

Is it? Because, because

RJ .. and to hold together

..you, you can set the business case on, on two fronts, not just in terms of the kind of specific operation, policing operation, but also in terms of the need of, the needs of the wider OCU. Trident is an example, the Counter-Terrorism Command is an example and there are others. So, so..

RJ (inaudible) I think that they will do – I don't know whether they have specific targets – again I have to come back and say I'm not sure.

I don't think they do.

RJ But I would come back and say,

Mm

RJ ..Yes, those are making specific reasons. But to generically say we're going to recruit this number of people from BME backgrounds wouldn't work, or wouldn't be, wouldn't in my mind be appropriate, because you don't know actually what you want people to be doing, therefore which BME background would you be asking people to come from? You might recruit a significant number of Turkish people into Operation Trident which might not be an appropriate game, (inaudible)

But you, you, you, you'd do the analysis first, wouldn't you? And that's the whole point of making a business case,

RJ Yeah

..is to understand what the need is.

RJ I, I think

I think Avon and Somerset would ad—advise you (inaudible)

I, I think, I, I think on

Okay

RJ I think on a specific level I completely agree with you.

Okay

RJ Specific to each OCU deciding what its needs are to deliver its bit of business

Okay

RJ Completely agree.

Okay

RJ The organisation, (inaudible)and it's – this is probably me misunderstanding what you're saying, the organisation to say each OCU will have this number of BME people in it or that's the target of BME people

Yes

RJ ..for each OCU, I don't think would be defendable

(inaudible)

RJ That's probably

(inaudible)

RJ ... the difference I'm making.

Yeah, yeah. It's i—it's in this

(inaudible)

..Dialogue to Delivery, they've recommended

RJ I've not seen (inaudible) that

..which the Senior Management Board has accepted. Okay. The same of course could be extended to boroughs but 'cause at the moment you've got police officers who by and large choose which borough they want to work, which doesn't always marry up with the sort of make-up of the communities in which they serve. So I think there's one, I think it might be Barking and Dagenham,

Yes

I can't remember, I think it was based on our workshop that we held last week and it actually had a very large

(inaudible)

.. number of BME officers but that is not reflected in this community outside, so he's actually thinking

(inaudible)

Yeah. Interesting. Okay. Okay, then. I don't want to extend this any further.

(laughter)

Thanks, Rod. Is there anything that we haven't raised, that you want to?

RJ I just want to put

Briefly.

RJ ..back into context, it will be very, very brief.

Okay

RJ Contextually, I think the fact that we're able to have a discussion which is quite – around a very sensitive issue, openly and to think about how we might change the future is a really important thing for us to be doing. I think it's a, a good time for the organisation because we've achieved so much in other areas, such as come back and say, here's an area where we potentially could make even more achievements and which could undermine, undermine is not the right word but underline (inaudible) improvements and other performance so I think it's, it's at the right time, but it's at the right time

(inaudible)

RJ ...because where we are on the journey from ten years ago with Stephen Lawrence Inquiry and, and beyond which we wouldn't have been able to have then.

Good. Thank you very much.

RJ Thank you.

(applause)