

Race and Faith Inquiry

KIT MALTHOUSE- Deputy Mayor for Policing

30 March 09

Chair: Cindy Butts

Panel: Bob Purkiss, Anthony Julius, Margaret Blankson

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

..of all of the Panel members

Mm hm

CB So I'm not going to go into that. Margaret, Anthony and Bob. We'll ask you questions for roughly about an hour or so,

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CB I'll start off and then we'll take questions in turn, but they end up coming at you for --, from all directions,

Mm hm

CB ..So I hope that doesn't put you off. Hope you feel able to be as honest and as open as you want to be.

Okay.

CB Use the mic.s. They'll just stay on your mic.s if that's okay 'cause we're going to be taping the session, you'll get a transcript at the end so you can approve what's in it, at the end we'll

give you an opportunity to say anything that you haven't had the opportunity to say. That's about it, really.

Mm hm

CB You're new into this administration, new into the policing world, as it were. What's your impression of where the Met is at, in relation to equalities and diversity?

KM Well, I, I guess my view is kind of work in progress, at the moment. Obviously when we won the election back in May and sort of came on to the MPA, there was a kind of a – a fairly febrile atmosphere around the whole issue, hence the proposal, frankly, to set the, the Inquiry up. And so I guess my initial impression, to a certain extent there was a certain amount of putting my head in my hands (inaudible) Oh, my god. But as time's gone on, I guess I subscribe to the, to the, to the general view that lots done, lots to do. It's undoubtedly the case that, that the Met has made some progress;

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KM ...Whether that's been as effective as it could have been, I guess is open to question. Whether it's been a bit clumsy, whether it's had some unintended consequences, I think also is, is open to question; but undoubtedly there's been a lot of progress and I think there're a lot of people in the organisation very committed to making progress, but there are still as I think oth—others have said, pockets of, of, of stupidity, some problems structurally and culturally, probably, that need to be looked at, but that was part of the reason for us wanting to set up the, you know, your Inquiry, was to better inform that view,

Right

KM ...and then map out how we're going to go forward. I mean, part of the issue with any organisation the size of the Met, you know, understands it, sort of root and branch. When you've got fifty odd thousand individuals, it's very difficult, you know, to get at a – that's spread over such a huge geographic area and, and such a huge functional range, it's very difficult to get a – a whole view when you, you, you know – you're dealing with an issue that, where it's naturally silo-ised and in different pockets. But yeah – I think they've made some

progress. I think it's definitely on the agenda, which is – you know, a big plus for the Met. But they've still got a lot to, to get done.

Okay. Can, can I ask you to unpick that, a bit? Not, notwithstanding the point that you made about the Inquiry and hoping that the Inquiry will deliver a – a firm analysis of where the organisation is at. Terms of your own impressions, though, what, when you say more to be done, wh—what's the more to be done?

KM Well, it's interesting. I mean, my own impressions on personally meeting, you know, lots and lots of, of police officers and staff – I've yet to meet anybody who is a sort of denier, who doesn't think that the, you know, the Met has a job to do and that equalities and diversity are important. I've yet to meet anybody, who's – who's enunciated that. I've met a lot of – not a lot, I've met some people who are very vehement about the problems in the Met; obviously the, the Met Black Police Association vary--, various others who will say there are major significant problems that need to be sorted out. And I've met a lot of people who, as I say, recognise that there're problems to, to be sorted out. I haven't yet, personally, encountered any individual bigotry or, as I say, denial about the fact that it would be a good thing, thing for the Met if it was more diverse. Where there is less of a recognition, I think, is that the Met would be a more effective organisation if it was more diverse. I think there's a, and I think this is one of the sort of unintended consequences perhaps, of the approach they've taken thus far, is that it, it's become a kind of industry and an end in itself, which, you know, has a place; fairness is a, an, a, is, is part of the, the mission, if you like; but there, there hasn't yet been a connection, I don't think, completely, with the fact across the whole organisation—some of the has, but (inaudible) connection that it'd be a better organisation at its job if it was more diverse. And I think that's where the, the discontinuity is, if you see what I mean. I mean, if you go somewhere like Trident,

But I, I still want you to, to, to respond directly to my question, though. Because my, my, my question is, what's your impression of where the barriers and the problems are, in the organisation?

KM Oh, right. Okay.

And yes, you might have met lots of people who, you know, believe that the organisation hasn't gone as far as it should, but that's not about your impressions

Mm hm

..of where the problems exist, and that's what I'd like you to--to reflect on, if you would.

KM Well, my impression is that there's a, there's a problem in the middle.

Right. Okay.

KM There's a problem, you know, they've done an awful lot on recruitment and the numbers are looking better and better - not good enough, but

Mm

KM ..better and better all the time; I think we have a – you know, we're all time highs, both in terms of numbers of BME and, as it happens, numbers of women in the organisation, so something is going right-ish at that end

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KM ..but once you hit the middle ranks and the middle sections of the, of the Met, there's – there's quite a lot of fallout and so a lack of advancement and retention is obviously an issue. Now, you know, the Metropolitan Police is a long service organisation and as I think I've said before, you go to the Commendation ceremonies, the 22 year long service medals, you know, the – the recipients of those medals are very white and they're very tall because there was a height requirement, 22 years ago, so you get these huge guys wandering on to the stage and it's only once you realise that, that you, you, you realise why and so I can see why it would take time, but the – the sort of improvement in recruitment at the bottom end has been long enough now, that there should be a better representation at the middle and the senior ranks and something – I'm not quite sure what –

Okay

KM ..is happening in the middle, that means that's not happening.

CB Okay. Margaret. Thank you.

MB Right. Just picking up on the points we just, you started to touch upon in terms of recruitment and sort—given the number of high profile ET cases that

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MB ..the Met has recently been involved in, do you think the Met is fit for purpose in managing diversity?

KM Mmmm – is it fit for purpose (inaudible). I mean, I guess I would say mainly, I would—I wouldn't sort of come at it from here. I mean, if, if I were designing a system, I wouldn't start from here.

Where would you start?

KM I think that, as I said before, I think you have to connect – th--there have to be two strands to a sort of diversity strategy. One is the fairness strand, that everybody should operate on a level playing field, but I think you also have to connect that with a strand that, to be a really effective crime fighting organisation, the Met has to be first and that, you know, there are some areas of the Met that recognise that – if you look at Operation Trident they will tell you that, you know, they need to have a high proportion of, of, of, of, of BME officers and staff, to be able to perform efficiently. I think that's true across the whole Met, so connecting those two, connecting the fairness strand and the effectiveness strand, is key. And I think what, what the Met has done is said Okay, we've got a diversity problem so we'll set up a Diversity Directorate, we'll make it an end in itself and do our best to influence through structures and process the organisation to achieve that kind of fairness end. And the, the unintended consequences of that, sometimes, is that you create a bit of an egg-shells system, where people feel nervous about it because it's a new area that they haven't perhaps been used to in the past; they're uncertain about how to deal with it; it also, frankly, often separates out BME officers and staff as somehow different and, and getting a – do you know what I mean? – different in that it can have a negative effect as well as a positive effect and I think that, to a certain extent, the way they've done it may have had that effect. Instead of

connecting the two, fairness and – and effectiveness, which may have meant that, you know, senior officers and others on a front line who are doing the recruitment and are bringing people through the ranks, may have said, Well actually, you know, this will make my unit a better, more efficient unit and we'll be able to solve crime much better, rather than just a well, you know ... it's a numbers game; we've got to have a certain proportion – whether reflective or not.

(inaudible)

KM So I would- I wouldn't, sorry, whether it's fit for purpose or not is, I mean, it's fit for the purpose that it's set itself, which is

But not (inaudible) is it fit for the purpose in terms of 2010, 2012.

KM No. I think the approach is wrong.

Thank you. Just, just moving on and, and picking up on that. And you say, one of the things you said is, "I wouldn't have done it this way"

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..can I just pick up on your public sector local government

Mm hm

..background, where you play a significant role in a successful, what, what can be seen to be a successful local authority.

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What are the lessons from that experience, do you think, that both the MPS and the MPA need to replicate? Particularly in relation to staff development,

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..and inter-relation to suc—succession planning?

KM Well, this is the – this is the – the key, really and I think this is, as I say, part of the problem of separating out diversity from the overall

Mm

KM ..staff management approach – career development, career path, kind of professional culture, all those kind of positive things that you want (inaudible) an organisation, normally meaning that diversity sort of gets addressed on its own anyway and I think, you know, where you look at the private and public sector where this is, this is done well, organisa—you know, it's a known science to kind of sort out these problems. There are large organisations in the City and elsewhere that have set up, you know, programs around women and BME communities and have been extremely successful in kind of sorting out those problems in a relatively short space of time and they've come at it from, from both ends; one is a, a general culture within the organisation of, I guess, looking, looking downwards from above to, to where people are going to be in four or five years, to, to spotting talent, managing succession, spotting talent, whatever the colour of the skin or the sex or the sexual orientation, but spotting talent and bringing it forward in a systematic way, rather than expecting it just to happen, sort of by accident. And at the same time, encouraging and supporting some of those people who might not ordinarily put themselves forward but are worthy of being put forward

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KM ..and to do so. So there's, there's that aspect of it; but also, at the same time, you have to marry it in to a general atmosphere of people being looked after and advanced in line with their skills. I think, I think part of the problem with organisations, any organisation where you – you start to single out particular cohorts within your work force, for treatment that you wouldn't give to the rest of the work force, you start to create unintended conse-

quences; because the cohort and the work force that isn't getting the same treatment as the rest of the work force, then that's fine, but doing the other way round can cause problems. I mean, from my own personal experience, you will have realised that the Conservative Party had a problem with the advancement of faith, or with the – with BME MPs and indeed women MPs and so they took steps to create this thing called the A List, where 50 per cent were women and 50 per cent were men, there was a, a predisposition to having, for having BME MPs on there and that's obviously worked,

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KM ..there's a higher proportion and all the rest of it, but when they set it up there was a strong strand of feeling in the Conservative Party that somehow, white men were being discriminated against and you know, if you went on to the blogs and the chat rooms, talk to people in the party, there was a lot of resentment about it

Mm

KM ..at the time.

Okay. Not wishing to stop you.

Yep.

..But just to perhaps to bring you back to my specific question: What are the things that you think in Westminster that the MPS and MPA could learn? So where the, where the, where are the examples of good practice that you think these are transferable examples that we have undertaken in Westminster, that started here and (inaudible) here that are transferable to the Met and aware, and, and where across the private sector – we've talked about there are a number of good private sector examples,

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..but you haven't specifically – unless I've missed it – been clear in what you think those are. So you – are you think more the focus is around target setting, is it more around coach, what is it that you've – used, where it, where is it and what it, is it that you think are good examples, that you would like to see the MPA and MPS adopt?

KM Sorry if I'm, I'm not being clear. I guess that the, the main thing that I think is transferable is, is not necessarily around diversity itself, but is around the notion of having a comprehensive career development

Mm hm

KM ..system, for all your staff, no matter what their profile and I think it's only in that atmosphere of having that comprehensive system

Mm

KM ..that you can start to do something positive around diversity issues, without having a negative impact.

Okay, great. Thank you.

KM That's, that's the key thing. In terms of the things of - (inaudible) in the private sector - interestingly, when we interviewed for new independence on the MPA, we interviewed a chap from Citibank who had won all sorts of (inaudible) he won all sorts of awards for a program they'd run for the advancement of women. And th—the--- they had, again, they had, in Citibank, as you would expect, a comprehensive career advancement program for everybody. Talent management, all the rest of it. But they recognised that within that, they had a specific problem around women and that, you know, some women, or a lot of women have a, I guess it's a s-- there's a structural problem that I detect, somebody with two sisters and a, a, a mother works as a lawyer, which is that, sadly, women very often don't think they deserve a job, whereas men often think they deserve a job they don't. Know, men over-estimate their abilities whereas women unfortunately sometimes have a tendency to under-estimate and they recognise that. And so they ran a very, very good program to coach, mentor, advance, but fundamentally, encourage women

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KM ..to put themselves up for positions that they wouldn't have necessarily assumed that they could. It was raising their own expectations

Mm

KM ..of that they could achieve, as much as getting the organisation to recognise that there, you know, there was something in it for them.

(inaudible)

KM And so there are, if, if you look out in the private sector (inaudible) there are some very, very successful schemes that have been run, but always within the envelope of a comprehensive career advancement

Okay

KM ..plan for everybody.

But, I think, I think you've, to a certain extent you, you've echoed some of the thoughts I think the Inquiry Panel always heading towards. What I'm already, I understand you're saying. It's about fundamental review of the whole

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..recruitment retention process, process for all officers

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..and within that, I understand you're saying, is that black and ethnic minority staff, specifically

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Members of faith, will benefit from that

Yes

(inaudible) okay. That's fine.

KM Absolutely. I mean – I think the, you know, my, my – no doubt I'm going to get in trouble for this, but my im—impression of it is that it can be a bit patchy

Mm

KM ..in the Met and that it, it becomes reliant on you, as an individual, within the organisation

Mm

KM ..kind of seizing the organisation

Yes

KM ..rather than the organisation seizing you.

Yes. Mm

KM So I've sat in on interviews

Mm

KM ..with people – I, I've, I've read PDRs of people who've come for interview for quite similar jobs, saying that they don't manage their own careers.

Mm

KM ..and i—if that's – who is managing their careers? And very often it can be accidental; it can be about who you know,

Mm

KM ..you've been adopted by a particular Senior Officer, who will follow you up through the organisation and takes you under their wing; I mean, all of it done with the best of intentions

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KM But at the moment it's not systematic.

But in taking that on board, (inaudible) implications for the Met, potentially, could be quite severe.

CB Oh, (inaudible) significant is the word. Don't worry (laughter)

I'm calling

MB Sorry, signi—nificant. Thank you, Cindy.

CB I don't

MB In the sense that if individual members of staff, as I think we've found in some of, I found in some of the Inquiry sessions, are taking responsibility for their own learning and development

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MB They're also pa—quite often paying for that

Mm hm

MB ..and they're also quite often not being given the time, outside of work, to develop (inaudible).

Mm hm

MB If the organisation takes that on board, that creates significant resource implications for the organisation and if you extend that,

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MB .. (inaudible) I think you're saying, not just to the black and ethnic minority staff to which this Inquiry's focussed on

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MB ..and across the board, that potentially being the right thing to do I would argue, has significant financial implications. I'm thinking, I'm asking, is that what you, you're at, that, you understand the implications of –

KM Yeah, no, I understand that. I mean, I think there are two sides of it. We, I have already said that I don't think certain aspects of the training regime in the Met are – are adequate. I think particularly the further up the organisation you get, I mean there's – quite (inaudible) the further up (inaudible) the less training you get

Mm

KM Whereas in fact, the job becomes more complex and more difficult

Mm

KM And – and there are certain things that you have to do, that you didn't before. So for instance, you know, once you get above ACPO rank, you get no training at all, basically and yet you, you may, during the next whatever -- ten or fifteen years, be asked to do five or six different jobs

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KM ..from HR to performance management, to finance to all sorts of stuff. So, so that's an issue and, and you know, I don't think there'd be any problem with increasing training and the cost that's associated with that, because frankly I think you'll save money elsewhere and it will lead to the best performing organisation. So it's a sort of spend to save, but there's the other side of it, which is, is not necessarily going to cost that much money and that is about embedding a culture – almost a kind of patrician culture, more widely within the organisation, that people at a senior level are responsible not just for the people they know, personally, further down the organisation, but for the whole of the organisation and that, you

know, their legacy is making sure that the person who takes over the job from them is better than them. And that means starting early and identifying people down below and as I say, having a comprehensive career progression program for everybody. I mean, if you look – I was a Chartered Accountant, City – so stop me if I'm waffling, but I was a Chartered Accountant at City early on. I mean, very shaming time in my life, but I was, for three years and what that firm did there is a firm called Touche Ross – it's now called Deloitte. They pretty much decided within the first three or four weeks who was going to make Partner. You know, you, you can tell, in the first month or six weeks of starting, who's committed, capable, you know, interested, has the talent, all that kind of stuff. Now, I wasn't.

(inaudible)

KM And that was obvious to them and to me.

Mm

KM And they put, you know, quite a lot of effort into my (inaudible) but I made it pretty plain that I was there for the three years to get a qualification, I wasn't likely to stay (inaudible) hurt, but I wasn't identified as somebody to go on and be a partner; never (inaudible) but those people who were identified early were definitely brought on through the organisation

Mm

KM I mean, I wasn't treated unfairly, but, you know, there was a division of who was and I don't think necessarily that happens uniformly.

Just stopping you just one, two, one final point and then one final question. Is, how, how, how do you then respond to the Dialogue to Delivery report that's just been produced?

KM Dialogue to Delivery.

Delivery report which just (inaudible)

(inaudible)

It's a –

KM It's probably in the pile somewhere

(inaudible) Okay

Having (inaudible)

Okay. It's the report of a Commission by Paul Stephenson in re--, in response to the (inaudible) inquiry

KM Ah, right. Yes. I am pleased that the Met are already making moves to address what they perceive as some of the problems.

But it actually conjugates the last part of what you're

KM Does it?

Proposing in terms of its approach.

KM Right. I'll have to read it then.

Okay. All right then. My last, final question is, is as we've said that the MPS is policy rich and implementation poor. I think, discuss.

Er—

Succinctly, but briefly.

KM I, I don't think that's fair, necessarily. I mean I think they are policy rich, I think they have lots and lots of ideas and I think in this particular area, they're not necessarily implementation poor. I mean, they have done a lot of stuff; whether it's had all the effects that it should have done, or whether as I said, if it were me, whether I would have started from here, is another, is another matter. But they, I do think they have taken the issue seriously. I don't think there's any doubt about that, whether it's under the previous Commissioner or indeed under this Commissioner, they do take the issue seriously; whether they've got the right structures and whether the right things are happening is what you're here to, to decide, effectively.

(inaudible) you think they've got the policies right, you think they've got the implementation

KM No; I think they've

Mm

KM ..got the – I think they've got the best of intentions and I think they have done some implementation; whether that's the right implementation, as I said, I wouldn't necessarily

Mm

KM ..start. I wouldn't have done it necessarily that way myself. But then I wasn't here when they

Mm

KM ..started it, whenever, five or six years ago.

AJ Do you think the structure's wrong, usually?

Mm

KM Yes. I think,

AJ So

KM Well, no.

AJ Well, however good one's intentions are

Yes

AJ ..and in fact however – however good the policies are,

Mm

AJ ..it's the structure its deforming

Mm

AJ ..both.

KM Yeah, I think they – as I, as I said at the start, I think they have separated out the two strands that, that you have to, to bring together. You have to have the fairness strand, but that has to be done in an overall atmosphere of a comprehensive, you know, staff advancement and

development and career that – which is about a more efficient organisation. I mean, it's – it's only in having an organisation that is, you know, focussed on having the best cohort of people to fight crime, that there should be a realisation that a – a diversity strand of that, you know, it will make the organisation that much better.

Is that a weakness in (inaudible) is that a weakness in leadership around – around the structures?

KM Think - to be honest, I think that would be – I think that would be unfair. I don't think it's necessarily a weakness. I just think that, you know, if – if the truth be told, you know, the whole of British society has struggled, over the last twenty, thirty years with diversity and fairness issues around race. The Met are not alone in trying to navigate those choppy waters, you know—with the best of intentions, in the, to the best way that it seemed at the time. I don't think, when they set up their Diversity Directorate and all those kind of structures, they anticipated, necessarily, that it would have any kind of negative consequence. I really think that stuff was done with the best of intentions, by people who, you know, really thought this was the right thing to do and I think that in re--- in reviewing it, as we are, effectively now, it's – it's, it's almost easy for me to say in hindsight that I wouldn't start from here. Whether I would have said that whenever six, seven years ago when they set it up, I'm not sure. But you know, that's part of the reason why we're so keen on the Inquiry, is we want to review it. If there are things we should do differently, great. Let's look at the positive things we now need to do, to improve things, but, you know, I don't think anybody would pretend that what, what's happened hasn't had any – any negative consequence culturally.

Okay. Do, do Staff Associations in your view help or hinder the organisation?

KM I think they help, generally. Yeah. I mean, I – I don't think there is anything – there should be no reason why they hinder; I mean I – I think there might be individuals in those (inaudible) Associations who might ask themselves questions about whether their contribution is entirely positive, to the overall mission, but I think Staff Associations in general will be, would be helpful.

And, and what about – do you see the need for Staff Associations to be reformed as to the way in which they work?

KM I think there are some issues around governance and finances that might need to be looked at. When I was a Councillor, one of the incredibly frustrating things about being a Councillor is dealing with residents' associations, because residents' associations become self selecting groups of people in a particular area who don't necessarily – aren't democratically elected, don't necessarily represent everybody who lives in that area and yet very often develop very strong views about the way the area should be run, and what should happen and more often than not, when you speak to the wider residents, they (a) have no idea who's running their Residents' Association and (b) disagree vehemently with quite a lot of what they say. I think there's a lack of transparency about how some of the, the staff associations sort of call themselves together and that could be improved and that would be good for them, because it improves their legitimacy. In the same way that, you know, Trades Unions

Mm

KM ..have to be very transparent on who's elected, how they're elected, what their policies are and have regular meetings for full membership, all that kind of stuff. I think that helps. Finances, I do think that when, you know, the Me—the Met has handed out grants to these organisations they have a duty to, to conform to normal audits and, and a controlled environments on – on money. Again, to strengthen their hand.

Mm

KM They, they need to be – if they want to be strong and legitimate, they need to sort of have those basic government structures in place.

CB Okay, thank you. Bob.

BP Thanks very much, Cindy. Martin, you, you, you spoke about a couple of things – organi—Kit, sorry.

KM It's okay.

BP (inaudible) You, you spoke about the organisational expertise.

Mm.

BP You also mentioned two important things with regard to the MPS and that you, you, you use these words effective and efficient. Given that the Authority has a statutory responsibility to oversee the effectiveness and efficiency of the MPS

Mm

BP What competency tests are applied to the individual members of the MPA, to ensure that they have that expertise to carry out that oversight and scrutiny role?

KM That's a very good question and strikes at the heart of the discussion I've been having internally with the MPA, for some time, which is I think the – the way the MPA has formed and established, does not allow us to acquire all the skills we need. By statute, just over half the members have to be members of the London Assembly and those members are split in the proportion of the parties of the London Assembly, so we're pretty much stuck with who we get, there and the members of the London Assembly are relatively monotonous in terms of their experience. I mean, there's some variation; I've been in business, others have done other things, so there's some variation, but then in terms of the independent members, the way we gather those in to the fold, is, you know, we get what we're given; we, we advertise, people apply and we have a duty through them to kind of balance up on various issues, diversity and others but – for instance, during the last rounds of applications we had very, very few people apply, in fact I think only one, who'd had any experience of running a large organisation. You know, when I say large I mean, over a sort of thousand people and he was recruited, possibly because he – he had that skill. And so you, you – you know, you kind of-- it's not like you can pick from everybody. You just, you, you can pick from what you're presented with and I, I have said, publicly and, and, and elsewhere that I, my personal view is that the MPA should move to a similar model adopted by the LBA and TFL, where the whole Board, if you like, and effective the MPA is like a Board of Directors, for the MPS, where the whole Board is selected by the Mayor with, who's then able to take a wider view of diversity, skills, balance – all those kind of things, to make sure that we get what we need and then the London Assembly should do the scrutiny.

BP But given that that's not the case at the moment and given the fact that, when you do interview independent members, you have a competency test that you apply, or you should apply

Mm. Mm

BP ..on race and diversity, to those independent members, what do you do for the other members, to test their competency and following that, (inaudible) that, because the APA have set up specific training for Authority members, have all your Authority members been on that training, or

KM Some have, some haven't. I mean, we have s – our own internal training and there's some APA training. But again, we can only offer it! We, we, we, we don't have a big stick; we can't fire anybody for non compliance with the MPA and we can't fire anybody for non performance of the MPA.

BP So how are you – how do you ensure, then, that the – what you were talking about, the effectiveness and the efficiency, your statutory role, if you've identified – you personally, said you've identified, the lack of it in terms of race and, and diversity and faith. How do ensure, then that you, you're carrying out your job effectively, or the members are carrying out their job effectively?

KM Yeah, well I mean, we – we were fortunate, this time, in being able to recruit some independent members who have some experience of, of, of the issue, if you like and I've been working on, I mean, we – there was obviously some continuity from the previous MPA in terms of members who've been involved in that work, and we do address the issue through our kind of Committee structure and work strand and so people are able to develop – some expertise, I guess and knowledge through that issue. But you know, are we firing on all cylinders on the HR area, (inaudible) I mean do we have an HR specialist for instance on the MPA? No.

BP Okay, so how do you tackle weak, or poor, management issues when they're identified?

Well,

BP ..around equality and diversity.

KM Yeah, well here you are.

BP Set up a Panel.

KM Yeah. Well, what we'll, what we--

(Laughter)

KM Well, we decided there was a specific issue there; I mean, you know, from a leadership point of view, I've had exp—some experience of running a large organisation at Westminster Council, I've obviously been in, in business myself so, so have some idea about how those things should be looked at and, and structured and as I've said to you earlier, I have some strong views about how the – you know, the, the career structure process should be structured in – in the MPS and I could do my best, through the various policy documents that – use them to try and make that stuff happen. But we did identify early there was an issue. I wasn't sure entirely, myself, how to tackle that issue and hence why we wanted to set up a Panel so that we could hopefully find some constructive steps that we can take, to try and solve that issue.

BP Within the MPA, as well as within the MPS?

KM Within the MPA as well as the MPS. I mean, the MPA is a sort of slightly odd one 'cause it's a - it's a very small organisation

Mm

KM ..and the smaller the organisation, you would think the easier, but in fact the more difficult those things, those things become(inaudible)

BP So you do—do you think the structures that, that you have at the moment within the MPA, to effectively look at the oversight of race and equality, diversity issues, are correct?

KM No. Not, no I don't think so, but I think that's

BP So you're hoping

KM ..but I think that's true of the MPA totally. I mean, I think there's a – there's a cu—there's been a cultural problem with the MPA,

Mm

KM ..in its first eight years, which is that the MPA has been a sort of paying passenger on the Met cruise. It hasn't had its hand on the tiller, at all. I mean, there, there's – you know, the tiller has quite a lot of hands on it in the Met;

Mm

KM ..it's got the Home Office, it's got the Met itself

Is that a political point though? Come on,

KM No

It, it, are you saying that because you – I mean, what, what makes you say that? What's the evidence behind that?

KM Well, the MPA, as far as I can see, the MPA has been entirely reactive;

Okay.

KM ..it's reacted when the brown stuff has hit the fan. But it, it I have yet to come across a positive, forward looking document from the MPA that says, This is what we should be doing for the next three years. There's the Policing Plan that comes out every year, but the Met write that and the MPA sort of rubber stamps it. Might fiddle about with it a bit, here and there and there might be a bit of negotiation about emphasis but fundamentally, it's a document that emanates from, from Scotland Yard, it doesn't come from this building – and every now and again, there will be an MPA member who jumps up and down about a particular issue. Cindy's been jumping up and down about dangerous dogs, for instance, for two or three years and nothing happened. And, and I would say this, wouldn't I, but in a new atmosphere of, of perhaps a little more direct influence on that – on that tiller, we now have a Dangerous Dogs Unit, for the first time in the history of the Metropolitan Police. And we're not asking that the MPA, or even that the Mayoralty, to be the only person with a hand on the tiller, but it would be good to have a bit of a hand and I think that's the first step. Now we have that and we have an Inquiry and we're developing our proactive role, if you like, over policy and direction over the road; I think we can start to do some of the stuff around HR (inaudible)

Cue, cue Met Forward?

KM Yes.

Yeah?

Yeah.

That's the, that's the forward looking vision that has been missing.

KM Well, it's--

So, so, if you – if you would, can you just reassure us, then, if that's, if that's the, if that's the document that the MPA produce, which is the way forward, where it wants to be but also where it wants the organisation to be

Mm

Can you reassure us that the Inquiry will be sufficiently integrated

Mm hm

..within to that forward-looking plan?

Mm hm

So it's a blueprint for the future and, and with that, I'd like some reassurance also, and your views, on how we can ensure that the recommendations from this Inquiry are taken forward and robustly implemented

Yeah

And we can robustly have oversight over the organisation for delivery.

KM Yeah, I mean, Met Forward is a bit thin on, on your area but that's on purpose 'cause I didn't want to write huge tome before you've concluded. I mean, it, it, it definitely puts it front of centre, it's in two or three sections of the plan that we're going to take and absorb your proposals effectively into the mainstream of the delivery, because, as I said, my firm belief is that we will fight crime better if we are more diverse throughout the organisation and so, we being a team, the strand is critical. In terms of how you can make sure your recommendations are put into action – I think you, I think it would be good if you tried not to make the mistakes, perhaps, of previous Inquiries or reports. I think one of the mistakes that, that previous Panels have, have looked at is that they have effectively opined on what's happened in the past, or where the situation is. And that, that became the headline, whether it's institutionally racist or whatever it might be. That becomes the headline and everybody forgets the – you know, whatever it was, 74 positive, practical things that we can do to kind of sort out the problem and so I, I, you know, on the basis that the Inquiry wouldn't be here if you didn't think there was a problem, coming to an opinion, unless there's an opinion that there isn't a problem, but coming to an opinion that says, There is a problem, I don't think will necessarily be useful. I think an organi—a report that said, Okay, these are the things we need to do to get the Met from A to B and this is what we think B should look like, I think

would, would, would avoid that trap and would also – you know, the – they are organisations that come under a lot of attack (inaudible) for all sorts of reasons, not just for this, but for lots of other reasons (inaudible) – you know, saw only last week the Commissioner apologising for problems in the rape – the, the, the investigation of rape and they were coming for a lot of attack and it's very easy, in those circumstances, to become defensive and enclosed. And what we want is for them to open up, particularly on this issue, and sort things out and I think a, a report that comes at it from a constructive, positive point of view would be much more productive.

Ca—Bob, I'm going to come back to you.

(inaudible)

And, and the reason why is because – sorry, did you want to come in, Anthony?

AJ No, it's okay; I'll (inaudible)

Are you sure?

AJ No I'll--

Okay. The, the reason I want to come back to you is because what I asked you about was ensuring that the recommendations are implemented

Mm

..and, fair enough, fair dues, you know, say the right things and it will be implanted. That's, that's the obvious (inaudible)

KM No. No, no,

No, no, no; that, that's fine. What, what I'm asking you to do now is, based on the recommendations having been accepted,

Mm

How can we ensure – and what assurances can you give, that they will be carried out?

KB Oh, I see. You mean practically.

Yes.

KB Well, I mean, we – I mean, there are two aspects to it, really. I mean, you can – if you want to ensure—sure more than a sort of tick box approach to these things, then I think we do, you know, it's not saying the right things. You can say the wrong things in the right way, or you can say, you know, negative things in the right way. But that's – that's linguistic. I mean, from, from our point of view, obviously, through your Committee, Cindy, you will be monitoring work on this and the whole idea in – with Met Forward is that we, we set up eight work strands, in particular, discrete areas, that can then be monitored through – through the Committee structure and implemented through the Committee structure and therefore reflected in, in the Metropolitan Police. I do think one of the things that would be useful perhap--perhaps for you to look at, is how you, as I say, one of the things I, I said was identifying what BE looks like and identifying what measures you would, you would look at, on I mean the, the Met can look at the overall percentage, for instance of BME people within the organisation, but that doesn't break it down by rank and if you look, if you break down, you know, the ranks, are the particular ranks well actually, you can see a, you know, a sort—almost a baby boom coming through the organisation, that can be expected and how would you monitor,

Mm

KB ..how would you (inaudible). I also think it would be worth looking, for instance, at the grievance record – you know, where, where are we on grievances

Yes

KB ..how do we disaggregate those; I think the – how you measure success, as well as defining what success looks like, (inaudible)

Would, would you support the rec—accepted recommendations being included within the Commissioner’s Performance Development Review?

KB Yes.

No, carry on with that (inaudible)

No, that’s --that’s the answer I want! I’m, I’m with that! As long as I get a yes, I’m fine. Over to you!

BP Well, no. I, I mean, my, my final point, actually w—was where Cindy was coming from and that is more, more in line of an action plan required

Mm

BP ..which measurable

Mm hm

BP ..and in some way, independently monitored.

Mm

BP (inaudible)— that would be helpful to you?

KM I mean, that's what the MPA is here to do. I mean, I'm, I'm

BP No, no, no; I, I'm sorry. You've got to bear in mind that, that, that you've asked us to look at the MPA and the MPS

KM Yes

BP So it's not – I mean it's like giving the MPS something and you say, Well get on with it and

KM Yeah, and I understa--

BP ..look at it yourself.

KM I understand that and, but, at the same time I'm, I'm loath to kind of undermine the, the scrutiny (inaudible) notwithstanding the fact that you're – you're right in identifying the other conflict of the MPA, which is it's both complicit and at the same time scrutiny

Mm

KM ..and that causes all sorts of confusions and problems for us. So I would be more than happy to – I mean, I ought to set up some kind of big, over-arching bureaucracy about it but I would be more than happy to look at some kind of independent evaluation on a periodic basis. And in fact, all healthy organisations should do that, anyway.

BP Thank you.

Anthony.

AJ Right. I, I listening, I hope quite carefully, to what you were saying before, about (inaudible) coming from the (inaudible) private sector background myself. It's – it's interesting to be exposed to the full extent of – the radical extent of the differences between the two sectors. But t—tell me if I've got this, this right -- (inaudible) that your objection to the existing structure is that we have a Diversity Directorate, supported by other agencies, which focuses on minority issues. And that has two defects. The first is that it means that everyone else in the organisation can relax, because there's a chap with a tie on dealing with the problem and, and the second objection is that, although this doesn't necessarily – I think this isn't a necessary feature of the structure, it's, it's a – it's a likely feature and it's an actual feature here – it, there isn't a comprehensive career management program which would incorporate in it proper respect for race and diversity issues. That, that seems to be your, your point.

Yeah

AJ Is that, is that a fair summary?

Yeah.

AJ Tha—that would involve, if it was implemented and I, I want to ex—to explore in a moment with you what that would look like, but, but in practical terms, that would involve a – a radical re-structuring of the Metropolitan Police Service and also the relations between the MPA and the MPS and the MPA itself. That kind of radical re-structuring, which – which is your view of the problem and how it should be solved – has such wide ranging implications that two things follow. First of all, you would be disappointed if, if this Inquiry made recommendations that fell short of such radical proposals and secondly, that it might take the MPS, MPA and relations with the MPS and MPA a year, possibly two years, of quite serious work to put that in place. Y---

End of Side A

Side B

AJ ..there is an alternative view of this Inquiry which is that – which is that what it's about is in effect saying, Well, chaps, you know, lead from the front;

Mm

AJ ..take existing policy seriously, tinker around the edges with structures for promotion; that kind of stuff, you know; 74

Mm

AJ ..detailed recommendations, to show thoroughness and examination. But no major kind of re-configuring the blueprint.

KM Mm. Very little point tinkering, as far as I'm concerned; I mean, if we tinker, we'll just be here in another ten years. I think, you, you know, if there is an opportunity – and I'm not saying, it's just my view,

Mm

KM .. (inaudible), you may think I'm completely wrong, but if there is an opportunity to have a drains up and a once for all, you know, let's get this sorted,

AJ Oh, these things are never once and for all (inaudible)

KM No; no. There's always an issue, but – and also, you know, I think it's – it, I would be more than happy if the Met were to show a lead in moving the diversity issue on. I think in local government and public sector generally, you know, it, it, it's reached the point now where it may need – you know, that kind of radical, the quantum leap forward and if the Met were to do something and be on the front foot, frankly be on the front foot for once (inaudible), I think that would, would be to be welcomed. So a, a radical re-structuring, a move towards greater mainstreaming, within an atmosphere of much, much better career management progression for everybody, I think would be the sensible thing to do.

AJ But that's, that's against the, the, the thrust of, of the

Mm

AJ ..evidence so far, which is that – which is that minorit—which is, you know, fine but which is that BME interests need even more assiduous, specific championing

Mm

AJ ..and that that's the way forward.

KM Well I don't, I don't th--think there's one – there, that that would be less assiduous. I mean, I think if, if, if – as you said, that if there's – there's one champion, that means everybody else doesn't have to be, I think that's negative. I think if everybody has to be, then I think that's a positive. And I think that the, in many ways the, the negative effects of a separating out will over time outweigh – I mean, if you were to carry on, for instance, with diversity (inaudible) would you ever envisage a time at which it was no longer required, (inaudible) you just shut it down? Because it, its job is done.

AJ Well of course, as we know, the problem of these organisations is they're self perpetuating.

Mm hm.

AJ That's right. I mean,

KM And it – and it becomes a separate part of the organisation. I mean, there are, there are – I've, I've no doubt that there are people within the organisation who spend almost all their time doing this. And I don't know, personally, whether that's entirely helpful. And I think you need to weave it out into the organisation much more and I think that if, if senior officers (inaudible) are taking responsibility for the progression of all the staff underneath them, then the issue should sort itself out.

AJ Have you discussed your ideas with, with anyone else or are these ideas for the purposes of today's evidence?

KM Well we've had, we've had a number of discussions generally, I mean Cindy and I have had discussion before this and I've talked to, to Catherine in the past but I guess – coming here has sort of focussed my mind a little on, on, on where we should go. I mean, there's also the other thing to bear in mind, of course, is there's the art of the possible. I mean, as you say, a really radical re-structuring and it's very easy in hindsight to say, We're going to start from here and let's do it, but it may be that the effects of a, a radical change like that would also be too de-stabilising.

AJ I, I want to change the, the subject for a moment, I mean - (inaudible) and ask you a question which, which has been under-explored, I think. And, and maybe, maybe correctly. But I get a sense that race and faith issues are run together, as if they were, as if they were one issue

Mm

AJ ..where, with faith being tacked on

Mm hm

AJ ..to race, because historically race was the lead issue. But actually, they appear to me to be quite different issues

Mm

AJ ..with a certain degree of overlap, but nothing like the overlap that people think.

Mm

AJ I wonder what your sense is of the distinctness of the challenges to the Met of race and faith issues?

KB It's – I think you're absolutely right; I think conflating the two is not always the, the best thing to do. Not least because there are-- you know, particular issues to do with faith, that sometimes the Met can do very little about. So, for instance, the Jewish representation in the Metropolitan Police is, is minuscule, but that's not to do with the Met; that's just something to do with the Jewish community and whether being a police officer or one of the police staff is seen as the kind of career that the Jewish community wants to get involved in; it's also to do with practical issues around timing and religious holidays, there's all sorts of reasons. I set this to Michael Grade, as being a, and asked him why there weren't many Jewish police officers and he burst out laughing, (inaudible) give me a, an explanation. So I think there are, there are some --

AJ Is that, was that his response, laughing?

KM Well, he, he laughed and he said he couldn't think of many Jewish mothers who would, who would want their son to become a police officer.

AJ Well, that's a, that's a judgment.

KM That's a perception issue and, and his opinion

AJ .. (inaudible) answer, isn't it?

KM Yeah, it is. But I mean I, I

AJ I, I don't want to give evidence to you, but can we just explore that for a minute, because it's

Yeah

AJ .. completely under-explored. The, the, do you, do you think that, that -- and this is not just a Jewish community thing, but I – as I've heard it said in, in for example in Indian communities,

Yeah

AJ .. (inaudible) do you think that one of the problems is that it's a one – what's the phrase? – one level entry?

KM Single entry

Single entry

AJ Single entry

KM I do think, I mean I –

AJ ..and that that's, that, that is an – sorry, the, the reason I'm asking that is because that is something that the Met can do for that community

KM Mm. Mm. I do think that the – I've been trying to think, over the last few months, of a single other organisation that has single point of entry and I can't think of one.

Mm

KM Not even the Army have a single point of entry.

Mm

KM And it may be, in time, that that's something to revisit. I mean, the – you know, in time..It's very interesting to (inaudible),

AJ I think you have a ver—you have a very radical view, let's rip up the organisation and start again, chaps, in relation to something as fundamental

Mm

AJ ..as, as career management

Mm

AJ Let's scrap Diversity Directorate, let's not have, you know, Special Interest Champions 'cause that means everyone else (inaudible)-- I mean, you could not be more iconoclastic; and then you talk about something which in, in, in structural terms I would have thought would have far less an impact, it's far less of a hammer,

Mm, mm

AJ ..to the whole structure, which is changing single point entry to multi point entry

Mm

AJ ..and suddenly you talk about in time, and it becomes a

KM No, I think you, I think you

AJ Why isn't that a fundamental

KM Well I think you would under-estimate the, the fundamental change

Mm

KM .. that, that having different points of entry

AJ Well, what (inaudible) please explain what

KM Well, there is, you know, we're dealing with a, with an organisation, you're dealing with a command organisation that derives its respect and authority throughout from the fact that everybody spent two years on the front line and I think we've seen in the past

AJ Yeah, but if the Army can cope, I mean, I mean, where the very concept of the front line was invented,

KM Absolutely.

AJ If the Army ...

KM The Army, the Army's been dealing with that for several hundred years.

AJ Yes

KM It's become culturally embedded

AJ Can't we learn from that?

KM Well, absolutely and that's why I'm saying in time. I mean, I,

AJ But “in time” has to start somewhere

KM Yeah, it does

AJ ..with a commitment, doesn't it?

KM It does. And, and, and I, I agree with you that in, you know, in the absence of, of kind of reality, a radical shake-up is – is my preferred situation, but I would-- this is a big but – you have to bear in mind that the police service, police force, is a risk management organisation. It deals with some incredibly difficult situations and issues out there in society and in the same way that in, in Council social services you only ever migrate very, very slowly to change, because you are dealing with you know, whether it's looked after children, or, or a child protection issue, (inaudible) radical change can cause *lacuni* to open up in your government structure that (inaudible) cause all sorts of problems. I am-- I want to be quite careful with the Met, that we don't suddenly rush all sorts of different radical changes and re-structuring in and holes open up everywhere. I mean, they have to – as an organisation, they have to keep an awful lot of plates on sticks, all the time, from counter terrorism to serious organised crimes or whatever it might be at the front end;

BP What about scrapping Promotion Boards?

KM For ...

BP ..for Inspectors and Superintendents – the, in order words, the perpetual barrier that stops people coming through. If you can't, if you can't do it, sorry-- if you can't, to follow that, Antony's point, if you can't open it up

Mm

BP ..at the bottom level, at least when you're selecting the, you know – people to go through, where the barriers are at the moment,

Mm

BP ..and it, and it's not a question of time; we've got twenty, thirty year term serving

Mm

BP BME officers. What about scrapping those Promotion Boards – in other words, that – that area that they find difficulty in getting through, so that talent and ability is judged in a different way.

Mm

B{ And, and I just must say that, even though in Social Services, you know, whilst the – the, the practical people were there all the time, the, the, the people who direct them in terms of Councillors are elected – every four years or so, aren't they?

KM Yeah, I mean, I think

BP But coming back to the Promotion Boards (inaudible)

KM Well, I agree with you that, that, that – you know, you could look at promotion in a different way. And I do think it is odd, in – well, it's not odd under the current structure, that you have Promotion Boards and that promotion, certainly at senior ranks, isn't fully under the control of officers further up the organisation. That's not odd under the current structure. If you were to have a – a new structure, where, you know, there was much more of a career management function for senior officers, then I would support there being greater influence by Senior Officers over promotion (inaudible) I mean there, there aren't many organisations, I mean, if you work in a large professional firm, you know, the Partners will effectively decide who gets promoted within the firm. And there's no – they don't have an outside body that says, Well you can, or you can't. Subject to, obviously, behaving fairly within the law. And I think it, it – to a certain extent it undermines the coherency of the organisation to have external people decide who doesn't (inaudible)

BP No, I wasn't asking that, it, it's the judgement on ability. Though the partners (inaudible)

AJ Oh, right

BP ..who determine on ability whereas at the moment, it's alleged that – and you've made reference to it – it may be on who you know, who had a 'phone

Mm

BP ..call and whatever. It's a fair, the fairness aspect I'm looking at.

KM Yeah, replace it with what, though?

BP Well, (inaudible)

Yeah

BP Are you prepared to accept that?

KM Possibly.

Anthony, did you have any further points? If, if they're burning I mean, now, now's the time.

(inaudible)

CB Margaret.

(inaudible)

CB Mic.

MB Sorry. It's just a, a— an issue I'm perhaps I'm looking for some sort of sense of your view, is that, while I think it's not unfair to say that what you've talked about in terms of this fundamental main-- changes in main stream (inaudible) round the whole

(inaudible)

MB ..recruitment, pretend, pro—progression process, one of the – you can do all those things, but the issue, as I see it, in a large part, is around the structures that exist around recruitment and retention which are about, which are about the culture of the organisation

Mm

MB ..and for us, I think, one of the issues is – and I wonder if you're a view on that – is about how you change and adapt that – the cultural aspect of how the Met responds to, or runs alongside, its recruitment and retention progression system.

KM In what

MB (inaudible) the, the – you can – you can have a process where you change the way in which you go out to recruit, you change – the information's more available to everybody, it's advertised, there's – you know, there's less of a – a nod and a wi—there's less of a – there's more clarity. But the issues about how you get officers, if it's to be believed, to move away from the 'phone call that follows an application, that moves away from line managers who refuse to support applications,

Mm

MB ..those things are culturally inbre—

Mm

MB ..embedded in the organisation and are done in such a way that it's just done.

Mm

MB And it's how, whatever we do to the structures, it's that set of behaviours,

Mm

MB ..it's a bigger task and my concern in, just why I, I'm – well, I think we're all keen to see significant change! It's how we address the cultural things, which I think are far longer, are, are, are more embedded in the organisation and also, almost untangible (sic).

Mm

MB There isn't a list in which you can say, These are the cultural things that impact on the Met's ability

KM Yes. But this all comes down to this-- it all comes down to the career management system. Which is that if – you know, in, in other organisations, people senior in the organisation will be given responsibility for managing the career of people further down the organisation. They won't choose who they are; there'll be a general view taken early on, on who is – you know, identified as talent for the future and then they will have their career managed by various individuals through the (inaudible) and that individual will

MB (inaudible) that's (inaudible) Kit, that's a very thing

KM ..and at, at moment what happens is, with the Diversity Directorate, is you, you end up with a kind of Us and Them situation, to (inaudible) where it's kind of done to Senior Officers

Mm

KM ..or done to senior members of staff, where, when they're not sort of necessarily included in the decision making.

MB But I was asking if perhaps (inaudible), just picking on what you're saying, that's the very thing that operates in the Met; that stops, stops officers – there's a general view taken, about who should be progressed,

Mm

MB ..which is the very thing that stops any good structures you put in place from operating. So it's a balance between how the private sector examples, which I think we're all familiar with, that you talked about

Mm

MB ..that can work very well in a private sector organisation,

Mm

MB ..can (inaudible), but if you intro – if there's a, it's a general thing you want to get rid of, I'd argue

KM Yeah, it's true; but agai—again, I'd reiterate what I said: the, the part of the cultural change is convincing people that they will be better at their jobs if their team is more diverse and if

the organisation is more diverse at a higher level, (inaudible) they are better cri—but you only have to look at something like Operation Trident to realise that it'd be a much better crime fighting organisation if you were much more diverse at senior ranks and if you can get that into people's heads, then you'll go part of the way to solving the problem.

AJ Kit, Kit, can I-- I, I don't, I don't want to pin you down on something you don't want to be pinned down on, but I am interested in – in, in just asking at least one more question on this

Mm

AJ ..multi point entry, because it has been one of the themes

Mm hm

AJ ..of the evidence so far and sometimes questioning it is a bit – it feels a bit like questioning, you know The Mystery of Eucharist

Yeah.

AJ ..to a, to a

KM No, I understand.

AJ ..to a Roman Catholic. I mean, you know, something which is so fundamental that, that, that, that you have to think outside your whole world view in order

Mm

AJ ..to address it, which of course is very difficult to do. Are you in favour of multi point entry?

KM In principle, yes.

AJ And do you think the only objection to it is getting other people to see the good sense of it?

KM Yes. I think the implementation is key on this. I mean, look, we've seen organisations where

AJ 'cause I mean, but sorry, just to interrupt you – there is no rational case, any more, for single point entry.

KM No.

AJ Thank you.

KM Can I add something to that?

AJ Yeah, of course, of course.

KM I mean we – we, we,

AJ That's the answer that I'm interested in.

KM ..we've seen organisations where the introduction of another point of entry, if you like, with perhaps (inaudible) different (inaudible) caused problems and I'm thinking about the National Health Service. When the National Health Service structure was changed and all these managers came in and effectively, effectively a different *cadre*, if you like – whether they're an officer class or whatever, there was an immediate you know, cultural reaction

Mm

KM ..in the organisation

Mm

KM ..and a separation and government has been dealing with that problem ever since. Endless slogans about putting the doctors back in charge,

AJ Yeah, but that's not – but that's not a, it's not a, it's not an apposite analogy, is it, because here we're talking about a single hierarchy of police officers

Yeah

AJ ..and bringing in people at different levels (inaudible) the hierarchy rather creating a parallel hierarchy.

Mm

AJ Putting, when the Government talk about putting doctors back in charge, they're not talking about putting junior doctors back in charge

KM No,

AJ (inaudible) the Consultants back in charge.

KM That's right. Right. The same ones who messed it up in the first place

AJ It's not, but it's a – it's a – it's competing hierarchies;

KM Yeah, it is

AJ It's not a single hierarchy.

KM It is. And undoubtedly, if you were to introduce it, the first few entrants would, would have issues; I mean, there would, there would be a – you know, they,

Mm

KM ..they do value this idea of having been on the front line

AJ (inaudible) on their training (inaudible)

KM Yeah, it would. But, but even

AJ ..six years it would be three months (inaudible)

KM ..but even, but even within the organisation at the moment, although it, my impression is it's changed, you know, being a – a graduate in the organisation was quite rare, some time ago and that, that notion of certain senior officers (sic) being a copper's copper and certain senior officers not being a copper's copper, has undoubtedly caused, caused problems in the past and, you know, you would need to manage that cultural change quite quickly. But do I think the Met could benefit from another point of entry? I do, yes.

You could always do a pilot.

You're meant to laugh.

Pilots always work!

You can never draw anything from a pilot; they always work.

Kit, I think we've, we've kept you for quite a while and, (inaudible)

KM Was that all right?

That, that, that was a really useful session. Is there a

KM I'm in big trouble now. Right.

Is, is, is there a question that you thought we'd ask, that we didn't and which you had prepared a most wonderful response?

KM No, I don't think so. Think, covered it all.

Right. Brilliant. If there's anything else you think of, you know, feel free – feed it in to us and we'll make sure we take note of it and we'll make sure we send you the transcript. So

(inaudible)

Thank you ever so much.

KM Great, thanks.

Recommend (inaudible)

Well, got me!

Yes. (inaudible), have you read the, the conclusions of the Home Secretary's two week (inaudible) have you?

(inaudible)