

ANGELA O'CONNOR and EVERETT HENRY

NATIONAL POLICE IMPROVEMENT AGENCY

25 MARCH 2009

Chair: Cindy Butts

Panel Members: Bob Purkiss, Margaret Blankson and Anthony Julius

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

(inaudible)

EH I think I can give an overview on that. I think, since the inception of NPIA back in 2007, it's one of our key commitments to deliver an equitable service to all and that would also include internally to staff as well. There is a large strategy and people strategy, there's an equality strategy that is be--being developed and there's also an equality standard which has been – is in the consultation process. So in context, there's a, a lot of initiatives that we're looking at, bearing in mind we want to see a police service that is more proactive, rather than looking back at the past and being reactive. We've got a lot of history there, but what we want to do is embed a number of good practices from what's even happened in the Met, across to other areas in the police service, as well. So, from NPIA point of view, there's a, a structure that's been put in place, a clear structure, coming from Ministers, which we've got the Ministerial Ethnic Minority Group, we have the Equality and Diversity Strategy Board, we have the ACPO Race and Diversity Board, we have a very good relationship with the Diversity Staff Associations, because we're not talking at them, we're talking, we're working with them and I think that's quite key, including the Met, we're looking at building a good relationship. Also, if you look at the community, sorry, you...

No, no, no; I'm just – remembering (inaudible)

Right, if you, if we work down, even with the community, we have a number of good people on board, working with Doreen Lawrence, we working with the National Association of Muslim police, we have a number of external stakeholders that are committed to delivering what we see as a service that is looked up to by other parts of the world, as well and that's our long term goal.

Okay. Can, can I stop you there 'cause that's

EH Yes, certainly

That, that's a lot of Boards, it's a lot of strategy and it sounds like a hell of a lot of activity.

EH I'm going to come to actions.

CB Okay, 'cause,

EH Yeah.

CB 'cause what I'd like you to do is, first of all, pick out the key things that you think are the problems and the key things that you think will be a solution to those.

EH I mean, that, how long have we got here? I think, Cindy,

CB That's why I say "key".

EH Yeah. The key things is, worries about strong leadership. I think we need to have strong leadership. One is we need to have good partnership working across the criminal justice sector.

Sorry, can I stop you, 'cause you've started to answer the second question but not the first. Those are some of the solutions you said need good leadership, good partnerships. What're the problems, first?

EH Okay

And then, what are the solutions?

EH Well, the problems are, are varied in, within the Service, overall. I think if we looked at history, if we looked back, there wasn't – previously, there wasn't a clear join-up, there was a disconnect between the tripartite – the Home Office, ACPO and the ACPO and also the police Authority. We are more cohesively working together, now, than what we previously were. Also, since 2007 the new body which has come on board, which is the NPIA is there to drive that. I think if you talking about problems, there's been problems around leadership, there's been problems around people understanding: What is Race and Diversity? What is Race and Faith? What does that really mean to me? I don't think that's been fully communicated yet. I think, you know, there's been a disconnect in between how people understand what are the key issues that we're working at. I don't think that's been always fully communicated. It's been worked in pockets, but not across the whole of the police service in terms of a good business case of why we need to have, at the forefront, bearing in mind that we've number of race equality schemes, people see that as great documents, but what does it mean in practice? What does it mean to the community? I think there's a disconnect in terms of operational policing. It's not really hit on to the front line police officers. Not in every place, for there is some good practice but overall, it's not really been hit home yet.

What do you think, Angela?

AOC I think there are some problems that are different in this sector to other sectors and some that are similar. To be helpful, we have done a few notes, that

(inaudible)

..you afterwards. My experience was in private sector, local government and then Crown Prosecution

Mm

AOC ..Service. A number of the things that we were able to do, particularly in local government and the Crown Prosecution Service, because of the structure of policing, you can't do in the same way. And some of those problems were around the fact that we're dealing with

thirty year careers, with one entry point and one exit point. The organisations I've worked in previously were able to bring people in at different levels. And that creates, I think, a different set of problems to other sectors. They can be overcome, but they are different and that creates a whole range of, of issues and there really is a debate, I think for the Service about how long it wants to continue on the same path, of having one entry point and one exit point. I think – some of the issues that, that flow from that, for me and looking forward, in terms of workforce planning, one, there is a real difference in the people who may join policing in terms of their perspective about what careers are. Certainly in the Crown Prosecution Service we were able to bring in people at different levels, graduates from very diverse communities, who were very clear about what they were looking for in work and our research with graduates is showing the same. People are interested in vocational aspects of, of the work

Yeah

AOC ..of policing, very interested in the training and development, but the time served element causes

Yeah

AOC ..concern.

Okay.

AOC So those are some, just (inaudible)

But leaving that aside, we hear that all the time,

Mm

..which is not to diminish it and say it's not

Mm, mm

..a problem. I absolutely agree with you, that's one of the issues is around, you know, just having

Mm

..a single point entry.

Mm

What, what are the other issues in, that you see?

AOC For me, it starts with the analysis, nationally, because we take a,

(inaudible)

AOC ..a National perspective. Where I'd normally want to start is with the figures. What do the figures tell us

Mm

AOC ..and there's a balance between the quantitative and the qualitative picture. So one is, what are the figures telling us? Are they collected in a manner where we can easily look at them nationally and at the moment, we don't feel they are. So we're building a ten year workforce plan and that's come from the Green Paper.

Yeah.

AOC So that's one issue. The second issue is, once you've got that evidence and you're looking at what's available within your talent pools, in terms of the possibility of predicting what might happen, what's the qualitative experience, as well? So those would be the two types of evidence that I would look at first, to identify exactly what are the problems. I don't think we've yet got an absolutely clear articulation, which is very helpful that you're, you're doing this Inquiry, 'cause it will take us further forward. An absolutely clear articulation of the problems supported by the evidence.

Okay. Can I hand over to ...

AJ The, the, the, the reason that we were convened is to, is to investigate three problems,

Mm

AJ ..the, the problem of recruitment, retention progress—progression in the, in the Metropolitan Police Service and we, we didn't take anything for granted, but we found that there was a problem with recruitment retention and progression; there, there, there, there wasn't quite the problem with recruitment that there was with retention and there isn't quite the problem with retention that there is with progression. So although all three are problematical, they're not problematical to the same extent. Then so the question arises, why, why? Why is there a problem and why is, is there so to speak, a differential problem? The, the second question is subsidiary to the first but it's important that we should identify it as a distinct(inaudible), in other words, why, why even though recruitment is problematical, is retention more problematical and progression still more problematic?

Okay. (inaudible)

And, and it seem, and it seems to, to us, as it would do to any person analysing it, that there are three possible reasons

Mm

..for that. The first is, straightforward, present, racism. Good, old fashioned prejudice against minority groups, which is continuing and disabling. That's one possible explanation.

(inaudible)

And what we've found, is that although there's some anecdotal evidence of that, that's not the, by any means, the principal determinant of the, of the problem. Just isn't. So then there's another explanation, at the other end, so to speak and that is, just that it takes time. That there are good programs in place and, and it takes time for it to work. True, it's a thirty year single entry point, blah, blah. Well, that seems as, as complacent as the first explanation seems alarmist.

(inaudible)

AJ So being of a British persuasion and looking always for the middle ground, in a belief that the explanation is likely to lie somewhere in the middle, we're tending towards the view that it's not just anecdotal - existing, so to speak, empirical, personal racism, but nor is it just a question of time. It's got a lot to do with programs and that's where you guys come in, with programs.

Yep.

AJ And what's a bit alarming is that, that the assessment given, by the EHRC, of your performance is so poor, isn't it? The EHRC report

Well,

AJ ..is quite, is quite critical of, of your, of your – I mean, in its own slightly clumsy language, it talks about the initial failure of the NPIA to ascertain and convey progress. It talks about progress being made in the past ten years, but it goes on to say it's for the MP-- NPIA to show how it's monitoring performance and ensuring that positive progress continues. So the, the, the question is why – well, there are two questions, to be fair. I was going to say, why are you doing so badly? But that's a bit like asking when you 're going to stop beating your partner, 'cause it assumes that you accept that you are doing badly but, so I'd like to ask two questions. First of all, do you accept the BA--, BHR criticism is fair, or at what, to what extent do you think it's fair?

(inaudible)

AJ And if you think, and if you think it's fair, how are you addressing it?

EH I think I can ans---

AJ And, and, and I, I would --, sorry, Everett

EH It's all right

AJ I would quite like to hear Angela's answer first.

EH Fine.

AOC What was the second question?

AJ If you think the criticism is fair, how are you addressing it?

AOC Mm hm. Hmm. What do I think?. I think it's an interesting handover that we've had; we took over a range of programs from a range of (inaudible) bodies.

Mm

AOC The employment issues in relation to equality and diversity came, like many programs, with no resources whatsoever and came at the beginning of an agency that, like many agencies when they start up, had a number of bedding-in problems. I'm, I'm not going to criticise the assessment of the Commission, but what I can talk about is what we are doing, what we've inherited and what we've taken apart, started again and improved. I think we

are making very good progress in some areas and I'd like to give you some specific examples. We have an inheritance and you deal with what you inherit, so I'd like to take one particular program, the High Potential Development scheme. When we inherited the High Potential Development scheme it had been put up for review and put forward in new forms twice before and twice before, it had been rejected, wholesale, as inappropriate in what was being recommended. We took it on and took it apart. Started with a blank sheet of paper, looked at what was being delivered and had some real concerns that it was not delivering high performance, that it was taking people at a range of grades, ranks and roles, there were some people who could be on there for fifteen years; we didn't feel that it was actually directed as a high potential program. And we came back with some difficult questions for the Service; questions that we felt were important that the Service answered. We put to the Service that we could not combine all the High Potential Development scheme, for example; police staff and police officers. We worked very hard to create a combined scheme, couldn't do it. So we took it apart and we started again; we went out, we looked at bringing in an academic partner, we've brought in Warwick as our academic partner, we've designed a scheme that will result in good, solid qualifications. Our initial program brought in I think it's eighty-four people. The proportion of BME candidates who got through the assessment process was higher than the population at those grades. We were pleased about that. Still small numbers, but it was higher than had previously been there. Now, that's important because these are building programs and, as you said, if you're looking at programs that are going to take a long time to embed, in terms of performance and progression, it's really important that we get those right. We took the view, supported very much by our Chief Executive, Peter (inaudible) that nothing is sacrosanct. That if we feel programs are not delivering and will not deliver in the future, then we have to go to the Service and say, We don't think this is right, even if it does mean difficult discussions. The Service supported us in this and the program we're now going to go out again in terms of recruiting to the program. Now, what we've got this year is an enhanced program, where we're looking very much at increasing the proportion of BME candidates for the program because this is going to be a throughput to the more senior grades. So it's really important, if this is a gateway, that it works really well. We're also dealing with a number of very complicated issues, so we're dealing with things that are embedded within the Service, such as the integrated competency framework, which we've been asked to review. That is embedded in every single HR processing system. So-- it's not an excuse, but it is factual; we have to deconstruct a number of things that have existed for some time, with the support of the Service, if we're to create change. Now, I don't believe that we have to wait for twenty years to see a difference. My experience, both in local government and in the Crown Prosecution Service – and I was brought in to the Crown Prosecution Service to lead employment in terms of the CRE Investigation that was taking place-- was that it took us five years to turn around, in terms of the makeup of the organisation and where we were in five years, after starting our program, was that our representation was not as a number of organisations is, at the lower levels; our representation had changed all the way through to Chief Crown Prosecutors and that was based on, entirely on merit, but it was based on a whole range of things that we did and

that included having access to schemes similar to the High Potential Development Scheme that we were able to create access for people, to move things through.

AJ Do you think it will take a similar number of years?

(inaudible)

AJ ..mean, is, is that what we're meant to infer from the reference to five years, or do you think, do you think it will take longer than that?

AOC I think it will take longer than that. I think, you-- we will see improvements year on year. There, there are so many opportunities that we have, in front of us, to change things, that there are so many strands. There is no simple solution; it's not as simple as us saying, "There's one training program that will work, mentoring will work on its own" because it takes much more

Mm

AOC .. than that. It does take a combination, in my view, of the quality of policing in communities, to create the trust and the environment, all the way through every single thing we do, from the brand of policing, is it a brand that welcomes people from diverse communities? And then some of the questions we have to ask ourselves (inaudible) service I think are quite difficult ones, which include, Are we asking people to assimilate into a dominant culture, or, are we actually doing something to change the culture where it needs to be changed? That takes us all the way through PDR, through our management

AJ Sorry, how do you answer that question?

AOC I think it's different in different places, but my concern at the moment is that we cannot rely on a range of *ad hoc* interventions to change this.

AJ No, no; but how do you answer the question, Do you want people to assimilate to a dominant culture, or do you want to change the culture?

AOC Oh, I, I would personally

AJ Yes

AOC ..want to change the culture.

AJ You would?

AOC Absolutely.

AJ Right. Okay.

AOC There are aspects of the culture that I do think need to change.

AJ Which are?

AOC I think there are aspects around management; in particular – the support for individuals in terms of moving up through progression, mentoring, coaching--it's that individual development, but also a service that fully understands and accepts the business case for diverse employment (inaudible)

AJ (inaudible) Right. So, you, you, you think that progression (inaudible) of the, of those three issues – recruitment, retention, progression – you're working on progression, that's the one that you're focussed on,

AOC No, we're working on Recruitment, Retention and

AJ No, I understand that;

Yes.

AJ ..but do you think that the I—that your language tends towards – and it’s not a criticism, because

(inaudible)

AJ ..I think we’re already found that progression is, is of

Mm

AJ ..the three problems, the one that, that, that is the most acute.

Mm

AJ It, it wouldn’t surprise me if you were focussing on that as well, but I, I want to get a sense of whether that’s right.

AOC In some ways, we’re working in the opposite direction; if I can explain myself

Mm

AOC ..properly. For example, the Strategic Command course, as you know, people have to go through Senior PINAC to get on to the Strategic Command course and last year there were no BME police

Mm

AOC ..officers got through and a question that was, has been put to us is, Are you going to make sure that's different for

Mm

AOC ..next year? I can't guarantee that, because we're dealing with – if you look at the talent pool that's available, a very small number of BME people at that level and I think we've got to be careful not to focus everything, put the weight of the world on the shoulders of four or five people. They can't carry the hopes of the Service. They have to – you know, work to progress, but what we've got to do is work back from that, in a way, to say, Okay, if we're in a situation now where we've only got four or five people who want to

Mm

AOC ..progress through there and who are available, what's happening in the next layer? What's happening in the next layer? And really understand how the people who are in the Service see the barriers, and people who are outside the Service who may join us, see the barriers. So I

(inaudible)

AOC ..see it as a, a continuum.

AJ How will you measure success, I mean how would you measure success? In the obvious way, of more, more BME officers coming through?

AOC The way I measured success, definitely at the CPS and that was an experience which felt like we'd, we'd gone through the whole cycle, was, was never a numbers game; it was when we had a very good proportion of BME Chief, Chief Crown Prosecutors

Yes.

AOC ..but all the way through,

Yes.

AOC ..and people coming through who were advocates for the service

Mm

AOC ..who were absolutely

AJ More at every level.

AOC Yeah, at every level .

AJ I mean, one measures success by reference to, to the concept of (inaudible)

AOC ..and who would recommend CPS

(inaudible)

AOC ..as an employer

Mm. Right.

AOC ..and we were able to see our referral , employee referrals were going through the roof for our BME staff.

Mm

AOC It's when BME staff were there as our advocates, it wasn't

Mm

AOC ..a nice thing to do; it was the right thing to do

Mm

AOC ..for the business and the whole world changes when you have diverse senior management.

Mm

AOC Everything changes.

AJ Last question:

Mm

AJ Last question! (inaudible) Have you set yourselves, I mean (inaudible) how you measure success is plain;

Mm

AJ Have you set yourselves, internally or publicly, targets for measuring that success?

AOC Each program that, that

Mm

AJ ..we're, we're putting together, or changing or revising, has within it the, the kind of success criteria

Mm

AOC ..that we're looking at. I wouldn't claim that we're able to, for everything, look at exactly what success looks like. What we're discovering, as time goes on, it's like a game of dominos. Everything is connected to everything and, and it's a huge landscape of work that we have. And so I think if, if, if we were looking at this as a school report, having just seen my son's school report, I'd say we were probably a, at about a C plus, but there's, there's an awful lot more to do.

AJ You're trying harder!

AOC We're trying much harder.

Undoubtedly. (inaudible)

Will you excuse me?

Yes

Thank you very

Yes

Thank you very much. Sorry.

Thank you

(inaudible)

CB Margaret.

MB Hi. I'm just sort of balancing some of the things you've said against the discussions we had earlier; I imagine everybody else is, on culture,

Mm

MB ..on the culture of the organisation. I just want to go back a bit, 'cause you talked about changing the culture of the organisation. I'm just wondering about, in terms of the areas that the MPI has re--, A has responsibility for, how do you see your input into the changing, changes in the MPS's culture?

AOC Well, we, we wouldn't look at changing MPS's culture *per se*;

Mm

AOC Our job is a National role,

Mm

AOC ..so we've got responsibility across forty-three

Mm, mm

AOC ..Forces. If I talk about my role in the areas that we impact and touch on, our, our role in people in development is threefold – firstly, all learning development and leadership products and services-- and that's to a customer base of about 300,000, so there is a way of impacting and

Mm, mm

AOC ..touching people through every single product and service, every single person who trains. Every single communication that we put out has, has possible impact and, and that has potential to change the culture. The second part of the work we do is what we'd call really Work Force Strategy, so the people strategy for policing that's been agreed; we also cover things as diverse as exams and assessments, specials, health and safety. Every single element of that has the opportunity to change the culture, so for example promotion systems; you know,

Mm

AOC ..are we measuring the right things? Are we testing the right things? Are we promoting the right people? Those are the questions that we're asking ourselves and that has the ability to change the culture. The third part of the Directorate role is a personal role for me, which is headed Profession, full HR and Learning and Development professionals in policing and again, there is real ability; for us, it's not us changing the culture out there; it's working with people like the HR community, together, as a community, to say, What is it you need to do differently? So I think it's helping to create an environment where debate and discussion can take place, particularly with the HR community. So we can deal with some of the tricky questions and hopefully come up with some answers.

Can I just pick up on something I think was mentioned by (inaudible) earlier which is that, round the whole iss—issue of leadership, which I think clearly plays an important role

within all police forces and particularly in relation to BME staff. I (inaudible) to – if you can just talk a bit about the acti—the proposed activity that’s going to be undertaken in terms of leadi-- in terms of BME groups in relation to National, new National College of Police Leadership. What are the proposed ideas and plans around that?

AOC Okay. Well, I can talk – if I take us through the leadership strategy, ‘cause that sets the scene for – a new, a new time sequence, leadership

Mm

AOC ..strategy was developed for the tripartite by the NPIA. That led to the, the Green Paper

Mm

AOC ..and elements were in the Green Pap—Paper

Mm

AOC ..recommended National College of Police Leadership. We conducted a huge range of research. And our research, which touched, really, thousands of people across policing nationally, came back with really some—some simple assumptions and proposals and they are relatively straightforward. Our view is that there were three domains of education that could work through every single rank and role of policing. And those three domains, you won’t be surprised; the first one was around what we call professional policing, which is the operation or the tactic (inaudible) all of the things that you would expect and our view was that was, from the feedback we were getting, being delivered relatively well, the evaluation wasn’t too bad; still improvements that could be made, but it wasn’t too bad. The second domain we called Executive Policing Skills and there, we felt there were gaps and those were the sorts of areas that were around personal leadership, and so you can imagine there were huge implications in terms of equality and diversity in personal leadership, but also partnership. We felt, based on the research, that there was an insularity in some of the learning and education, that would benefit from work that encompassed colleagues in the wider public sector, but also in the private sector. And

those were the sorts of areas around the Executive and then there was a third domain, which was Business Policing Skills, which looked two ways. One, at the business policing skills that police officers would need, in terms of managing resources and there was also looking at the professionals in those areas. So that sets the scene and those, em— embedded within that, is equality and diversity in a whole range of areas. It's embedded in, for example, the way in which we're going to be working with the HR community around the development of HR professionals. An example of that is that HR professionals have traditionally run their own training, individually force by force by force and we're saying there's a much better way of doing this; if we come together as a community, then we can learn together, work with the professional institutes, Chartered Institutes, so there's a whole range of things where equality and diversity is embedded and we can use that as the template. National College of Police Leadership, our deadline for that is June this year; to have it set up, a very challenging deadline and we agreed the terms of reference for the Board of Governors Wednesday, this week. We've appointed Alf Hitchcock, who

Mm

AOC ..is working in the Met, he's coming in as Head of Learning Programs and what we've done, first of all, is commission some research and we're working with the Work Foundation to look at what's out there in terms of colleges, in terms of professions. What of the questions that the Board of Governors need to be asking themselves? And that will include a very strong stream on equality and diversity. What do the Board of Governors need to think about, because they will be the decision makers, so we'll have the research ready for when they come into being in June.

I imagine you've got a slight preview. What sorts of issues are flagged in to the top?

AOC There's, there's some big questions. The questions are at the moment, there's an, a whole range of things. Leadership is absolutely critical in changing and improving performance and culture. There's no doubt about it's absolutely critical. So I suppose the big question for us is, are we doing, through all of the learning and education,

Mm

AOC ..what we say on the tin? Are we producing leaders who are right for the context of policing in 2009 and there are a variety of different views. The APA, for example, will say, No. The leaders who are coming through are not right. It's more difficult to articulate what does right look like?

Mm hm

AOC ..What does right not look like? But that has impact, then, on all our promotion and progression; has impact on things that the, the National College will cover ,so at the moment the first stage of that is looking at Strategic Command course, SODP, CLDP and looking at those. Are they right? Are they producing the right results? In terms of the Met, you have your own Leadership Academy, but we've had some very positive discussions

Feed back (inaudible)

AOC ..with your people in terms of looking at how do we work together, to get the best? It's not about the NPIA in any way saying, We want to recreate the world. We'd like to take what's useful in some of the work, for example, that the Met has done on values, we, we find quite interesting and we'd like to look at that. But it really is about bringing together; also working with GMP and some of the work that they've done, so it's really the first stage is an assessment of all of the things we're delivering in that space, are they doing what they say on the tin and at the moment we think there will need to be a, a number of quite radical changes to that.

(inaudible)

I think just partly on that. Can I just quickly just

Mm, yah.

... interject, just in there. I think it's also the, the, the, the concerns raised by officers who aspiring to be Senior Leaders in the, in the police service and it's about getting their confidence. Some of them said they'd, they'd been round before on this, so, we can get

people to the door; it's about getting them through that door and I think there is a structure that has now been put in place by them, we, which we've got as a tripartite oversight group and I think, you know, we can do a lot of initiatives; it's about how they're monitored and how we can see where the progress or the gaps or the difficulty lies and I think this group, looking at Chief Inspectors and Superintendents, looking at leaders for the future, where we'll be starting to monitor them as we go along and I think we're trying to say, Well now, it's not just down to you to get on with it. We're looking at, we're even going to be undertaking some research through a pilot of five people who are going to be undertaking the, the PINAC course to look at where the gaps are, where the, where the, where the strengths are and how they can, in the future, learn and develop and also feed back to aspiring other people to come through. Because people will only develop through their own experiences and then feed that back and people get confidence that way and I think, just in terms of for the tripartite oversight group, we are trying to make sure now that we're not just doing this as a one off. This is about a strategy for longer term. Yeah.

BP Right. Can I just come in on that?

(inaudible) Before you do, (inaudible) in terms of what you've just said, Everett, w-- was that because you, you, you don't (inaudible) cultural bias or (inaudible)?

(inaudible)

..and that's why you're suggesting that, that it's merely a matter of people being able to kind of mentor others through the process, as opposed to the process itself.

AOC The, the, the biggest problem that, that I see is there are just not enough people – the numbers aren't there.

Right, because that's not what we hear.

Mm.

What, what we hear constantly is that, not that there have been a whole swathe of people gone through those processes, but

Mm

..for those that do go through the processes

Mm

..their response is, Actually those processes are biased, they're, they're culturally biased, they're not fair to me, they favour different types of individuals and I don't fit in to that. So as much as you might think the issue is numbers, others think that it's the system. And so, so all I'm asking is

Yep

..what, do, do you buy any of that, in relation to P—PNAC and the Strategic (inaudible) Command Course?

AOC I, I think we need to look - and we are looking - at all of the promotion systems, because thing about promotion systems is, they've got to be, they've got to work on an iterative basis, because the world changes, as well and what people are measured against and, and there's a whole lot, a range of information in here which talks through the changes we've brought about already in terms of senior PNAC and how we've tried to make that as, as fair a playing ground as, as possible but, but I think it's always difficult in these situations; you can never, in any system, be absolutely sure; there's no such thing as, as cast iron. The numbers are tiny, at the moment, of BME candidates coming forward. Last year I think it was about four,

(inaudible)

AOC ..which is a tiny number; however, what we are really open to doing is we are not defensive and neither are we wedded to what we have at the moment. We are really open to taking on board different perspectives and different views. My view is, if there is a system that is universally felt to be wrong, then there's got to be something worth looking

at there. And it's, it's not a question of, of there's something that's abs—a system that's absolutely right, or absolutely wrong. It, it's shades of that in between. But I think we've got to be open to looking at, are we recruiting in the right way? The recruitment systems of policing are different to any sector that I've ever seen before and I think we have to keep questioning: Are they right? Are they producing the right results? Are they fair? Are they open?

Mm

AOC Are they too complicated? Are they too simple? And there are a whole range of views and part of understanding this is asking the people who go through them, looking at the results, to assess what needs to change.

Sure. Okay. Go on.

I just want to build and (inaudible) just something like that, because I think it's just quite important just to underline some around the support. Some of the issues that have been raised by officers, senior officers, aspiring officers, is about the network, the support

Yes.

..that they get from mentoring. You know, where a Senior Leader in the Force can actually pick up, like talent management, and that's something else that we're looking at here, is to actually identify who those key people are and actually given those ongoing support as they go through that process. 'Cause it is very lonely out there and it's very challenging, to balance between your operational responsibilities as well as your aspiring career needs as well, to go up the ladder, but some people say that there's a lack, that they can't network, they don't have those kind of networking opportunities as some of their white officers, they don't have the support when they're at home, they don't have the support from their line manager to do and that's where some of those initial gaps lie and that's something else that we do need to be looking at.

BP (inaudible) let me just come to that particular point from (inaudible) NPIA. You started off by talking about the NPIA as a driver. But it's a question of who sets a route. How much

influence you can bring to bear on that? (inaudible) about the tripartite oversight group, I've already declared my interest on (inaudible).

Yeah, Yep! You're on there.

BP But

Yeah,

BP I, I do want to talk about the other tripartite group, that's the ACPO, APA and the Home Office.

Yeah

BP I mean, as you're not one of those partners, doesn't that weaken your ability to put that very important part in your title of improving, 'cause you can only sort of suggest, advise or whatever.

(inaudible)

AOC Yeah, happy to do that, I mean...

And then I'll come in, (inaudible)

AOC We're, we're quite clear about our role and, you know, our role we're not part of the tripartite, research for tripartite, that's our role. I think we can change things, through influence. We, we don't have the ability to mandate, in the main, to people what they should do and in many ways I prefer that. I would much rather be in a position where we influence people and they wanted change because change was the right thing to do and, and because it would take business forward. So I do think we have the ability to influence. One of the things that's really important is our ability to provide evidence that supports

our assertions and it's no good us coming up with great ideas, this'll change things, this'll make the world different. We have to build a body of evidence and research, to say, This is really important. The other issue is not just working with Forces. It's very important that we're working with Police Authorities. Police Authorities have a huge opportunity to change things and, and it's working together with ACPO and the APA and the Home Office and, and it won't be any surprise if I say that sometimes those three views are not always exactly the same and so we work between differences in views and try and, where possible, build consensus around, around the common themes that we can do.

BP Do, do you think, because this Inquiry is not just in for the MPS; it's in for the MPA as well.

Mm.

BP I mean, do you think that they've been robust and effective enough in, in scrutinising in their oversight role, of, you know, these particular issues, these drivers, these support removing – removing of barriers?

AOC I, I think it's very hard for us to comment on your performance. What I would say, though, is there's

(inaudible)

AOC ..something that's relatively new to

BP (inaudible) I'm independent.

(inaudible)

BP I, (inaudible)... talk about the MPA. We're not talking about me!

(laughter)

AOC All, all I can say is, I, I'm new to policing. I'm, I'm, I've only been in policing for about two years and I knew a lot about the Met before I came in and the reason I knew a lot of, about the Met was because I've worked across the public sector and I think some of the work that the Met has done and, and that's, you know, the Authority as well, is really impressive in this field. I think that the improvements that have been made, in terms of the numbers and the numbers don't tell you everything, but there have been great improvements made in numbers. What I think is more interesting, though, is the innovative work around branding, advertising, outreach and actually tackling issues. So, you can't see inside an organisation and I can only tell you what I've seen from the outside, from working with some people in the Met. I've, I've been very impressed with the journey that's made, been made so, so far and, and that has to include the Authority in terms of oversight. And you know, you do hear from people within the organisation. The Authority's not seen as a nice, easy, sits back and lets people get on with it.

(inaudible)

AOC You know. Feet are held to the fire.

Right. This, what..

AOC But it is important to say, you know, the perspective is that there is a, a strong coalition between Force and the Authority in terms of moving things forward. That's the perception.

BP Okay. Okay. Let me just try to move this on to a wider bit, because it's not just about senior people, people making progression as, as Anthony said at the beginning, it's a, it's those, our tripartite area of recruitment, retention and progression and it's about how people are dealt with. It is about succession planning and how we get ACPO and Chief Officers the forty-four Forces of - to be able to take on board all the suggestions, improvements, or, or advice that's given. But let me just dig down into everyday treatment, because that's what we're looking at,

(inaudible)

BP ..as well. And if we look at the PRDLP, the you know, the, the National Police Race and Diversity Learning and Development which is really, if you take that in conjunction with Morris, Taylor and all the other change factors, of how people are treated, how people are managed, and, and so make people feel more comfortable to, to want to be part of it. I mean, and, and equipping people, poli--police officers and that, with the skills and confidence to positively promote. That aspect that came in through the legislation, of, with regards to the National Occupational Standards, I mean, do you think that, that that will achieve that? And, and if so, how will it and if not, why? What needs to happen? I mean, and is that to do more with the need to comply with the equality duty, rather than to talk about cultural and capacity changes, because I mean I, I was very struck by the, the fact that we've heard so many times, people talk in a bit of a defence manner, of the single entry point and the thirty year service factor. Well, it, it, that only relates to service, not to attitude. (inaudible) take, (inaudible) take – you know, you can have one single attitude entry point but it doesn't take thirty years to change that attitude and it's about how you're treated and about how you're managed, isn't it? So back to that part about the PRDLP. Is it effective, is it working, if not why?

AOC I wouldn't see it in isolation. I don't think you can see it in isolation. It has to be linked with all the other things and activities that are going on. So you couldn't see that in isolation, for example, from PALP. And

PALP?

PALP

AOC It's the Pos – I'm sorry, I'm

Positive Action

AOC Two years, and I'm doing the acronyms. I'm

Yeah

AOC I'm sorry. Positive Action Leadership Program.

(inaudible)

Yeah

AOC I've got some details in here for you. What, what's really important about that program is that it deals with individuals and experiences that, that they're having and, and I've dipped in and out of that, to watch the progress of some people on, on that and although I'm very strongly in favour, it's not all about the individual and what they have to do and change about themselves to, to be able to progress. It's incredibly powerful to see how people can deal with some of the really difficult issues they face and create real resilience and I, I think changing the organisations cannot be done by one program, one intervention; it takes a whole range of things and I w—I would agree with you, Bob, that if you're looking at a thirty year career, that should not be an excuse for attitudes not changing. But it is an extraordinary world in policing and I think when you come in from outside and you look at it, does take you a while to figure out, actually, all of these people, from the police officer perspective, often are coming in pretty young, learning together, residential courses, growing together and if there are some attitudes there that are positive, they will be strengthened and if there are some attitudes there that are negative, they won't be and what I've seen in other organisations is the continual movement in and out of different people creates a different field, different learning, different challenges.

(inaudible)

AOC Not necessarily.

(inaudible)

AOC There's, there's, there's certainly a challenge

(inaudible) attitude

AOC ..that comes about by new people coming in.

The other reason (inaudible)

(inaudible)

(inaudible)

AOC It's, it's looking at the experiences that you have and if you, if I think about the challenges that I've had from people in my life, positive challenges, it has been from people who've had different experiences to me, who will ask me the stupid questions and question the way I do things. That's the most valuable learning. That's been my experience coming in to any sector that I've come into new, you have that ability to say, I know you've done that for ten years but it doesn't actually make sense? And, and so I think the, the attitudes can become embedded, sometimes positively, sometimes negatively.

But –

Right.

BP How do you deal with that? (inaudible) Having, without revealing it, we've having detailed knowledge of two of the places that you've,

Mm

BP you've worked, (inaudible) these particular issues, where inappropriate behaviour

Mm

BP ..was dealt with robustly.

Mm

BP Do you feel that that's the same within the police service?

AOC I think, I think you have to bring together an awful lot of things; the situation in the CPS

(end of Cassette 1 Side A)

AOC I felt was the absolute and utter commitment of the leadership, of the DPP

Mm

AOC ...absolute conviction that things would be different. Freedom given to senior officers within the organisation to challenge things, but also honesty – some very, very honest debates, where we were able to sit down with a whole range of people. Can I give you one specific example, because it really did prove to be really positive in changing things. One of the things that, that is happening at, at CPS when I was first there, there was not one black Chief Crown Prosecutor. I, I didn't understand at first why; I wasn't sure if it was something to do with the education system, the talent pools, prejudice; couldn't work out. And, and, and it didn't take long to discover – actually there were plenty of people

Mm

AOC ..in the talent pools and so the first thing we did is, we talked to them and said, Why are you either not applying for jobs and, and we had to work out, Are you not applying for jobs or are you applying and not getting the, them? They weren't applying. And we said Why? And they said, Ah, we're not quite what the CPS is looking for. Said, Really? How do you work that out? And they said, Well, you only have to look around you, to see we're not what the CPS is looking for. So the first job was having to unpick people's views of what did a Chief Crown Prosecutor do, achieve, look like and their view was, a Chief Crown Prosecutor was over 50, was white, had an Oxbridge education. So we had to go back and unravel that and then we had to provide really honest feedback for people, every single time they applied for a senior job and create some support for them in moving on but say to people, you know, This is a journey.

BP But doesn't nine, nine BME faces out of 200 ACPO officers tell you the same thing?

AOC It feels familiar.

(inaudible)

AOC And I think there are a whole range of things that can be done, that can be done nationally, that can be done within forces; the, the difference that, that I'm experiencing is, I don't feel, given the way that policing is structured, there is the same ability to move people in at different levels. We had

(inaudible)

AOC ..more flexibility. That doesn't mean

(inaudible)

AOC ..there aren't a huge range of things that, that can be done.

BP Can I ask one final..?

Yes

BP Just one final question, because it's, it's what you just related there, it's about ownership and leadership and, and, you know, because of what happened at DPP, barriers were removed. Is there that same ownership and leadership in the NPIA, or does it rest with you two?

AOC No. It doesn't, absolutely, rest with us. It's a, a commitment of our Chief Constable who is absolutely genuine in his desire to move things forward (inaudible) and it's not just Peter

(inaudible). It's people like Peter (inaudible), Peter (inaudible). He worked very, very closely with Peter (inaudible) and with Steve Otter and with Julie Spence, because a lot of these issues cross over into gender, into a whole range of, of the other strands of equality. I'm, I'm impressed with what I've seen in the leadership. I'm impressed with what I've seen in the openness and I'm really impressed with the desire to move things forward. It's the desire within the context that we have, and I think part of what we have to do now is to say, If we really want to move this forward, we're going to have to change some of this a bit, put some options on the table that are maybe different to the ways in which people have worked in the past and, and I think that will be a challenging debate but a very worthwhile one, but I would have to say we're, we're absolutely, (inaudible) degree, not working on our own on this;

(inaudible)

AOC ..there's a whole body of support.

EH We're not working in isolation. I think as well, just to build on that. I think one is, if you look at our Board, there is a commitment from our Chair

Mm

EH ..and other members on the Board, around equality and diversity and what does that mean to NPIA, to be an exemplar to the rest of the Service. We've also got (inaudible), we've got now Alfred Hitchcock, who's just now come on board, but I think, mean, you talk about leadership; it's not just from the top – it's about ownership even at the lower end, bottom end as well, but I think it works both ways and I think there are some good people within the Service of NPIA who will have a commitment to see changes. Not just over one period of time, but for a longer period and this is not a journey that I can say is going to change things over night and I think even for you, you'll also know that. But I think there's a commitment by ourselves to put some clear structures in place to ensure that we have for the future a much more representative Service than what we've got now. I think, just coming back to one quick thing, I think we could be a bit more robust about under-performing police officers. If we're looking at, you know, tr--trying to change a culture, we need to be sometimes more robust and sometimes getting rid of people who are not performing effectively and also, even coming back t---

(inaudible)

EH I think – well, I'm talking in my area of equality and diversity, there are (inaudible)

(inaudible) how do you know that?

EH Well, if you're picking that up from even people of whom you're complaints, and they're being investigated and they're, they're, they're clearly identified, yes, that was, if he or she is, has an, an attitude that is not would, I would say, conducive with an environment that we're trying to develop here around respecting the difference in others, I think that should be addressed and I think the police Authorities should be looking at how that, those issues

(inaudible)

EH Well,

(inaudible)

EH Yeah, it's not difficult to get rid of police staff, but it's difficult to get rid of police officers. I would, that's something else

Mm

EH ..we probably do need to be looking at.

(inaudible)

EH I'm saying there's perceptions of people and if you look in the media and the media only give you one aspect, but the perception there is, is spreads wider and a lot of people will

be saying and do say, that they're not tackled, they're not addressed. They're just moved from one section to another.

(inaudible) The reason I ask that is (inaudible)

EH Perceptions.

Is that, s-- So, if, if it's public perception, then the issue, then, is about managing public perception, but it's not necessarily about getting rid of --

EH The, the issue's about managing facts. I think it's about managing evidence and facts.

Mm

EH You've got to deal with the evidence and facts. And sometimes what goes in the mid--, you don't know what the whole picture is and you don't know what they are.

I know, but then how, how, you, you started off by saying that

Yes

..we need to get rid of those officers who are under-performing.

Yep

And then we talked about the, the kind of public way in which these issues play out

Mm hm

We talked about managing perceptions.

Mm

So, is the issue about managing perceptions and messages, or is the issue about the organisation not dealing robustly enough with officers who are not performing around race and equality?

EH I think we (inaudible) we can't manage everybody's perception; that's impossible (inaudible).

Right

EH I think what we have to manage is what --managers internally and how we set examples

Okay

EH ... and demonstrate good practice.

Okay

EH And if we are demonstrating, to say that we 're going to be a leader of the police service that is of a

(inaudible)

.. the values

Right

..that you should be signing up to, that people are straying from that; that should be addressed.

And, and again, I mean, the --we, we hear so many different things, coming from different people and, and yes, your argument a--around, you know, being very robust where people, you know, make mistakes, where they're not performing dah, dah, dah, dah, and we also hear something that I think we heard through Lawrence, particularly though Morris, which was, people getting caught in the headlights. Getting too scared, too scared to make mistakes

EH Yes

..and therefore

EH Blame culture.

..they don't deal with

EH Yes

CB So how do those two things work side by side, then?

EH I, I would say to you, Cindy, that-- I mean, this is not just, you know, you know, a problem just in the Met.

Mm

EH a, a problem of police service

Mm

EH Police officers primarily are good at operational (inaudible). Can do. They have a "can do" culture. But when it comes to people and when it comes to the issue of race and (inaudible) all along, or race, or faith issues

Mm hm

EH ..they don't deal with it, but it's like a hot potato and I think

Mm

EH ..this comes back to where I says about dealing with things more robustly, because if they get the support from the top and also from the Authority,

Mm hm

EH ..that, if there are people that are under performing or, or displaying you know, you know, poorness in terms of respecting

Mm

EH ..others,

Mm

EH ..right, they should be given the support to say, Look, if you under-perform, here's the evidence, this is how we should (inaudible), rather than keep sh—moving it to somewhere else, moving it –

Right

EH ..until we get to an issue where it gets to an ET, more money's been drained out of the police service, so I think we need to sometimes nip things quicker in the bud than

Mm

EH .. letting it draw out and draw out.

Nip, nip things in the bud and support – and support?

Yeah

As opposed to, what you were saying previously, which is, be robust and -- you know,

Oh, well, I want

You've done it, you're out.

EH I want to empower managers.

(inaudible)

EH I would like to see that empowering managers

Okay, okay.

Yeah

Okay , so it's, it's about empowerment,

Yeah.

..allowing them to make mistakes,

Yeah. We (inaudible), we all do. We've been

(inaudible) to a point.

Yeah.

Okay. I think I understand. Any other questions? Is, is there anything burning that you want to say, that you haven't had the opportunity to say?

AOC There, there's one thing and I think I've probably worked round lawyers for so long that I'm, I'm a bit fixated on evidence and, and (inaudible)

Mm

AOC ..and (inaudible) issues. Looking at policing from a, a, a business perspective and we're now building work force planning, succession planning and, and there are a number of

things that are different. One, one of the issues is looking at throughput and turnover. Turnover in the public sector usually sits somewhere around a 12 per cent. In policing it's, it's around a sort of four, five per cent and as the recession bites, it will, it will stay very stable or, or drop. One of the things that's different about policing is, is the high proportion of staff who are on restricted or recuperative duties.

Yes.

AOC And there will be different percentages in different Forces. That's very different to other organisations and other sectors. If we're looking at progression, there has to be somewhere to progress to. If, if a high proportion of the Force is restricted duties and people not moving, are not moving out the other end of the Service, then there are some questions around who will move to where and is that turnover sufficient enough. It's one of the issues that could slow down the progression issues, but it's also an opportunity that perhaps we could look at and you might want to consider in terms of your Inquiry.

(inaudible) Thank you very much. I, I'm conscious that there are a number of questions here that we haven't even

Touched

..touched upon. I mean, I wanted to talk to you about

(inaudible)

..the competency framework and all kinds of bits and bobs.

Yeah. You've got the information in, in your hand.

We'll take that information. If, however, we don't feel that some of these questions are answered, would you be kind enough to just have a look at them

Sure

..and just send a written response to either Siobhan or Shirani

Yes

..for us? That'll be great, 'cause we don't want to kind of lose these, 'cause they are important questions

Yeah

..that, you know. There's never enough time, is there?

Yep.

AOC And we've, we've answered questions in the brief from our understanding of your question

(inaudible) your questions

AOC ..we may not have (inaudible)

Oh, okay.

AOC (inaudible),

Great.

AOC ..so please (inaudible) happy to --

Fantastic. Thank you ever so much for your time.

EH No, thank you .

Really, really useful stuff. And I hope it wasn't too gruelling an experience!

(inaudible)

No, I know; you're seasoned professionals, both of you, I know,

(inaudible)

I know that. I know.

Thank you.

Great. Thank you ever so much.

Good luck, good luck with the --

Cheers. Thank you. And if you had ideas on specific recommendations, if you were to both think of two things

(inaudible)

..that you think we ought to be recommending, let us know. And if it's five,

AOC Mm. Okay.

Even better.

AOC ..some thought to that.

Okay. Thank you!