

MPA Race & Faith Inquiry

HELEN BALL, CHIEF SUPT OPERATION TRIDENT

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CHAIR: Cindy Butts

Panel Members: Anthony Julius, Bob Purkiss, 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.

CB .. through very, very quickly, use the mic. if you will. We're tape recording sessions, we're going to be doing transcripts at the end which you will, not, not at the end of the session but in due course, so you will get the transcript, have a look at and review, panel, Anthony, Margaret, Bob, which I'm sure you've got the full biography somewhere around, we'll be talking to you for about an hour or so, roughly and at the end you'll have an opportunity to, to raise anything that you haven't had a chance to talk about. Before I kind of, kick off, can I, can I ask you just to say very, very briefly though, just the – what part of the organisation you represent?

HB Yes. I, I represent Trident, which is a unit within the Specialist Crime Directorate. This I run and Trident deals with shootings in London and because shootings are very disproportionately centred in black communities, we deal almost exclusively with black communities in our unit.

CB Thank you. On, on that basis and given your role with Trident, in your opinion does race and/or faith affect the experiences that black officers have, or staff have within the Met?

HB Yes – of, of course, their experiences do. All our, our backgrounds and our experiences affect us and that's probably particularly true of officers and staff who seek to join Trident because they know before their joining, before they join the unit that they're joining a unit

that deals very much with black communities and has been working (inaudible) almost ten years now, to develop really strong working relationships with black communities in order that we can increase the amount of trust and confidence and therefore the amount of intelligence that comes from those communities, the amount of witnesses who are willing to come forward and give evidence in cases, to solve more cases and therefore create a virtuous circle where people become more and more confident and we can reduce shootings as far as we possibly can. They know, sorry?

CB No, go ahead.

HB I was – I think officers in particular know that there is a case that, if a member of our black communities is dealt with by an officer who comes from the same background as them, understands some of the problems that they're experiencing and has a, perhaps more sympathetic approach or empathetic approach, then we're more likely to succeed in getting that person to be a witness, or in getting them to give intelligence and so on and therefore Trident has set itself a target of increasing to 15 per cent the proportion of black and minority ethnic Police officers within it.

CB Okay. You, you talked about officers knowing the value of, black officers knowing the value of their background in dealing with Trident related shootings. How do you know that, at the other end, how, how, how do you, what, what's the evidence that you have to assess that those officers do make a positive impact? In a sense, what's the business case for it?

HB All right. It's, it is true, it's partly our officers and it's also our communities and also the Trident Independent Advisory Group which has existed for as long as Trident and advises us very carefully on how to really make proper relationships with black communities. We have a small, a small number of cases where we know that officers have tried and failed to, to persuade a victim to become a witness and we have tried once more, with an officer from a black and minority ethnic background and that has succeeded. It's a very small number of cases, but, but, it is there and I think people, I think we all instinctively accept that the more that we can provide officers who are empathetic with our victims, the more likely we are to

succeed. But it doesn't just stop at skin colour and there are, you know, white officers who for example have been brought up in Peckham, gone to school in Peckham, who are more likely to succeed with some of our, within our communities than a black officer who's from outside London so it's not, you know, as, as simple as "let's increase.."

CB Sure

HB "...the number of black and minority ethnic officers."

CB Okay. But focussing just on that aspect, what-- in, in knowing that that makes, has the potential to make a positive impact on the outcomes of solving such cases, what have you done in order to try and increase the cadre of BME officers?

HB I've, for, for a couple of years now I've been meeting regularly with the Black Police Association and they're one of the drivers for this. They've also raised this as a business case. They have assisted us so that every single advert we put out, we circulate to the BPA and they put it out amongst their members. We are running a, an internal action plan to try and reach this increased target and that includes publicising the Unit; we send staff to speak to every Detective Development course at Hendon, which talks about Trident and also actively seeks to recruit minority officer--, officers to come in. We are very supportive of the Equip to Achieve scheme. We have two Trident officers on that scheme, which is more than any other OCU in the Met and we have offered an attachment process for the officers who are on Equip to Achieve to come and work alongside us. And I, and I firmly believe that the more people we can bring in on attachment, the more people will really understand the nature of the work and they'll be able to make a good decision about whether they want to come and join us, because it is certainly true to say that, from the outside looking in, Trident appears to be high risk, you need, it's very hard work, sometimes thankless work and it can be, you know, and you need to be very resilient. Once people are actually in, they don't want to leave, which is really great and that's a message we need to get out, which is, you know, it may look like it's a quite difficult world from the outside, but actually our communities are tremendously supportive of us. We've got better relationships, I think,

than we've had for, for very long time and you won't want to leave once you're in. (inaudible) we're trying to put that message out. We're planning a, an open day and we have run induction sessions, we've had some, some new teams moved (into?) us and we've run induction sessions for them, which involved members of our IAG talking about their own personal experiences.

Yes. Please.

BP Can I just ask a question here about-- you, you spoke, Helen, really about people having the right aptitude to be able to do the job properly, or that's what I think comes out of it, anyway. And here you, you know, you spoke about the, in terms of BME, the disproportionality of the crime so therefore there's a justification factor there, in, in making out, I think what I've been reading, is, really good business cases that's made out there, in that sense. How do you test the attitude of someone coming into Trident, to make sure that they have that right attitude within the BME community? Someone who replies, for example?

HB Just, just that any individual knows..

BP Yeah, any officer that, you know, may wish to come in to Trident, I mean

Yeah

BP ..I'm, I'm sure-- it doesn't, it's not reflective of other directorates, is it?

HB What, the attitude or ..

BP No, no – the, the number of officers that you..

HB Ah, I see. No, we're currently at 10 per cent – over 10 per cent of black and minority ethnic officers in Trident and that's-- for a detective based OCU, that's a very high level.

HB How we test: firstly, the, the, we would have been kind of out there, informally recruiting anyway. Most of our officers come in from working on Borough. They, we are, in geo— geographically based units, so they will appear at those Police stations and they're working very closely with the officers at those Police stations and so, when someone turns up who's motivated and, and good and has worked well with us, then there's an informal recruitment process already started. We also have our, you know, our Open Days and so on, to meet people. When our advert. goes out, there's a 'phone number and they can ring in and we will always welcome people in for attachments, because it's important that they know exactly what work they're getting into and I say that because, in professional terms, the level of responsibility for a Detective Constable or a Detective Sergeant is very high. You know, a shooting is a major crime and you can be a Detective Constable and the Investigating Officer running a, a shooting investigation which is, you know, sort of a high level of professionalism is needed. When we select, we, all the Met selection processes are competency based so we say what competencies we want the officers to evidence. We check that that's on the application form, it always includes the Competency of Respect for Race and Diversity and also community customer focus which is, again, is exploring similar areas and we look for what they say on application forms about their, their hard experience in those areas and then we test that again in the interview, as well. It's a, it's a good process; I think it's, it's improved by people having a very realistic idea about Trident, and therefore people I, I'm sure who, who for some reason don't want to work properly with black communities are deselecting themselves before they, you know, they're not applying.

BP But am I, am I right in thinking, or wrong in thinking that the competency based test that you would have for Race and Diversity – and, and, you know, we all know how to fill those out on a piece of paper – but then you said that's further tested. Would that be tested differently in your Directorate than in others?

HB It might. But not, not because we've, you know, consciously set out to say we must have more rigour on, on this. I think the way it might be tested is because those people who are interviewing know precisely what they need to produce at the end of that selection, which is someone who is not just going to go and investigate crime and, and in a way it doesn't really matter how they build their relationships with the particular victim. We have so many of the victims of shootings in London who completely refuse to assist the Police investigation in any way, so they'll be lying in hospital and they won't say where it happened, when it happened, why it happened, they won't give you clothing for forensic analysis, they won't-- and the most they will do is say, "I understand that I may be in danger of being shot again and I don't want to take any advice from the Police" and they might sign a statement to that effect, so we have to have investigators who aren't just going to go along and say, "Oh, well, okay, I give up"; are going to persist with that case and work with that case and build a relationship and they need to be very, very skilled detectives.

BP So, so the, so the key is in the assessors having the right ability and competence to assess, in that sense?

HB That's absolutely right, and having the experience of the work that we do to know what they're looking for.

CB Okay. And, before I hand over to Margaret can I, can I just ask you this question about, about what you attribute, why you think you've had success in your OCU? Now, on the one hand, what I've heard you say is, you know, BME office might, officers might be naturally inclined to want to join Trident because they see some form of affiliation to the work of Trident and on the other hand I hear you talk about processes and the efforts that you've made around recruitment and encouraging BME (stocks?). Which is it? Or is it both, in, in, to what degree can you attribute both of those things to this, your success? Relatively.

(Laughter)

CB 'cause we want you to do more, of course.

HB Of course. So do I! Well, it's both and then it's a bit else, I think.

Okay.

HB You, I think, I think we're, we're at a point where we've got enough people from black minority ethnic communities inside Trident now, that they're the best recruiters. And so, when they go and say to, to other BME colleagues, "Look, it's, it's good work, there are communities like us, they, you know, it's worth doing", that's the most powerful thing that can happen.

Mm

HB You can have all the processes in the world you like, but if you haven't got people who whole-heartedly will recruit for you, then you'll, you're never going to succeed, so how is it that we have officers within Trident who have the confidence, the self esteem, the enjoyment of their work, to say that to other people, that's been very key and we've been quite light touch around recruiting-- increasing our recruitment levels; we're taking it slow, because one of the consistent messages from the black officers who are within Trident is, make sure that the officers coming in are the high standard, they know how to do the job, they've got resilience, so that they will succeed when they come in and I think that's vital that, having recruited, the officers are given the opportunity to, to achieve. And, perhaps I can just refer to my own experience as a, a female officer, that if I'd felt that I'd got a promotion or a job because they wanted to tick a diversity box, then I would be suffering from a most horrible lack of confidence in performing that role and I'm – you know, I like the fact that I think the Met selection process, there's a promotion processes, are sound

because I can then sit back and think, "Yeah. No, I was properly selected and therefore somebody thinks I can do this job well."

CB And you think they are sound?

HB I think our promotion processes are sound. Yes, I think there is-- I certainly think there's work to be done about people not deselecting themselves and thinking that they can't come forward to the promotion process, but I do think, once you're in the process, that it's, it's a carefully managed process, it's scrutinised, I'm an assessor myself on promotion processes and so I know that how, how I and my colleagues behave and, and how we are quality assured and observed in our work and I, yes, I think they're sound.

CB Okay. I'm sure we'll come back to that. Margaret.

MB (inaudible), thank you. Can you pick up, just to develop more about round your recruitment processes. Given that you've been confident enough, I would argue, to request that you have a percentage figure increase of 15 per cent against the Mat, Met nationally in relation to their, their figures, how much do you think the work you're doing around recruitment and the formal and informal processes that you've talked about, have been understood and are valued by the organisation, or are, or are, or are recognised as sort of models of good practice?

HB Mmm. I think that it's partly that it's, it's developing and maybe slightly early, and, and also that I haven't actually gone and said, "Look, MPS, look what we're doing." Haven't really felt confident to do that, just yet. But in the last year or, or eighteen months we've gone from 8 per cent to 10 per cent and now I think that's starting to look rather significant, so – I think the time has probably come to say to the Met, "There are some special things here. Firstly, there's a very worked out business case and you've got to have that and, I think you've, you know, we, I, I, I'm not inspired by everybody reaching 8 per cent. I'm inspired by Trident because of these reasons, reaching 15 per cent. and I think other people understand that,



and they'll (inaudible) sign up in the same way. So firstly, there's this business case, secondly there's this critical mass of officers and staff within Trident who are ambassadors, thirdly there's the relationships with the community and your, your response we're showing to what the community is saying to us about the needs filled and then, fourthly, there's the distinct processes we put in place. Now if, if Trident has achieved this so far, then the Met could usefully do two or three things, not a whole load but two or three things to support us to get to, you know, the next stage.

Mm

HB And I think it's, it, it's not the organisation's fault that I haven't put that case to them yet, I just think that you know, it hasn't really been, it, it hasn't really been possible to put it yet, but I do know I need to make that case.

MB Mm. Thank you. What do you think, what would happen, do you think, if there wasn't so much of a business case? 'Cause other parts of the Met enable the argument, all the other factors are there, but the business case isn't there so how, you know, taking out the business case, how, how do, how do you think you might be able to sell it to the Met? I can see, clearly, that that was actually the absolute answer to some divisions; well, there isn't this, they don't have a Trident focus or a black and ethnic minority community directly (inaudible) to respond to. How might you, (inaudible) you've been saying (inaudible) the other things that you've done. What do you think some of the answers might be around that?

HB I find it quite difficult, because you, you know, I think probably I just always look for the business case. So

(inaudible)

HB ..if I moved into a unit where there wasn't such a self evident case

HB I would be thinking, Well, where is it? And I would go find it, 'cause there's always, there's always a, a case. And so-- but I do think that there are some units that have a stronger case than others and was this absolutely right to be seeking to increase our minorities ac—across the board. I think it is also right for three or four maybe units within the MPS to be further supported in increasing more highly. If I really couldn't find a kind of hard headed business case I'd look for the other thing which is, that I think is special about Trident and that's the, I've heard it described as a sort of emotional coalition and you know, that there is sign-up underneath the, the wish to bring down shootings in London and stop the blight on black communities that they are. And they are a horrible blight in all sorts of different ways and it's very easy to sign people up to that emotionally.

Yes.

HB So that's the other thing I'd be looking for – If you can't find the business case, where's the emotional, inspirational factor that you can sign people up to?

Yes. Thank you. Is, is there not – in absence, just, just developing that idea about this business case. In absence of a business case, do you not believe that a, one of the prerequisites and quite a key one, for promotion, advancement within the Met, is having had experience in some of the specialist units? So isn't, isn't that a reason in and of itself, to want to seek better representation

Yes

Across a specialist unit for BME officers?

(inaudible)

HB You mean, to, to get to the very senior levels,

Mm

HB You'd need to or you ought to have had experience

A variety of experience, not just

HB Yes

On Borough, for instance.

HB Yes. Sorry, I don't think I'm with you (inaudible)

Well, I guess what, what, what I'm saying to you is, you, you said that you would, you struggled to see how it is we can argue for better representation within the specialist unit, without a very clear business case which Trident obviously has, 'cause it, you know, there's good reason for wanting to improve representation 'cause it deals with the black community; I'm asking more generally as to whether or not you think it's a, it's, it's right and proper for the Met to try and get better representation across specialist units? Aside from Trident?

HB Of course it is, I'm sorry, (inaudible)

What about the Dogs Unit? What about the Firearms? (inaudible)

HB (inaudible) Absolutely. What I, I think I, what I meant to say was, if I was, that I would always seek first the business case. I think there, you'll always find a business case in whatever unit you're, you're in, so you look at what that unit exists to achieve in terms of its objectives and then you think, "Okay, where is my business case around diversity that's going to help me achieve this – these objectives? So my reply to that question was, was just that my first move would always be to look for business case. And then there is, there is absolutely, the, the point you're making, which is, you will always succeed as a unit better if you have a wide variety

Mm

HB .. of people, with a wide variety of experience, backgrounds, thinking styles and so on and you always succeed much better with that variety and the specialist units are as much in need of that, maybe more, than say Borough units and the reason I say maybe more, is because some of the specialist units have less interaction with communities than Boroughs do, so they're not having the same sort of input from community members. Sorry. Sorry, I thought you were

(inaudible)

HB ... okay. So not having the same input from members of their community as Boroughs always do

Yes

HB And therefore, that internal diversity is particularly important.

MB Did you decide off your own back to increase the target for BME representation?

HB Trident decided, yes. We had a meeting of our Senior Management team and we'd had some focus groups with our own BME officers.

MB There was no encouragement, or from the Centre, for instance, or discussions with the Met Senior Management team?

No...

MB It was just literally something just off your own back..

(inaudible)

MB You felt, "This is important" and you decided to do.

HB We thought it was important, we were being told by the IAG, the Black Police Association it's important, we decided to do it; when we did do it the Met said, "That's great" and they've

Right

HB ..been very supportive, so, yes...

Yes, right.

HB But it wasn't strategic kind of, directive from the centre of the organisation.

Mm

Can I, can I just..

CB Margaret.

Sorry; I'm coming....

CB Okay. Okay. You go and then I'll...

CB Just in terms of a question, did (inaudible) manager, managing a significantly larger percentage of black and ethnic minority staff in your ... do you think there's a different style or culture that you've created, in Trident that-- you know, as you said, when people come they don't want to leave? There's something about the culture that you've done, to change the way in which, you know, I don't know what your percentages are around women, whether there's a disproportionate level of women in that section, so I'm trying to understand whether it's something about you, or something about

Inaudible

CB .. the culture you've en—you've created and whether the black-- that process can be codified and transferred to other parts of the Met as a learning process, or a way in which other part—departments work.

HB Just to, to mention around our other –

Mm

HB --diversities, we were at about 16 per cent women Police officers but the, there are five superintending ranks and two of us are women, so, (inaudible) very senior ranks and we're quite disproportionately female. Police staff, we're 24 per cent black and minority ethnic Police staff, which is, just below the Met's target but is still very

Mm

HB .. high and female Police staff, it's 70 per cent which is disproportionately high. I, I wouldn't like to say how it's happened. I do think Trident has a grown-up culture. I think that comes from the fact that we're dealing with serious crime; we don't, you know, mess around thinking about the small stuff. We, we get on with what's a very important job and it's not just serious crime but it's serious crime impacting in, in real communities with-- full of people who we know and have got to know and, and who we care very much about and we're doing that in partnership with those communities, particularly with Trident IAG. And, you know, it's hard to describe what it is about it, it being a grown-up culture, but it is, it's relatively non-hierarchical, I certainly – the, the, one bits of leadership I've given is, we're on first name terms with each other, to try to break down those hierarchies, because I'm absolutely sure that, you know, a Police analyst or a Detective Constable has as many good ideas and needn't, mustn't be stifled in bringing them forward. And as a grown up person who handles their life in a grown up way, and so, that's how they deserve to be treated. So I think the, you know, qualities of respect, confidence, self esteem is quite high in Trident. And, and we think what we're doing is important and that will contribute to, to good culture.

AJ I get the impression that Trident is a kind of oasis in a desert, so I'm, so I'm wondering what your experiences of people being promoted out of Trident, I mean particularly BME officers,

being promoted out of Trident and into other parts of the organisation. People don't want to leave, I understand that, maybe that some people can't leave because they find that, that the promotion possibilities aren't there for reasons that we're exploring as a panel or generally. Is that your experience, (inaudible)?

HB No. I mean, people do leave Trident and, and often it is on promotion, because they, you know, they've decided to take that step and they wouldn't have left otherwise. They would, they'll leave for another job. And we had a recruitment process recently to, to promote Detective Constables to Detective Sergeants and our minority women in particular did extremely well on that process. And we, we haven't, I haven't had feedback of people going out into a, you know, really difficult world and, and I wouldn't describe Trident as, as an oasis, from my own experience. I, I came to Trident from (inaudible) Firearms Command and contrary to what everyone thinks about that unit, found it an extremely supportive, positive unit, full of intelligent people and it was already doing work to increase the number of women within, within (inaudible) at the time. I think that my experience of, of the Met hasn't been of a, a harsh, abrasive organisation; I've, I've found my colleagues to be respectful, supportive. That hasn't changed at all as I've be-- become more senior and they, you know, they've been friendly and willing to work with me and for me.

AJ The, the one of the reasons why the Panel was set up was because there is a, I mean in its evidence in the statistics, there is a, a, a kind of slackening amongst BME officers in rates of success. In recruitment terms, moving up the, the ladder. That, that the, at the, at the recruitment level it's quite good, and as you get higher it's as if there's a kind of sluggishness that builds in, which becomes more and more difficult, to get to the top and, and we're convened in order to investigate why that might be so. One of the reasons that's been floated and it's the obvious reason, is that there are institutional constraints of a, of a discreditable nature – prejudice, false expectations, people recruiting in their own image and so on. And that these are the reasons, or at any rate they're chief among the reasons and I wonder whether you could just comment on that? Whether that accords with your own perception, whether you think there are possibly other reasons, what those reasons might be. I mean, if you accept the premise, which appears to be the case, that there is this under-representation?



HB I, you know I haven't, obviously seen the Met figures so I'll be speaking from what my belief is. I think if you look at the progression of women within the organisation, then it certainly can't be true to say that people recruited in their own image, because there are women coming through the ranks now and, like myself, we were promoted by our male colleagues and, and I think that we are coming through in some numbers. I, I would anticipate and I think it's, it's proving to be the case that the progression of black and minority ethnic officers will, will go the same way, you'll see the specialist units gradually increasing, as they are doing, as that bulk of, of people who were recruited become more experienced, we do start to specialise, we do start to get promoted. And I genuinely believe that, that that will, that will change over time and it'll change quite soon, now. So I (inaudible) think that the comments that have been made are based on a very small number of cases and it would be difficult to make the com—to draw the conclusions and I can only balance against it my own experience which, which really is of honest support, a kick up the backside at the times when I've needed it because you know, I've, I've been more likely to de-select myself than to go for something. And a promotion process when it actually happened, which I haven't sailed through every time. You know, I've, I've failed promotion process myself and on reflection afterwards, quite rightly so. I wasn't ready. So, and then when I go to the other side of the table and think about us and how we're trained, and how we're observed (inaudible) how carefully we take that, as a responsibility. I, I say that the problems I think are not with the processes as they currently are and they are with the, what leads up to them, the informal conversations that go on, which aren't always negative, sometimes are, are positive about going for stuff and the, and the risk that people are de-selecting themselves and just not coming forward for a process.

AJ So you would say, last question, so you would say amongst the reasons that, that we should focus on, should this under-representation, there, there are two. The first is self de-selection, or not being up for it and slightly less, more straightforward language and, and secondly, that it, that it just takes time for organisations to change and that there is a process?

HB It, it can take time for the Met to change,

AJ Yes.

HB Because if you, you know, if you think about say, recruiting somebody into Trident and (inaudible) similar for promotion, that person really does need to have had the experience, the training and, and, you know, in some depth, before they can succeed in Trident and it would be completely wrong of us to, to take someone in who wasn't going to succeed so it will properly take a bit of time and the work to be done, I think, is, is at the front end, around spotting those people who are nevertheless, through a lack of confidence, or lack of self esteem, saying, "No, I, I won't go for it this time" and noting those people and encouraging them.

Just for me to understand just quickly, if I may, this issue about de-selection.

HB Yes.

Are you saying that, you said that you've de-selected yourself out of processes in the past and you say that people do that. Do, do they do that on the basis of not having confidence in their own abilities, or not ready for a particular role as yet, or do they de-select because they don't have confidence in the system?

HB I think they, I think both things are at play. And therefore you, you're quite right. So I mean, I've saying work needs to be done around the first area, work certainly needs to be done around the second area and you've heard that there isn't confidence in the system and although I'm trying to be reassuring about it, from my own experience, that conf—that lack of confidence is absolutely real. So, yes, there needs to be, I think, really strong communication about how a process has worked, what it's revealed, and we need to be quite open and transparent about that.

CB (inaudible). Is there anything else you can share about how we might get greater levels of confidence? Or is it just about communication?

HB Confidence in the processes?

Yes.

HB I think – I think that there isn't a, there isn't an opportunity really quite carefully to sit down and look at how things have gone, over time. So we-- we run a promotion process, and I'll just stick to promotion processes and look at the results from that one process and get very anxious about it and change and then we do the same again and change. And I think the, the sort of complexity, the human factors that are at play here, the, the change over time, isn't coming forward so it is about communicating, how things are changing and I think it is about building in more transparency so that-- you know, maybe people would have more confidence in how assessors were going about their work, if they were able to observe that and that, that's the, you know, be quite a big change and you've got individual candidates who might not want that to happen but nevertheless I think transparency around the (inaudible) process is, could, could be increased.

BP Yeah. But (inaudible) quite fascinating how in the way things are coming out here, from, from what you were saying. Because of, I mean, we've looked at the processes but some of the perceptions that we're hearing is that the impact of the process is there are different outcomes and disproportionate outcomes in terms of people being able to get further. You said that's changing and, and you know, with, with yourself as an assessor in that sense, having that – I was going to say, emotional culture, just using your words, twisting them to fit

Mm

BP But having that culture of positive thinking, in that sense, maybe that will change things. Although there are still some people think that, you know, if you're a female or if you're from a BME that, at certain levels, you have to be twice as good to get half as far – I think that still is a perception that some people may have. One of the things that I just want to come back to specifically, because I, for some silly reason I just happened to be watching a programme last night on CO19 so, and I didn't see many black people in, in that, black officers in that pro-- programme, so I don't know when that was made. But it was something that you, you said just now, which quite fascinated me. You said in Trident, we don't, we're grown up and we don't, we don't deal with the small stuff. And yet to, and so therefore, you know, this whole issue of equality, diversity, respect, business case, etcetera, etcetera. To you is a very big issue, within the job and yet there appears, at this moment in time, that other people see that as a small issue, not part of the bigger issue. Do you think that, and, and there are informal processes, do you think that within your peer group -- and I'm talking now at Chief Superintendent level and the Superintendent level, there is still work to be done on, on that?

HB Well, it, in that we're quite a large group, of course, there are some people, you know, people have different ways of (inaudible). I do, do think though that anyone who, like me, is seeking to reduce crime, build relationships with the communities, promote community harmony. They, they will all be in order to do their job properly, they will all be looking at the diversity element of staff, how they're working with those communities, they'll be looking at building those relationships. And so, like me, to them it's not a small thing, it's one of life's big, big things and, you know, I, I, I think it's that, that, that most Chief Superintendents with a, you know, with a proper job to do, will be doing diversity, will be, be managing diversity, will be promoting diversity as one of the most important things they do.

BP If I can just come back on one, one point because I made reference to what I saw in CO19 activities last night and one of the comparators that we may have to look at is how there was a speed of change, attitudinal change and cultural change within the Northern Ireland Police service and one-- one of the things that was key that came out, anyone you talked to over there who was in the Policing community would tell you that, just changing the words Northern Ireland Police Force to the Northern Ireland Police Service, actually re-focussed

people's minds on why they were there as Police officers. I mean, it just seems to me that what you were saying is that, within Trident, we're providing that service. Every time you spoke about it, it talked about, you talked about it in, in a, in an inclusive way, whereas there's still the evidence that seemed to come and this is only from something I saw on the television was that CO19 is still acting as a, a force rather than the service and if that makes a difference. I understand, you know, where things come from (inaudible) but maybe just tying all that up without the specifics of the, the two, would you say that that service culture is something that will drive people to become more inclusive in total?

HB I, yes, definitely. I, I feel very strongly that, that we are public servants, we do exist to provide a service, we work best in partnership with communities that (inaudible) by that service (inaudible) doesn't become (inaudible) service and in that way, you, we get, I get very clear about how best to go about it and you know, we, we suffer from (inaudible) and Trident are no different because they, they know that the only way that we're ever going to be able to systematically reduce our shootings is by working with the very communities that are being blighted by those shootings, because only then will we get the intelligence we need to prevent a shooting happening, and that's (inaudible) but only by working in partnership with communities can we succeed and therefore we must do whatever it takes to be able to build those partnerships with our communities.

BP Same aspect applies to burglary, the Prevent program on terrorism and all the rest of, doesn't it? (inaudible) *raison d'etre* applies, does it not?

HB Yes, yes, I think it does. And, and also, there are some crimes (inaudible) few of them but this is one, shooting (inaudible), that are so disproportionately impacting on a particular community that you need to pay particular attention to that community (inaudible).

Thank you.

MB Just wanted to pick up on (inaudible) a point you made earlier in response to what Bob said. I just wanted to get your feeling on. Given that, you know, equality and diversity is seen as a big thing and not a small thing, by other Directorates, why then do you think there aren't other Directorates who've said, "Look, we're going to increase our percentage figure" and also aren't running a range of programs or initiatives to attract more members of staff of faith or race? Is it the big thing for them as it is for you?

HB I think you're going to hear from (inaudible) , there are other units within (inaudible) who have also got programs in place to increase their BME representation, female representation and that, you know, particularly around (inaudible) so those are happening.

MB (inaudible) the other activities that was going on across the Met in terms of what you've done with Trident.

HB There's been, yes, there (inaudible) we've been – we've watched the way units have done and taken their ideas from them, we've led the way in some areas; certainly we've led the way in, in giving ourselves our increased target

Mm

HB .. so, yeah, we, you know, there, there's an enormous amount of work going on within the MPS and if you look across just Specialist Crime Directorate then there's a Diversity Action Plan in place (inaudible) for the whole of the Directorate. And we've worked together to increase our black and minority ethnic officers generally.

MB Just one final point: Do you think the issue is, is different for women? 'Cause I know you said earlier that one of the issues is that, you know, it will co--- I think you were almost saying, I think you're almost saying, be patient, it will come. It's happened to women and it, it will you know, in turn happen to people of faith and of, of different ethnic groups. Do you think

(inaudible) different between the issues about how it will come, because women are women and there's the issue of faith and race is slightly more, perhaps, complex, difficult, sensitive.

HB How long will it take to come?

(laughter)

HB Yes, I think there, I think there are differences. And, and I would need to reflect for quite a long time (inaudible) give you a proper answer about where the differences are. But I do think there are differences for, for the various groups which will, which will probably show up in maybe different rates of progress and part of that is about the actual numbers in the organisation at any one time because I think you do start to increase momentum as the numbers increase. So if you've got a very small group of, say, Muslim officers in the organisation then it probably won't (inaudible) women who are more (inaudible). It's not so straightforward as "Have patience, it will come", although that's certainly, I think, important; some of this I think is about holding our nerve and, and saying, we do want people when they are promoted or when they're (inaudible) specialist roles, who will thrive and be respected and enjoy their work and not be miserable and stressed out in doing it and therefore we all collectively need to hold our nerve a bit and allow them to develop to the extent that they are ready to do those roles and, and are against (inaudible) experience. I wouldn't have wanted to do this job at all five years ago; I just couldn't have been ready for it, but I might have done had I, you know, gone through as fast as possible in the promotion process. And then I might be somebody who was, you know, unhappy and (inaudible) statistic, so there's a bit about have patience, allow this person to develop and to allow them to thrive and do well.

CB Can I ask you a question on that? (inaudible)

## **SIDE B**

HB So first of all, I, I'm, I'm not at all saying don't investigate, don't improve processes, don't, don't check what's wrong. Do all of that; and at the same time, don't (inaudible). Don't,

don't, don't try and talent spot early and force people through. Don't go for "You must reach this rank this time next year", because we're all human beings, we're all different and we need to be allowed to be different, to make some decisions about our own (inaudible) and how (inaudible) and ways in which we want to (inaudible) and not get a sense that we're being you know, (inaudible).

(inaudible)

MB Okay. So change and progress is slow (inaudible) necessarily but it, it's measured and it isn't just about meeting a target. So the pace of change that we've got at the moment, you think it's right and it will naturally lead us to where we want to be.

HB I didn't say it was right (inaudible). And I also said, you know, I, I can't speak for the Met on how the Met's progression is going but speaking just for Trident, in two years we've increased the percentage of minority officers by two points and we really, really (inaudible) we probably (inaudible) and you know, we, you know and, and, maybe people will be saying, Look, we should be doing this faster. What I'm saying is, I'm going to hold my nerve. I'm going to make sure that the officers when they come in are going to continue to flourish because if I don't do that, and don't allow experience to develop then not just they will fail, but OCU will fail, our (inaudible) communities will fail and that's not, it's not responsible.

(inaudible)

CB Yeah. In, in a minute; I'm just trying to, I'm just trying to work this through in my, my head as well. Allow them to develop. That, that's, is that a merit point, we hear that quite a lot, don't we, about people in our BME officers and stuff not getting through because they're not up to it, not good enough, it's as simple as that. But are you, you, what I'm asking you, what, what you're saying is take, take it slow, allow people to develop and can we therefore deduce that they, they they're not up to it? (inaudible)



(inaudible) certainly can't deduce that.

CB Well, explain to me how that works.

HB Well, I think it, it's, the, the Trident example which was, was the right one. We've got this ambitious target and we could have said, "We will, we will recruit the people from black and minority ethnic backgrounds and we will be less rigorous around the kind of experience and resilience that they will show"; if we'd done that we would have been taking enormous risks with not just with (inaudible) themselves but with (inaudible)

CB But you would have got more BME staff if you had lapsed from your standards, is that what you're saying, and we would have, you would have been willing to take in more, even though they haven't met the criteria, you would have increased the numbers (inaudible) compromised in standards?

HB (inaudible) could have done that, but it wouldn't be a comp—wouldn't necessarily be a compromise on standards. It would be about the, the confidence that that officer, over time, has dealt with a number of high risk, high profile, important investigations and that over time, they've demonstrated their ability to do that and their resilience in doing it. That they are used to working with victims who are not, not willing to co-operate and they've got those skills and they haven't just done it once, they've done it a number of times. That they don't, they don't shy away from the fact that when they go out to make an arrest, they're going to (inaudible) so all of those issues come in and what I'm saying is, it's important to know both from our point of view and from the officers' point of view, that they are ready and they've proved that experience and then they come in and they can fly.

BP I, I'm glad you've clarified that, because I, I, I suffer fr—at this end of the table from age and I, I've been hearing the same from certain people over the-- since the '70s, the '80s the '90s

that, when the numbers get, then it will automatically, you know, roll on and, and so there, there was a bit of a challenge to that but, but just coming from where you, you ended up there, Helen, because part of the thing that we have to examine is that equality of opportunity so, whether or not people have had that same opportunity to develop those areas of expertise, of responsibility, of being their competency so that they have that level playing field. And, you know, some of the evidence we're seeing is that there are barriers to people coming through. And that's what we're trying to examine. It's not -- you know, from where you are, very good it's a, you know, a, a positive view forward but, what are the barriers to people getting to that level, to be able to be recruited? That's what we're trying to, to examine, I think, really, here as well, isn't it? To get that level playing field, because the equality of opportunity is denied. Now whether that's true in formal practise, whether that's true as someone else said, you know, issues that are not direct, (inaudible) direct discrimination nowadays but that's a very, very clever way (inaudible) indirect, indirectly treating you different because you're (inaudible) so it, it really is, I, I'm just pleased that you've clarified that last part in that sense, that it, it's not about the numbers but people coming to you, surely that with your experience, you know, getting to the level you are, you must have seen that there, there is disproportionality in the opportunity factor. Otherwise, the numbers would be the, the greater right across, that's what I'm saying, in, in BME terms, if it was just a question of numbers and opportunities and experience and skills.

HB (inaudible) talk about kind of, in- informal exclusions and formal exclusions

BP Yup

HB And I think therefore that, that in putting that right, you have to deal with the informal and the, the formal and that's one of the reasons why the Equip to Achieve program (inaudible) and, and (inaudible) started, but I see that as being crucially important and that's why Trident has offered up its attachment process to Equip to Achieve and because it's, it's so win/win, you know, we, we, we (inaudible) people who are able to work alongside us, develop those skills much more quickly, working with us develop that confidence and then we hope they will thrive and join us and Equip to Achieve, the officers have managed to get on to that (inaudible) selection and get on to that program. They do now need to be doing it

really care (inaudible) in developing experience and skills quite quickly so that they can become more suitable for (inaudible) specialism information and these, I think the Met needs also to support the Operational Command units that they're going to be working in. At the moment, if I want to bring (inaudible) permanently into (inaudible) then I have to find a vacancy within (inaudible). That can be difficult. We run selection programs, maybe on

Mm

HB .. putting back people who've applied and not come in.

Yes.

HB ..which is (inaudible) I won't do. I think if the Met were able to fund an officer for maybe three months (inaudible) scheme so that the OCU can (inaudible) for say three months while they (inaudible). That would be very helpful in just reducing down (inaudible) tension between the officers' development needs and the needs of a (inaudible) you know, run their organisation (inaudible).

MB Any other types of (inaudible) that (inaudible)?

HB I think the, the, the only other one was around allowing variable targets and I, I don't think that I really realised until we'd said okay, well I'm happy (inaudible) that we could do that, and it's been (inaudible) great to do although we show up, you know, red traffic lights every month, in relation to our diversity targets. I think the, the Met's saying, yes there are units particularly (inaudible) who have a case for an increased target and for the support that that's going to be needed to, to help them in the future and therefore we are going to acknowledge that in other cases we may be slower in reaching the target in other units that I want them to reach and accepting that (inaudible)

MB And how should we deal with the informal aspect of recruitment (inaudible)

HB We talked about informal processes, and we talked about formal processes. (inaudible) some of the informal things (inaudible) some of it's positive and some are negative.

MB The negative ones, what, what are they, and what should we do about them?

HB (inaudible) and we didn't go any further. I think that it's, it is possible now for us to, we-- we know about our, our (inaudible) for example. It would be possible, maybe, to, for someone senior to meet maybe all our five year black and minority ethnic officers who haven't specialised and just to check in with them around, is there a reason? Have you got a mentor? Is there something you want to do but you don't know how to go about it? (inaudible) specialising (inaudible) information and (inaudible) identify (inaudible) people that we just want to (inaudible) we want to contact and check in with them that they are not being told (inaudible).

MB Do you, do you think (inaudible) leadership and direction (inaudible)?

HB I'd probably be here for two hours!

(laughter)

HB You see, I (inaudible) I think diversity is in, is in Policing and it's in our community relationships and it's in our crime reduction and it's in how we handle events and demonstrations and I'm, I'm, I don't mind that there isn't overt diversity in (inaudible). I like it that we are talking about ways of specialism in, in (inaudible) firearms operations, what,

what is it that makes a very good (inaudible) community engagement? Who's out there who's really handling public demonstrations really well? What are they doing that will include diversity?

(inaudible) leadership?

- (inaudible) they're not a leadership in direction. All those things, you know, I think everybody would agree are important, is there enough, is there a clear sense (inaudible) amongst officers of your, of your level around where the divisions are met, not the stuff that's all written down, but about where the organisation's going and the way and the style and approach by which you're going to arrive there. Or is it individual officer, overseeing officers making (inaudible) on how they're going to progress their unit and how they want it (inaudible) don't, don't make a (inaudible).

HB I think that we don't, what we don't do is kind of celebrate the – the good work which is being done and get out there and find it and note it and make a big fuss about it. And-- and in doing that, what I would be wanting to do is to look at the Policing operations, the Policing activities that we do and then when we're, when we're celebrating it we would be saying there are diversity aspects to that, (inaudible) major (inaudible) in doing and achieving (inaudible). I mean, I'm not saying I, I've (inaudible); I, I suppose, I suppose I'm looking for yes, (inaudible) have a sense, I think the organisation is being led on this issue, or I think it's perhaps not as clear as it could be and why, you know, you're, you've already answered that you know, or adding value

Mm

..(inaudible) standards. It's not quite telling me what it is.

HB Well, I think, I think we're in transition. You know, I think we, we had a Commissioner in Sir Ian Blair who had, had a great deal of leadership around diversity and this diversity (inaudible) a separate thing. I think our new Commissioner is very much focussing on how we carry out our Policing and there's others who (inaudible) and, and I'm with them on that.

(inaudible)

CB That was really useful, Hel-- Helen. Is, is there, I'm asking all, all – I'll call you a candidate, then, - all (inaudible) the same question: is, is there something that you thought we were going to ask you that we didn't and you've prepared (inaudible)?

(inaudible)

CB You think of anything that you want to say to us, feel free to write in. We may well write to you with further issues for clarification, some practical pointers, tips (inaudible). Is that okay? Thanks ever so much.

Thank you.

CB Really appreciate it. Thank you.

END of CASSETTE Side B