

MPA Race and Faith Inquiry

Denise Milani, Director, Diversity & Citizen Focus

Chair: Cindy Butts

Panel Members: Margaret Blankson

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

CB (inaudible) you for having kept you waiting and also an apology for only having two Panel members. Unfortunately the other two Panel members had fairly significant things that they had to deal with and that's why they're not able to be here this afternoon. The way it will work, we'll ask you questions for roughly about 45 minutes to an hour or so, I'll kick off and then Margaret, but then we may just chip in as and when we feel the need to. We are taping the sessions, we'll ensure that you get a copy of the transcript at the end, we'll also give you an opportunity at the end of the process to ask any questions of us, or indeed, say anything that you haven't had the opportunity to say. I hope you'd feel comfortable enough to be as honest and as open as you, you wish to be. That's effectively it, in terms of process. Can, can I start by asking you to outline the key functions of the Diversity Directorate, please?

DM Yes. We could start there, but may I, for the record, record my huge disappointment at only having two members of the Panel. I was led to understand it's a Panel of four; issues of diversity have been brought to the fore with this Inquiry, wherein -- it's the opinion of many that there really issues around human resources management and leadership in the organisation and *de facto* it's got race and faith, therefore it must be a diversity issue, has brought me here today. So to find that, you know, the expected panel of four

Mm

DM ..consists of two, although great respect to, to both of you, is hugely disappointing. So I'd like that on record, please.

CB Ab, absolutely but it, but also just to reiterate, it was very unforeseen circumstances and I, I don't wish to go into the personal lives of Panel members, but there was a, in particular a very significant health matter that one of the Panel

DM Cindy, I understand that

CB (inaudible)

DM --so I just want to make that clear. Okay, that's, that's made clear and I al—I also I understand that a number of people who are opposed, supposed to appear before the Panel today were informed of the, the numbers of people who would be on the Panel today and have had the opportunity to re-arrange or adjourn. I was not afforded that opportunity.

Can I clarify that?

(inaudible)

That's not actually

People, people knew

No, hold on.

..this morning

Can, can I clarify that, 'cause that's not true. You were supposed to see the BPA this morning. Unfortunately the Chair of the BPA, Alfred John was - couldn't attend

DM Yes?

..why we're not seeing, that's why we're not seeing the BPA,

DM ..but we can talk about the DAC, the current DAC, Diversity and Citizen Focus

Sorry, I, I don't know what you're referring to.

DM Mr Hitchcock.

(inaudible)

DM The Director of HR. (inaudible) whilst I understand the position of the BPA, the Director of HR has moved as was – so, you know, (inaudible) some opportunity

I, I think we'll have to clarify this outside of this session here.

(inaudible)

I'm sorry. I know I, I haven't met you before. (inaudible) okay. Are you asking, a, is, is (inaudible) is what you're asking is to be seen at another time.

DM No, I'm not asking that.

Okay, (inaudible)

DM I'm saying that I find it hugely disappointing. There was an, you know, opportunity probably to treat us fairly, if not equally in that there were going to be two Panel members, I was asked on many occasions prior

Mm

DM ..to attending the panel, do I want a private session? Do I want an open session

Mm. Yeah

DM I would have liked the opportune—I, I opted for an open session

Mm

DM Because I believe there are many things that,

Mm

DM Perhaps in, having, having independent people hear those issues would be helpful to us.
(inaudible) no disrespect to you, Margaret

Den, Denise, can, can I offer you this opportunity therefore

DM Yes

If you would like to see four Panel members

Mm

We can arrange to, for you to be seen by four Panel members.

DM It's not the most efficient use of my time. I'm here now. That's

I just wanted to give you that opportunity.

DM Yes. I'd no, I, thank you. I, what I wanted to say, I too wanted for the record and I've got it on record. That's (inaudible). Okay. Your opening question was for me to outline what I'm responsible for,

Mm

The work of the Diversity Directorate.

DM Right, okay. The (inaudible) I am Director of Diversity and Citizen Focus and take joint responsibility with a Commissioner, DAC and other senior leaders for the strategic direction of the diversity agenda within the Metropolitan Police Service.

Can, can you give us a bit more detail in terms of how that works in practice?

DM Okay. We own the policy, which is currently being re-drafted for 2009 2012. We have resources that support the organisation by financial and human, support the organisation with delivering strategic diversity and equality agenda, we are one of the primary business units that's responsible for engaging with communities. I currently take significant lead in moving forward with the Citizen Focus Agenda, particularly as it's, as it relates to issues of equality and service delivery. I also work closely with each member of Management Board and Heads of Business Units to help them develop their strategic diversity agenda in line with the equality scheme which the Diversity Citizen Focus Directorate also take responsibility for managing.

Okay. Can you, can you tell us what the resources are of the Directorate?

DM Yep. The resources we currently have forty five staff, which make up this research and monitoring unit, we have seven diversity advisers who work closely with business units, managers and support units.

Okay. And, and the budget?

DM Current budget hasn't been set but I will get them, I want to be more, I want to be actually very precise about that so I think that's information I can get to you.

Okay, what was the past budget then? What was the budget from the last financial year?

DM A million. A, couple of hundred thousand, two hundred thousand depending on what the agenda is for the organisation, different amounts (inaudible)

Right, so, so the budget for the last financial year was what?

DM I haven't got that i--, in front of me. I will get that information to you.

Okay. You mention there you, you talked about supporting the organisation to deliver against the strategy. How do you support? What, what's the process for that?

DM So, we are responsible with, in consultation with others, first of all delivering strategy that sets out the corporate direction for the organisation, with regards to diversity equality. I supposed the model that we use could be equated – I was thinking about this yesterday, how best to describe it - as a Ringmaster model, in that we take lead responsibility for key strategic activities and we deploy the resources that we have to support at local level with development of action plans, the monitoring processes, all sorts of interactions you would expect and interventions you would expect in terms of any ma—management model.

Right. So, you talked about serving as a ringmaster and developing action plans for each of the business groups.

DM Yes.

Right, okay.

DM That's the preferred style of the organisation.

Right, okay. Is that your preferred style?

DM Yes, it works (inaudible).

Okay. And can I just ask you, just leading on from that then, what that, your role, sorry, what, what the relationship is between HR therefore and your Directorate.

DM HR is a business unit like any other. We work closely with them to support them in delivering the areas for which they have responsibility. In this case it's primarily around employment practice issues as they relate to diversity. So, the recruitment retention and progression agenda which is the ar—the area of business under the spotlight, is led by HR but we work closely with them to roll out support, to lead, to advise on the things that the organisation needs to do, in support of that agenda.

Do you, do you think it's balanced, works well and, and it's the right, the right relationship?

DM Yes. I think it is

Yes

DM ..the right relationship. Traditionally HR—Diversity Directorates have been aligned solely to an HR unit and I, I personally believe that that's because that's how the agenda was developed. If we think back to Stephen Lawrence Inquiry there was particular concern or one of the actions that the organisation felt it could deliver on, was simply to recruit more black officers. In fact, that's one of the first roles I had when I joined the organisation, so in the minds of many, diversity is an employment practice matter. What we've sought to show that strategically diversity and issues of equality impact every, each and every area of service delivery, each and every area of employment practice and I think it's difficult for

traditionalists to get their head around that, that approach and that's a part of what we do on a day to day basis. Trying to work with people to change the, the thinking and the agenda around diversity.

So how for example would you work with one of the specialist units like counter-terrorism? What sort of – how – give me an example of how that sort of relationship works.

DM Yes. I was there, I was – at access board yesterday.

I picked a good one, then.

DM The Assistant Commissioner, Specialist Operations his, has his own Diversity Board and he quite rightly is responsible for what happens with regards to diversity and equality in the areas for which he has responsibility. My team work with the particular specialist operational areas, and at the moment I can tell you they are particularly concerned around race and specialisms and gender and specialism and so my team are working with them to understand how they can improve not only the quail--- quantitative side of that debate but also the qualitative side of that debate.

(inaudible) example, so in terms of their over, his overall strategy, you work with him around defining what that is in his business unit and then your staff offer practical support, advice

DM Absolutely.

... guidance on how they then deliver that?

DM Yes.

Okay, then. And do you have a monitoring and evaluation role in relation to what sits within that

DM Within that, yes.

..plan? Okay.

DM That's part of the strategic responsibility

Yeah

DM ..'cause I'm ultimately responsible on behalf of the Commissioner for the Equality Scheme and all the other legal --

Fine. So you're diversity advisers, I imagine would be the people that would work with, with (inaudible)

DM At the front end, yes

..supported by your research team

DM Yes.

..and then by your administrators.

DM Absolutely.

Okay. And so your budget, your budget that you have supports your staff but not the work that that unit produces?

DM It can -- sometimes there are activities where we (inaudible) the business case demonstrates that it would be beneficial to the organisation and also to the unit, for us to be involved in progressing a piece of work, so we can be supported by either providing a human

resource or financial resources to basically kick start a project or to ensure that something happens

Mm

DM ..to progress the strategic agenda.

Right. So, given you sort of work, I imagine you work with a number of – so you work with a number of the specialist units

DM Yes. We're a cross cutting unit

What are, okay, what are the issues in re—in relation to faith and diversity and race in relation to recruitment (inaudible) the principle again retention and recruitment and progression. What are the issues that are you, that you were seeing, that come ac—are being arising across the organisation in relation to recruitment and retention?

DM Okay.

Well I mean, if you give me the say the top three, that would be good.

DM Right. I'm sure they've been rehearsed here on a number of occasions. But I think before I answer that, I can just, I've been thinking long and hard about h—you know, coming to talk to the

Mm

DM ..Panel , a--around str—issues of strategic diversity and equality and it's -- think it's incumbent for me to put my position re the agenda and how I see it. I think the organisation is comfortable with the term diversity and look at the term as one that pulls us together and looks at our common aspirations, so a diversity issue would be each and every person who

works, lives and plays in London wants a great police service. An equality issue recognises that not each and every person who lives, works and plays in London sees the police service in the, in the same way and then we get into debate around discrimination and the legacy of relationships between the police and communities or groups, whatever. And that's the fine line that we at the centre and I know many others in the organisation, are constantly treading. The data will tell you that terms of service delivery and employment practice there's disproportionality. In fact one of the reasons this Inquiry, Inquiry has

Mm

DM ..you know, brought, brought about was because of concerns around disproportionality. But equally, the organisation has done an awful lot, particularly in terms of policies and practices, to try and I heard Robin speaking earlier, to, to modernise the organisation so it becomes a multicultural and anti-racist organisation, put it that way. So it's a complex debate and one that the organisation tries to put a very neat box around and a neat box (inaudible), doesn't necessarily give you the value added that the Authority and

Okay

DM ..other stakeholders would be looking for.

Okay.

DM And so, going back to your question and, about what are the issues particularly in terms of employment practice, there's the quantitative debate, how many black people, minority ethnic groups, do we have, in the organisation, the positioning of those individuals; many of them are still in the junior ranks the organisation and those of us who are in senior ranks and grades raise questions, will raise questions about our power, how we are seen, how we are involved, how we are utilised by and with the organisation. So there's those two issues and, I suppose then the third one would have to be the quality of the experience of individuals if you are from a minority group. And I think that, I would say, is wholesale across the organisation.

And who do the health check? How, how is the Met doing against those?

DM (inaudible)

..those areas.

DM HR is responsible for the staff survey. And I, they are working to improve it so that it gives them more meaningful data. And that's the primary mechanism, primary tool that is – you know, gives you the answer to the question that you've just asked. I would also say that Staff Associations are a useful communication tool in it explaining what the lived experiences of individuals are and my Directorate has a lot, you can imagine because we work primarily with under-represented groups. There's a lot of feed back and a lot

Yes

DM ..of conversation, again, about the experiences; the data usually tells you. Exit interviews tells you what, you know, the well-being of the organisation, the health of the organisation.

I, I, I still want to get a sense of where you think the organisation is at on these issues, though, because I think as, as much as I, I think we all acknowledge as given that the Met has come a long way, let's put that aside

DM Yeah,

..the point of this Inquiry is to look at where the challenges and the barriers exist and what we ought to do about them, so, so in your view, what, what are the key challenges that the organisation faces and what do you hear from – as you said, your own, you're, you're very much, a very visible Senior Officer in the organisation

DM Mm. Mm

What do those lower on down in the organisation, BME officers

DM Mm hm

..tell you about their experiences? And what's the strategic challenges that you feel the organisation still faces?

DM Okay. I think perhaps the key strategic challenge is one of leadership and I'm going to supplement that with moral courage. I was thinking about this, yeah. (inaudible) you know, I acknowledge what you're, what you've said: much has been done in terms of hard wiring and I'm extremely proud to lead a unit that has been responsible for a lot of that, you know; you ask, asked us for an equality scheme, we have it. You ask us for a Program Board, we have it. You ask us for a Diversity Board, we have it. But as with all change agendas and this is very much a change agenda, if there isn't that leadership that is very clear, that is dedicated and that is communicated well, I think you get the ambivalence that perhaps is a feature, that is not perhaps that is a feature of the organisation. So leadership I think is the first thing. Underpinning that, there's got to be something about clear goals and expectations around the diversity and equality agenda; a third thing

Sorry. Can you say something about the clear goals and expectations?

DM I would say that up unt--- I, (inaudible) it still exists, this *ad hoc* feeling about the diversity agenda in the organisation. Some people understand it; I suppose (inaudible) haven't they described it as a, a curve of n—a normal distribution, speaker before me referred to that – to kind of 80 per cent, perhaps in the middle, who think, Well, we can leave it, we can take it or we can leave it. No one's going to really check whether or not we've done what we're supposed to do in a way that we are, have, are supposed to do it. So there's that, that rump of the organisation that requires and this is where one of the Commissioner's Ps I suppose comes in – intrusive supervision around all aspects of diversity and equality.

But, sorry, but can I pick you up on something there, because

DM Yes.

..i--, in my mind that, that relates to a performance management, monitoring issue

DM Yes.

What, what you said is that there's a lack of clear goals and expectations.

DM Yes.

That's different. Now, help me to understand that.

DM Okay, well I don't see them as different, I see them as related because I, there's something about me explaining my goal and what I expect and then going on to manage that. And that's the third, I was going on to. 'Cause there are two other things that I thought (inaudible)

So, sorry. Okay, so, so the diversity strategy is supposed to be outlining the clear goals and the expectations.

DM No, I would disagree. The diversity strategy sets the direction and the tone. What we are trying to develop which is the goal. What the organisation wants,

CB Which is the goal

DM Yes, which is the goal. The aim. Okay? And I go back to what I was ex-- explaining to Margaret. Each area then works out

CB Sure

DM ..what is it that it's responsible for delivering and what are the primary, or what are the key goals under, that support their, their business area, so we, if we use the counter-terrorism (inaudible)

Do you set the frame work?

DM Yes. We set the frame work

Yes, okay.

DM Okay? And then you work closely with the person responsible for

Right

DM ..each business area.

So, so when you talked about the clear goals and expectations, that was about cascading down

DM Yes

..into – right. I'm right, I understand. Okay. So, leadership, clear goals. What was the third one? 'cause, we're just going on to talk about performance management,

DM Okay. Okay. Uh huh.

And I, I think something about communication?

DM Okay. And I don't simply mean the written word, the-- you know, communication takes many forms; it's the imag--- you heard a lot, I came in the tail end of the previous speaker,

heard a bit about perceptions. Images that we see in the organisation, the way things are said, it's not clear that thought has gone in to the impact that different communication tools, approaches have on different groups. I think some thinking goes into that as it relates to police officers and different ranks; I don't think as much -- I'm not, I'm not confident that as much thinking goes into it for everyone else. And an example of this would be police staff. Often --and police staff is relevant in, in

Mm

DM ..this context, because that's where you will find the majority of your different faiths and your different races. Often it is felt that consideration is given to police staff as an add-on so you know, if a, if a, if a com—message is being communicated, someone has to remind someone and yes, there are police staff here.

(inaudible) question at that point so I just, so I'm absolutely clear. So at, I understand and that's perhaps why I started trying to make sure I understood what, what the Unit does, not in terms of what we've read but actually how it operates

DM Mm hm

.. (inaudible) clear that sometimes there's difference between perception and reality, is that if you-- I understand how you work with individual units, with specialist units (inaudible). In terms of influencing that strategic thinking which is around performance management, which is around how do you ensure, or how to ensure (inaudible) you're working with, with individual business units, that they are considering their areas of work or their objectives in relation to police staff-- how, how do you, how have you been doing that, then? Some of the issues you've, you've outlined as problems or issues, how's the unit as a divert— directorate (inaudible) directorate? How's the Directive set out to influence managers around how they include that?

DM Okay. We have a Diversity Board, lots of conversation takes place there around those issues of diversity. We have an Equality Scheme Program Board and again it's the frame work for having the sorts of conversations. We're also a unit that works with a, like to think a more contemporary approach in that we will, we will facilitate discussions ourselves around issues that need—we believe need to influence the, the – need to be influenced. Regrettably, I wouldn't – I don't believe the same rigour's taking place at Management Board level and

that's something I personally would like to see change. I'd like to be confident that issues of diversity impact, you know, decisions that are taken there and all that consideration is given to the high level discussions that take place there. And 'course there is the MPA. Sat in this room

Mm

DM ..on many occasion and had conversations with senior leaders and clients of – clients. Citizens, community people about aspects of our work and how it's impacting recipients of the Service.

Thanks. (inaudible) something you said earlier about ownership, about owning the policy and along with the Commissioner and other members of senior management Board.

DM Yes, but

Is there, are you saying in, in essence or (inaudible) to (inaudible) that there's a, there's an unhappiness on, on your part or Unit's, or Directorate's part, sorry, around the Management Board's ability to, to lead, on, on, on those areas? (inaudible) you just

DM Sorry, (inaudible)

No, no, sorry. It's the, it's the way that – Okay.

DM Each, each polic--- each and every policy in

Mm

DM ..the Di--- in, in the organisation is owned by a particular Directorate. That's (inaudible) here.

And so you just own the (inaudible)

DM We just own the strategic, yes

(inaudible)

DM ..so we've responsible for writing

So what goes into the-- so what goes into strategic frame work

DM Yes

..will influence what comes out in those individual business units

DM Yes. And that's (inaudible)

So your whole consultation process

DM Yes

.. of working closely with people is critical

DM Is critical,

Is critical, yes. But the bit that actually helps set that is if you can get the top bit right.

DM Yes.

So the top bit if it doesn't get right, it enable, you know, put more effort when you're actually working with individual units

DM Well, it's not necessary getting the top bit right. It's the top bit makes the decision and we then have to interpret that in terms of

But that's the bit you help to determine, though, isn't it, the top bit

DM Could help more.

Do you want to elaborate?

DM I could help more to determine that.

So you're not allowed to help more? Or

DM I'm not, I don't think it's 'cause you're not allowed. There are opportunities but haven't been (inaudible) no one's been to speak to me personally and said, What do you think of this direction of travel?

So, let me get this right, then, sorry. So how do you - I'm, I'm not confident there's been anyone at the Board, that's what I'm saying.

Mm

..you're saying, This is the impact on minority -

DM This is, this is could be the potential impact on minority communities

Yes

DM ..or this could be the impact on staff.

Okay, just bear with me, I, I'm not really wishing to be rude at all but I'm just trying to get clarity or to hammer a point. I'm just trying to be clear. So, when you (inaudible)

(inaudible) complex.

..yeah. When you started off, what I understood was that (inaudible) I've got this right. If I'm not right, correct me at any point. That the overall strategic frame work is what you're responsible for

Yes

..and you support individual units. So key to getting the Unit to operate correctly is what happens here and part of that is what the Diversity Unit , perhaps understood contributed to, helped shaped, helped formed, yeah. And

Yes.

..then. If that bit isn't right, you (inaudible) really working with the people at that level, to get that bit right so therefore everything below that can flow from that. And are you saying that this is the bit at the top, that strategic flame, frame work that you s—that you all contribute to. Your level of-- not saying directly,

Mm

The Directorate's level of influence or control or direction is not as strong as you'd like it to be

(inaudible)

And therefore your ability to really influence what happens further down is hampered because you can't impact sufficiently well at this, at this level?

DM Yeah, I think it's the absolutes you use that give me (inaudible)

Okay

(inaudible)

Okay, (inaudible). I'll be flexible with that! I'm not going to hold you to it.

Thank you! Yes.

Okay. So that's, but that's critical to what happens, happens here.

DM Yes.

Okay. Right. That's just fine. Right, let me just – take you with that and just

Yes.

..move it on slightly forward. So if that – if what happens here,

Mm hm

..you believe there's critically some areas which you could have a greater contribution?
(inaudible) I say you, I mean your Units, (inaudible)

Yes.

Your Units have a greater contribution that would result in an improvement to what happened in those Units

Yes.

Can you just tell me what are the blocks to you, 'cause you say that I'm, we're not being, I thought you said you were not being asked. I'm just trying to, I don't (inaudible) think you lit--- I wasn't sure if you literally

Mm

..meant that but what I asking, is what, what is the process for you to increase your input and your contribution at this (inaudible) so, what's not happening here? What are you not able to do at this level?

DM What wasn't happening there. It's now okay

Oh, wasn't. Okay.

DM Okay. And as I keep repeating,

(inaudible)

DM There there was not a direct lead for diversity at Management Board level. That has now changed.

And you expressed your concern about that, okay.

DM That's it.

And so you expect, this frame work to

Yes, okay. Yes.

(inaudible) Can, can, can I just ask a quick question, just in terms of setting the strategic sort of frame work. I mean I'm conscious that roughly around the time when the Inquiry was announced the Commissioner also set up a Board to look at what's going on in the Met and, more importantly, what it should be doing and it's the Dialogue to Delivery Report.

Mm hm

What involvement did you have in that?

DM I knew it was being written. I would say that my line manager was DAC for, the -- DAC for Capability Reform, performance, under which Diversity is one of the functions

Mm

DM ..had greater input, but I was definitely part of conversations that have taken place, more around getting that completed within a time scale. But I was consulted, as were many other people (inaudible).

I, so you, are you aware of the contents of that Report?

DM Yes.

You are. And there, are there – so you now

DM I've (inaudible) I, I believe I am.

Okay, right. I'm not going to test you on it, don't worry! Let me ask you a question. You talked about then and now

DM Yes

So you are now more confident that the frame work that's outlined in terms of strategic influence, the bit that you were, was not quite right before

Mm hm

..is now the appropriate approach in this document.

DM Well, I'm, I'm

Or is it still not right?

DM I'm, I'm not sure which, what I'm saying is I don't, I've not s—I'm not confident that I have seen the same document that you have seen, because I saw

Because this is the one that was adopted by Management Board.

DM Ah. Well I haven't seen the one that's been adopted by Management Board because, as I say, I was

Mm

DM ..there at the outset, so I saw the first draft and it may have changed over time.

(inaudible) how can you say with confidence that that was then and that's now, if the new one, just now when you said and I, I was trying to clarify what the influence in this and when you could change it and you said, No, that was then; I'm now talking about now.

DM Yes. Because now, the temporary Deputy Commissioner is going to Chair a Diversity Board and the temporary Deputy Commissioner sits on Management Board.

But if the frame work (inaudible)

DM (inaudible) at the time that that was

Mm

DM ..written, that was not the case. Now that may have, (inaudible) the version

(inaudible)

DM ..that you have, I have not seen.

Okay. If you, you do believe your, your vision about what should ha—what should have happened around strategic frame works are now reflected in this. 'Cause they're not. We're still – we could potentially still be

DM But I don't know. I keep saying, I haven't seen that.

Okay. So what I'm saying is, what (inaudible) so what I'm suggesting is, that you don't, the fact – this is what I'm suggesting. I suppose I'm suggesting that if it was not quite right around leadership, because you couldn't control – you couldn't influence in the ways you thought you could, the strategic frame work, yeah? You

All right

DM ..couldn't do that before and that's what's resulted in some of the issues we've seen in the organisation. You could have offered more support (inaudible)

Mm hm

Yeah. And now we have a new one, which this is a way we're, we're being told we've been sent, this is the way the Met's go forward

Mm

..and is the - (inaudible) get the title right, sorry – Director of Diversity. I think you're, you're making the same point,

Yeah

But in the strategic document

Yeah

...whilst there has been some in—there's been input on a

Mm

..functional basis from my Directorate and also from the lead police officer,

Mm

..I personally

Yes

..was part of the consultation process

Mm

..that, you know, provide

Mm

..information and that; I was not part of any discussions around – I don't, I don't know if that document has recommendations, I don't know if it has a suggested frame work

Mm

.. (inaudible) way

In itself, there's a problem, potentially. Could be.

Could be.

Okay. Right.

(inaudible) just being really (inaudible)

Well, even if there isn't a problem in this, there's a problem that, that

Mm

..you don't know about it.

No. It's not that I don—I don't know about that version. I know about Dialogue to Delivery.

Okay. But there is a problem that you don't know what's in

DM Yes

..because this is what, this is the blueprint of where the organisation wants to go. It's been adopted and accepted

(inaudible)

DM Okay, Well, that I did not know. I personally did not know

Okay

DM .. that.

Mm.

But I suppose (inaudible) I m—you know, as a –

And it may be that it's HR specific

Mm

You see, this is what I m—what I meant where I started off by talking about

Mm

..how the organisation sees diversity

Okay

DM ..And you probably then will understand why I was concerned at the beginning, at the outset, that --no disrespect to the two of you,

Mm

DM ..but there's a panel of two, for the Diversity input.

(inaudible)

DM I'm not saying that other people haven't

With all due respect, I wouldn't be worried about a panel of two.

DM No, I'm not, I'm not, I'm not – it's the, but I'm thinking it's symbolic. That's what is important, okay.

Okay. Can I just pick up then, can I just sort of progress that perhaps-- do you mind if (inaudible)

Is it the same point?

It's, it's around the, this issue, okay. So we're, I think we're, I just want to make sure we can put it to bed and then move onwards; I don't want to spend all our time focussing on perhaps what, what you haven't been involved in. But just to build on it. There's been a number of, we've seen a number of, of people as (inaudible) respect (inaudible) view that, that's been put, put before us. Now, I'll be frank and, and open and tell you what it is.

Thank you.

(inaudible) a broad variety of different places, which is and (inaudible) that's both from people who have sat before us, and some of the focus groups that we participated in, where, where comments have been made about "I don't know what a Diversity Directorate does" and that may just be ignorance about individuals and, and that, and that's-- you know, not necessarily carrying a great deal of weight but it does carry some weight.

Mm hm

There's also been comments that "Diversity should be mainstreamed"

Mm

..and I don't like, I'm, when the organisation isn't, it shouldn't really have a diversity unit or directorate, it should be the responsibility of all managers to be integrated into mainstream, all sort of arguments that you, I think you imagine you heard. Don't think champions are particularly helpful. It allows the organisation to give up and place responsibility on this particular unit. That's-- we need to have a, a broader approach to equality; it's not the race and diversity, it's not the only issue. There's too much focus in the Unit on those issues. How would, given that perspective and our recent – I'll just comment

Mm hm

How, how, what, what's your response, given that this key document's been produced and then there, there's clearly that, that view in the organisation? Do you think there's some correlation between the two, and then, and I just wanted to get your sort of feed back and comments.

DM Okay. What would be helpful, so is perhaps to also hear the view that there has to be a Diversity

Mm hm

DM ..Directorate and you know follow that through. I suppose it all depends on your values, your experience of policing, both as an employee and as a Londoner from a minority group. The fact that the Diversity Directorate has and does exist means that the very things that are hailed as successes have

Mm

DM ... o—been championed by the Diversity Directorate and I am not confident, you asked me and, you know

Mm

DM ..culture of the organisation, how confident I am that things will get done. I'm not confident that many of those things would have been done.

Mm

DM I think there is a school of thought that there (inaudible) introduce a word here that is right in front of me, actually and is critical in terms of this debate and that is the word power. My knowledge of groups do not hold power in the Met, do not hold power in many organisations, so the interpretations of experiences are always then handed over to the majority group, to translate as they will.

Mm

DM So it's, it amuses me somewhat and you probably

Mm

DM ..saw the wry smile on my face, that the Diversity Directorate is – the spotlight's becomes the Diversity Directorate when we actually been talking about and you have a document in front of you

Mm

DM ..work force, work place practices

Mm

DM ..and in work place environment, employment practices, progression practices, all of which are the responsibility of another directorate. But I m---, I would like to know questions have been raised as to whether the, the structure and the existence of that Directorate

(inaudible)

DM ..has been called into question.

You're asking that. I mean, quest--(inaudible) is that a, a retor--

DM It's rhetorical

Rhetorical question, okay. Fine, okay.

(inaudible) have people

Yeah.

DM I mean people, lots of people talk about HR

And, yes, and what they, yeah.

DM Yes. Yes.

Okay. Okay. I think changing boxes and line management

Mm

..relationships and structures really get to the heart o--f you know, the value added that the Inquiry's been set up for

Mm

DM You know I remember the Morris Inquiry and the Morris Inquiry in particular where they talked about this being policy rich

Mm

DM .. and implementation poor.

Mm

DM And that then goes back – it keeps taking us back to issues of leadership, commitment to the agenda and I did use the phrase moral courage and understanding that, as a public service, we are set up to deliver to a specific market

Mm

DM ..place. Our market place happens to be – and I keep saying it – those who work, live, play, pass through London. And no one is going to sit in front of me and tell me that that is not as

Mm

DM ..diverse as you can get it.

Talk to me about some of your successes. Where you think that – you said, you, you talked about some things wouldn't have happened had we not been here. So if you talk to me about some of the things – either working with Human Resources or other directorates

around race, and could you talk a bit about faith, as well, where you feel that you know, your Unit, your Directorate sorry, makes – has made – I'm not saying, yeah. Has contributed to that, that difference, that change, that success output that the Met's looking for.

DM Okay. Well you can, could start with infrastructure issue, (inaudible) requirements? The organisation will have an equality scheme? It wouldn't have, wouldn't have the Diversity Board? It wouldn't have (inaudible) independent advisers or that whole sense of consulting with community; I could go through a range of interventions, positive action interventions and we can talk about Positive Action, that we piloted on behalf of the organisation, often to prove that – proof of concept. The organisation's reluctant to engage in that, believing that you know, somehow there'd be a natural movement

Mm

DM .. of staff through the organisation and we will see in fifteen years' time, twenty years' time, a senior police officer or a senior member of police staff. So there's a range of positive action programs, mentoring programs that we pioneered and then, once proof of concept

Mm

DM ..mainstream, dancing on the glass ceiling which was consultation event that launched the Gender Strategy for the organisation. We've worked with firearms to include gender representation there; we've worked with the Disability Staff Association, the LGB (inaudible) Staff Association, we've championed History Month with LGBT History Month, we've run – you, it's a plethora

Mm

DM ..of activities and interventions that were born out of the diversity agenda, critical incident training which is often lauded as one of the key things

Yes

DM ..that come out of diversity agenda, a whole approach to hate crime, again born out of the diversity agenda. These things are often forgotten

Mm

DM ..when we get into what I call the less sophisticated debate

Okay

DM ..around black and white. Okay.

I just pick up on two little points

Yes

(inaudible). Can you tell me about one of those examples you've used that have been mainstreamed, so if you know, the example something that you've championed, you've worked the department through and it's now become part of what is seen as what, how the organisation works.

DM Any mentoring scheme you care to look at. Again, the one that's often champion at the moment is Equip to Achieve

Mm

DM .. as a Positive Action Program. We ran the prototype for the pro—Positive Action programs, Positive Action Leadership Program and, and handed it over to HR. That, that's the, that's the corporate model but if you go locally, many boroughs, many business units have their own internal mentoring schemes. So the concept, what we're responsible for

Mm

DM .. keep saying the strategic agenda

Mm

DM ..is introducing the concept and the principle in support of PA. Now, people often raise the fact, Oh well, Positive Action schemes haven't worked. Positive Action schemes only take you to a point of the whole

Mm

DM ..employment process and I think that's (inaudible) one of the areas that this Inquiry is set up to look at, is what then, subsequently happens once individuals have had support and development to the point of entry of the

Mm

DM ..application process and that's where the, you know, it doesn't seem to be as positive as one would like in terms of outcome. But that's I, I would argue that has very little to do with a Positive Action scheme. Often people wouldn't apply for things I think if they didn't, hadn't been through that type of development.

Can I just take you sideways for a second?

DM Yes, sure.

Can I just talk to you about faith?

Yes.

We've had a real, I suppose, challenge and

(inaudible)

..I think that's unexpected challenge during the process of (inaudible) Inquiry about the whole issue of faith, 'cause the Inquiry talks about race

DM ..and faith, yeah

..faith (inaudible) and we've had, I wouldn't (inaudible) it's unfair to say 95 per cent of people sitting before us talking about race quite eloquently and quite fluently and when we come to talk about faith it goes the other way or doesn't happen.

Mm hm

Could you talk to me about your perspective of what's happening in the Met around, around faith?

DM Okay. Yeah, okay. I think, issues of faith are going through the same change process as any of the other issues that -- or strands, we call them strands to (inaudible) jargon, have been through and some, i.e. race, has just had longer, greater (inaudible)

END OF SIDE A

..then go back and so it's been an ongoing issue for the police service for years. Issues of faith have had a lesser profile, that's absolutely

Sorry, can you characterise what you mean by "issues of faith"? What are they?

DM Issues of faith so when I joined the organisation I remember there were lots of voices around having a separate prayer, (inaudible) space, okay? And we battled with that, okay, you know. Should it be a multi faith space, should it be a space – space for one denomination only? That used to be the big issue for

Mm

DM ..the organisation. We now, since I would say 2007, for clear operational reasons, find ourselves engaged in a debate around counter terrorism and faith communities, because of service delivery and that re-plays itself in the organisation around counter terrorism and Muslim communities and Muslim staff. Just a microcosm of society and that whole debate. We tried to widen it to look at faith issues across the board, but I would say that is the primary focus. That leaves the organisation, right, wide open for people, Jewish people, people (inaudible) Jewish people to come and say we're not doing enough for them

Mm

DM ..in terms of faith and there was a debate around whether orthodox Jews should work on Saturday, should work their Sabbath. You, do you know, with this dynamic as society discusses and raises issues of faith, so we find ourselves in the, self in the organisation doing (inaudible)

What's the challenges that the Met are facing internally on faith? So you've talked about the issues you see about prayer spaces.

DM Yes.

What are the issues that are now

DM I think fuelled by two, two issues, really. One issue is progression; and specialisms. The Muslim Staff Association have done, written a report and

Mm

DM ..you probably have a copy of that and raised issues – you know, their observations, their experiences around those two issues. So that then becomes the focus, that will now be the focus.

Okay. Okay. Den--, Denise, I --you, you kind of inferred, actually you've done more than just inferred. What, what you, what you said that you were keen to kind of see this Inquiry doing is to kind of somehow get hold of the bits that are really difficult

Mmmm

..to do, not, not the structures

Not the s--- yeah.

..but the attitudes, behaviours, that, that type of thing

Yes

H—How would you advise us on that, then? I mean,

(inaudible)

'cause it is very difficult.

DM It is. You t—often talk a lot about leadership in the organisation and that tends to be leadership as goes as far as the Commissioner. Commissioners alw-- you know – never have, can do enough around the agenda. But I would like to see the same sort of rigour applied to

diversity and equality as at the second, at second tier, second and third tier and I think this is why we get that, (inaudible) I've talked about that curve of normal distribution? Why we get

(inaudible)

DM ..in, in the bulk of staff who feel, you know, there is no-one checking what, what we do or no-one really that interested whether or not we do an impact assessment or how issues of race were addressed. There is a fear that perpetuates the organisation both in doing the right thing, being seen to do the right thing, raising issues of equality or inequality, of fairness and I think the second and third tier officers in the organisation could be held, or could – (inaudible) be held, but could be more accountable.

Okay. And, and do you think that the – I mean, the Commissioner's talked about his five Ps.

DM Yes.

Is, is it purely about supervision? Is, is there something else?

DM No. I, I think it's just, I think the model's a systemic one and it's one that again, going back to what Margaret was saying, was my – it's my job and the, and the job of others to interpret what the five Ps mean in the context of diversity and equality. All communities want great productivity; all communities want enhanced performance. All communities want, you know, a presence on – greater presence on their street, you know--

(inaudible)

DM Show me who's going to really argue against that; w-- which law abiding citizen, I should say, is going to argue against those five Ps? But it's the impact of those five Ps on the, on the different, different commu—communities. Different groups in a society and that's what I, I need to constantly work at to get that message heard. So it's not just accepting. That's what the whole diversity and equality debate is about, (inaudible)

Sorry, are you saying that, that the five Ps can deliver in terms of the equality and diversity agenda externally?

DM It has to.

But what about internally?

DM And internally.

Mm

DM It has to. And – and I don't, I don't see a difference between internal communities and external communities. In fact, in 2003 I went (inaudible) talked about the role of Diversity Directorate, of setting up a unit called the Development and Organisation Improvement (inaudible). Do it. And what we were trying then to demonstrate was the relationship between the treatment given to staff and how this has the potential

Yeah

DM ..for impact on the streets. So this, that, that systemic approach to diversity and equalities and a strategic policing agenda has been at the heart of the, our thinking

(inaudible)

DM ..viz the last eight years.

Can, can you, can you say a little bit about your Unit's relationship with the Leadership Academy?

DM Most of my staff, I (inaudible) Leadership Academy.

Sorry – say that again?

DM Most of my staff transferred to work to the Leadership Academy,

Okay

DM ..which is a good thing, because it's one of the ways of ensuring that principles of diversity run through their products. They are an HR Unit; we work with them as requested.

Do you—and do you and do you think there is enough sort of integration?

DM No. I don't. I really don't. That's (inaudible)

Why is that and what can be done about it?

DM Again, I think it's since matters of our organisation; there's something that I just have to sort of try and manage the best I can, that you belong to a silo, okay, so you belong to the HR silo, you belong to the SO silo and I keep using that phrase about systemic thinking and I would – long for the day when the organisation is working in the round? So that we are thinking about how HR impacts TP, impacts SO, what the diversity implications of that are and how the, what, what we have to then do to deliver on our key objectives. But I can demonstrate that we still are very much in that this is a

Mm

DM ..Leadership Academy issue

Mm

DM ..and you, you sort of, s-- you try and influence to ensure that the diversity implications have been considered. And, and that's a structural, a cultural

(inaudible) time, as well as a--

DM Yes. Absolutely (inaudible) mindset, yeah.

Okay.

DM And we've been trying to work it out and I suppose it, it was really brought to the fore when last year the Diversity Directorate, he couldn't re-structure in, internally had to, had the opportunity to comment on where best it thought it could be placed and the influence it could have and we argued, successfully, that we would have greater impact in territorial policing because that's where service is being delivered and that's all great. And what we haven't heard a lot, we (inaudible) had a particularly positive response about on the things that we'd been able to achieve; we're constantly questioned on "Well, what about the impact on all the other or bits of the organisation?" when we're having significant impact. As I say, yesterday I was at (inaudible)'s own Diversity Board so we have just as much influence, but people are concerned about where you are in the structure, in the silo, (inaudible) structure, in the silo as opposed to what's our common goal.

Okay. So, so you, sorry, can I just get this right.

DM Yes.

You're happy with your Unit, your Directorate, being in TP?

DM Absolutely. And it's the right pla--, given the way the organisation is set up, apparently, the right place for it to be. We are a diversity and citizen focussed Directorate; we take lead responsibility as I said at the outset, for service delivery issues (inaudible) relate to diversity citizen focus and that's been born out of feed back received from people we serve,

Okay

DM ..that tells us, we need to improve.

I, I don't want to go back to this dialogue to delivery but I do want to ask you whether or not you feel the higher up in the organisation still feels the same way, that TP is where (inaudible) should be.

DM Some will, some won't. I'm, I don't know.

Okay. You, okay.

DM Yeah, some will, some won't.

In terms of the, the current diversity leads and

DM Ye—Yes.

The Acting, Acting Deputy Commissioner

DM The, yes, yes.

Okay.

DM Yes.

(inaudible)

Sorry, I see, I see dialogue to be primarily about HR issues, that's what I thought you were alluding to.

Okay.

I sort of, I want to ask you another question, but I don't want to go back – but I (inaudible) ask you quite, it's got to be short, so I'm not going to (inaudible), look for long answer. Some of the, I mean the – I mean (inaudible) talk about failings or, or things that haven't occurred that one would expect an organisation like the Met to have delivered on. We're clearly we're talking about recruitment, recruitment, we're talking about progression, (inaudible) retention. If the (inaudible) responsibilities as you clearly pointed out, are the responsibility of the Human Resources.

DM Yes.

So I, I suppose this is a really straightforward question. You're, and clearly I'm going to make an assumption that your Directorate knows what they're talking about, they're given the right advice,

Mm hm

They have the right level of experience and they have the right level of officers with enough gradual position to work with the people in Human Resources. So why is it, then, that some of the advice I imagine—I would expect you'd be given around those issues are not being responded to by Human Resources?

DM Director of HR will be here. I suggest you put that question to him.

I'm asking you for your perspective.

DM I have no idea.

We will ask him that.

DM Yeah. Please. I have no idea. We, I mean, it's advice. Advice you can take or you can leave. What we tend to, we point out is that the possible outcomes of (inaudible)

(inaudible) I'm not asking you to criticise!

DM I'm not, I, I don't need to criticise.

No, no. I'm saying that's not what I'm trying to do. I'm not trying to get you in a position to do that.

DM No. And I, I don't and I am not taking the question in that way. I'm saying that needs to be put to the individual.

Okay. Let me do it another way.

DM My role and the role of my Unit is to provide that advice.

Fine.

DM Okay? Impartial, (inaudible) best practice, as far as we know it, etcetera etcetera but there is something cultural,

So your advice has not been taken?

DM Clearly, as you're pointing out, it's the issues that you're look—looking at

(inaudible) forget this for a second. I'm just saying generally 'cause this – you know,

DM (inaudible)

I'm saying, you must know that if you, if you as in your area of expertise, right, ha—are aware that the best way to progress this issue around recruitment or retention

Mm hm

..would be this approach, I'm assuming that what you and your officers do is give that advice to those people and therefore, that's not coming out of that. So I'm assuming that you've given the advice so, what I'm asking you is therefore, is that advice, that you're giving, on those areas, not being adopted by that division? That's all.

DM .. (inaudible) I'm saying that the Director of HR is the best person to receive that. I know that there is advice given, some of it's taken, I'll go back to things like recruitment. Recruitment is often hailed as a success story. The diversity success story for HR. That was born out of – tend to forget our history - the Positive Action team. Okay? I headed up the Positive Action team (inaudible) its inception and for a year and a half and what we sought to do there was almost take apart the recruitment processes as they existed and we said to the organisation, to recruit a different type of work force you need to adopt different practices

I, I

DM ..and it's gone on to do that.

I, I'd, I'll derive that. Thank you. I'm just going to move on slightly.

Mm

Just to talk about – there's two other areas I think we want to cover. We want to cover Staff Associations

Mm

..and the relati--, and then I want to talk about the oversight role of the MPA. If I, if I we do the Staff Associations first and the MPA last. Yeah?

DM Yeah. It, it's simply that the Staff Associations,

Mm

I want you, if you could, to kind of characterise the relationship between

Mm

..staff associations and the organisation.

DM Staff Associations are seen as part of consultation mechanism.

Mm hm

DM They meet regularly with the Director of HR and talk to him about their concerns, (inaudible). They form their own body and I, I used to be more active part of those discussions and now I've got another member of staff who attends those meetings. They firm their – form their own body, Samurai and they have a voice. They ha—also have, I know they're a different focus, (inaudible) about Staff Associations (inaudible) satellite groups of Staff Associations 'cause we have focus groups that meet with the Commissioner and I think some Senior Managers again as a means of consulting staff about their experiences and what it's like working at the Met.

Okay. I mean, that, that was very much about their function

DM Yes

..and about the way they work.

DM Yep.

Okay. Sorry, the, the question was, can you tell me about the, the, the rela—characterise the relationship between Staff Associations and the organisation? That's very different.

DM Okay. Characterising the relationship. It's a diverse, the diverse types of relationships and you will go, I will go from one end of the continuum which has the BPA, which has been the longest standing Staff Association and affiliated to a national organisation and, and deemed to be powerful. Powerful in the organisation and their primary focus is race. You have various gender type Staff Association--, associations, again, primarily concerned with equality issues as they

Mm. Mm

DM ..relate to specific

Mm

DM ..and they have a fair to middling relationship with the organisation and then you have – who's at the other end I would say? D-- Disability Staff Association

Mm

DM Primary concern disability and using the, the infrastructure that exists to have their voices heard. You know, the differing, differing

Sor—sorry, sorry, Denise. Again, you've just told me sort of the different Staff

Yes

..Associations that exist and what their remits are. I'm trying to get a sense of what the type, the relationship is.

DM Well, (inaudible) you have to help me here because

Well, what, what I'm asking is, you know, is it, is it a good relationship? That's very simple. Is it frosty? Is it, is there a healthy tension? Are – does the organisation respect Staff Associations, are they're a bit, bit bored with them now? Do they take account of the advice they give?

Okay

Do you think Staff Associations can see the fruits of their work

DM Okay. I mean, and I can add to my answers but what I'm trying to give you is a sense that no one Staff Association

(inaudible) just generally. No, I know. I know.

DM ..has the same relationship. No, but I think, I think it's so important because you know, this Inquiry,

Yes

DM ..if it's not really trying to address the, the detail, the manage—

And that's what I'm asking you to give me.

DM .. (inaudible)never pick it up. Yes. So I'm try, I'm trying to say to you, I'm not giving a blanket answer, Oh, the relationship with Staff Associations is great,

Well, give me the detail.

DM Because it's different with different Associations

Yeah. Well, well give me some detail, then.

DM I think – again, it goes back to institution. The organisation respects the concept of Staff Associations. Sees it as a good thing, because it's a way of hearing voice, that's, that's what you do in organisations. That's healthy. The relationship, the relationship dynamic changes depen—given the amount of power (inaudible)

Okay (inaudible)

No, no. Can, sorry, can I just come in? 'Cause I, 'cause I think you actually, it

Mm, mm

What I was hoping to get is, to get a general overview and then

Mm

..hopefully drill down into the specifics.

DM Okay. Cindy, you have your views, I have mine. And I can feel that I'm kind of being kind -- pigeon ho—

CB No,

DM ..to answer in a particular way.

CB No. No. I'm not, I'm not pigeon-holing you. I'm just asking you to reflect on the relationship between the organisation and more importantly, I think, for me

Mm hm

CB ..is the Senior Management team

Mm hm

CB ..and Staff Association. So you can talk generally; at one end of the spectrum there are some very good relationships and at the other end of the spectrum maybe the relationships aren't good and tell me why that is and how it could be improved.

DM Okay. And I'll go back, 'cause even in your questioning, I can hear an assumption that the senior managers, all senior managers, have a relationship with staff or staff associations.

CB Well, tell me they don't. Well, that's all you have to say.

DM (inaudible) that's all right. I'm telling you about

CB It's not an assumption. It's a question and if you, you then respond by saying, actually they don't always have a relationship.

DM Yeah, but I, what I'm telling you about is my experience of Staff Associations with the Director of HR, this how I understand it

Okay

DM ..and I think, Director of HR they formed a group and at one end

Mm

DM ..they have one type of relationship based I, my personal analysis of it is based on the amount of power that the Staff Association

Mm

DM ..has and at the other end, we have Staff Associations who are using the infrastructure to have their voices heard and they're not perhaps seen as a particular threat. They are genuine, just genuinely raising concerns and wants to work with the organisation. That's helpful.

Okay.

(inaudible) make a tiny observation and, and then I'll stop. I (inaudible) just try to just clarify why we're particularly concerned with Staff, Staff Associations. There's been a recent report that's been produced about restructuring staff associations.

DM Okay

..that which I note that you're aware of or perhaps not.

DM No, I'm not.

Okay. Fine, (inaudible) It's talked about proposing a different way of working and I suppose what we're trying to do is to get a gauge against what the leadership of the organisation are saying to us about how they value respect s--staff associations

DM Right

..and some of the focus groups that say, Yes, they do value and respect and they (inaudible) they say that they're actually listening to them. Now what we're trying to get, I think particularly because of your diversity role, actually you aren't the, to be absolutely honest, your answer's been the shortest, briefest and to a degree, the least add, added value informative

Mm hm

..of anybody else's answers 'cause I would have expected that as the person (inaudible) diversity that you'd have a bit more knowledge and detail about some of those issues and, and the reason we want to understand that is be able, be able to understand what to frame what the leadership is saying and to frame what the focus groups are saying to us and come to a conclusion and, look, the organisation needs to put the actions behind what they're saying and make clear recommendations about that; and also to be able to do that by giving practical examples, not by quoting the Head of so-and-so (inaudible) that – better to frame that in some thought

(inaudible)

and somebody, last point, from outside the organisation which (inaudible) doesn't do that

DM And I'm saying to you

And I

DM .. that, no. I mean it's, it now becomes clearer because

(inaudible)

DM I didn't know about this.

Okay.

DM And that's indicative of the answer I gave earlier about the role of diversity in some of the key decisions

Mm

DM ..that have been taken. And I'm not

Mm

DM You know, if you have a different voice in the organisation you have to work ten times harder

Mm?

DM ..to get your, your voice heard. So when a question is asked about the relationship with Staff Associations you know, outside of the context of understanding, Well, this is what management has done, okay? It doesn't mean

I, I put the question to you in exactly the same way as I put the question to everyone else. What's the relationship between

DM And that, that's my answer.

..the organisation and staff associations. No, that's fine, that's (inaudible)

DM That's what I said, that's what I see.

That's fine. Thank you. We'll move on to the last set of – last block of questions, it's around the MPA. And you, well, you very much expect and I'll say it up front, will know more about the MPA or have a better working knowledge (inaudible) than either of the MPA. In terms of how do you think, how, how do you think the MPA I suppose – what are your views on how the MPA manages or, or carries out their oversight capacity in relation to the MPS? Specifically in relation to the whole diversity agenda?

DM I work closely with, well the only committee that I worked closely with has been the Equalities Commission-- Committee and it's been led and attended by members who are passionate, as passionate as people who work on diversity about the agenda, sought to do some innovative things, sought to hold (inaudible), the organisation to account, for outcomes and value added in the same way that the Diversity Directorate has done. Do I think this has been as effective as some would have wanted? No.

Mm

DM I don't think it has. I think there is a sense that you know, you have to balance the politics of this and sometimes the politics are more important than them the issues that matter to staff or service deliverers. Service recipients. I think--, I think people have learnt the language, the way to speak to the Authority in the way reports are written, in the way – the Authority has accepted things around, Oh, there's a statement in the template (inaudible) the reports

come to the Authority they're often asked if there are any equality and diversity implications and I have seen on a number of occasions, reports that I've not been involved with, but have just

Mm

DM ..somehow landed on my desk. There are no equality and diversity implications around something that – you know – with a different mind set you would look at it and think, but this has huge ramifications for either staff, from minority groups or recipients of the Service. And I have seen that on a number of occasions in reports that go to Committee. In the same way

Okay. And, and that's very much about the MPS not recognising that a policy or practices had equality and diversity implications. Are you saying that we don't, the, the MPA doesn't pick them up

Yes

..enough on that and challenge them?

Mm

Okay, great. Okay.

Sorry, go on.

Yeah, so what that then tended to create is a sense that of the, the close relationship that the MPA has with the MPS and it raises questions about its scrutiny (inaudible) So it's – is that relationship a bitt too close, or a bit (inaudible)

DM Too close.

It's too close.

DM Too close.

So you, you believe that partly makes them-- then it permeates,

Yeah

..and it goes, takes us right back to the point you were making about leadership,

The organi-- excuse me, the organisation

Mm. Okay.

Okay. Ca-- I want to ask you – I mean it's, it's difficult 'cause I d—you know, kind of asking about myself, but actually you know

(inaudible) I just (inaudible) I was just (inaudible)about to ask you, but I won't

Okay, great

You go ahead.

How does that closeness manifest itself, do you think?

DM How does the closeness manifest itself, well I think the example I've just given

(inaudible)

DM .. that, that-- for a scrutiny

Mm

DM ..Pa—panel, the questions are raised

No, no, no. How, how is that close, how does that closeness happen? What, what is that?
What is that about, that closeness?

(inaudible)what is that about?

Is it, is it meals, is it – you know,

DM I think it's about

Is it social, what, what is that?

DM No, I don't think it's social. I think it's political.

Right.

DM I think it's political, (inaudible)

Yes. (inaudible)

No, it's okay!

DM Yeah, I, we're part of local government. We have to manage – that we will take on board all the

(inaudible) they're too (inaudible) that as more of a (inaudible) of the MPS or a fore-warner, or a – what is the activity that they're doing that is not

DM I suppose you have to go back to their terms of reference, yeah? Are the terms of reference of the Authority presented in a way that makes explicit what they're up to.

(inaudible) is the authority there, the voice of the people or is it there as, Well, this is a – this is part of good governance, you would have an over- (inaudible). What do you think? (inaudible) operation?

DM I know what I'd like it to be, particularly (inaudible) you've given me example, you know, I, it would help people like me if it were a bit more rigorous in some of the things it did.

Is it open enough?

DM The Authority?

Mm

DM Yeah, it's working towards (inaudible).

Okay. Can I just go back (inaudible). It's just that 'cause this is (inaudible), does the Directorate have the-- two things, your Director have the ability, just this is outside the MPA and I'll come back to the second.

Mm hm

DM ..has it the ability that when it, the Authority that when it sees a Directorate or a Division within the MPS operating in—inappropriately or carrying out a piece of activity that doesn't, it doesn't believe sits within the best frame work of your s--, of the Met's overall strategic framework, doesn't it have the ability to intervene, so do you have a intervening?

DM Yeah, you can intervene if you go and have a conversation, try and understand the thinking that got individuals to make that decision and I would say we've done that with some success and some – and there are other, other times when it's not been as successful. (inaudible) an example would be Safer Neighbourhoods team where there was no equality, it's all (inaudible) We're going to, to roll out a piece of work and there is no equality impact but – and I personally intervened and raised it as an issue of concern and I also spoke to the MPA about it, critical piece of work and people running Safer Neighbourhoods team heard the message and carried out the Impact Assessment and that then changed their, their approaches and decision making and actions.

Okay. The reason I ask you that is 'cause I wanted to sort of bring you back to the whole issue about the MPA and I wanted to get clear about whether you have the ability to -- where your balance of a-- ability was to influence internally,

Yeah

..in order to come out. One of the key issue-- areas where the MPA has a sort of critical role is the signing off of employment tribunals.

Okay.

Yeah. So that's a bit where, you one might argue there, 'cause there's been seen the MPA potentially 'cause we've seen, be working with the MPS to minimise the effect but (inaudible) if you (inaudible)that over here

Yes

.. I'll come, I'll bring us back to there. The whole issue of – which is partly what this, this Review's also I think you mi—people might argue has been, has been prompted by. It's a level of employment tribunals that have arisen. I think there's no hidden agenda, I think everybody knows that.

(inaudible)

That has, you know, has, has I think (inaudible) forced, cajoled, encouraged the organise— with MPS and the MPA to think, Yeah, we need to – I said it myself, MPS and MPA.

(inaudible)

Yes, the MPA to look at that. Can you tell me, from the Directorate's point of view, where, where do you sit in relation to all, all the, that, that agenda?

DM We don't sit, often. I mean, I think when we do sit it's often when there's a critical incident, (inaudible) where the organisation recognises the huge risks but often the whole employment relations agenda is managed between the MPA and I would say the HR and if there is another Directorate involved.

Okay . Is that a place where you might have gone to an interv--- (inaudible) won't say I took your advice but, but

DM Yes,

..offered advice

DM I've offered advice

Okay

DM ..and also provided oversights of the organisation to say, Look, there is a trend. There is a pattern, okay? And the implication of this is that perhaps we, we need to look at this behaviour or that activity because it seems to be generating. You know? That's, that's not happening. But that's the sort of thing I meant, talked about earlier when I talked about influencing and using the Diversity Directorate in that systemic, systematic way as opposed to, how many Positive Action teams, interventions have you set up? I think the organisation ought to get a place that's a bit more sophisticated around

So if you're changing leader or your clarity about a diversity need and the place in which he sits within the Management Board, are you expect-- , is your expectation that that would, that would change?

DM Yes. I do.

Yeah.

Do you think the organisation as a result of the Inquiry – let's be frank, then, do you think the, the org—do you feel within your Unit 'cause you know, you'd know – is starting to, to move around or, or to, to res-- starting to get themselves ready, prepared, pre-judge, you know, get themselves in a position to respond to what may come out of it, are they reacting you know?

DM I think they are getting ready and I think what I would challenge is reacting. I don't think the or—the organisation doesn't want to react to diversity; it wants to respond, it wants to know. So if it, it's approaching the Inquiry. Okay, the Inquiry will make recommendations. We want to discuss the best way of taking those on because we believe you know, the MPA and the MPS have the same common aspiration and goals. So it's not, it's not wanting to react to you, Right, we've going to have a, a fight about this, it's wanting to respond, have a healthy debate about recommendations that you might make and act on those accordingly. That's, that's the sense I get and that's the sense I get, no, no matter where I go in the organisation. You know, we're waiting for the MPA to make recommendations and we look forward to discuss—discussing them.

Can I (inaudible)

DM (inaudible)immerse themselves in a fight (inaudible) people.

Okay! Just want to ask you one final (inaudible), one final point. In terms of the MPS, as I mean ultimately, the MPA, if they're operating appropriately and correctly

Yes

..and I say that if Kathleen's sitting at the back of the room!

Now you tell me!

(inaudible) (laughter)

What is it – what is it we should be saying, I mean in our report about the MPA and the things you refer to in terms of – the closeness.

Mm

What should we be setting in frame that remove, the, the, the (inaudible) to ensure that the MPA has less of that independent, in--inter-dependent type relationship? What is the recommendations? What are the things that we should be saying about that?

(inaudible)

That will support people like you 'cause ultimately

Yeah.

..it supports your, work that you do.

DM Check the Change agenda. It seems – and thi—this may be something about the structure. (inaudible) structure of the MPA. Maybe it was inevitable that the Authority has to have a close relationship with the Service. Okay. But what isn't clear is the demarcation line where between that close working relationship to help shape and guide policing and the scrutiny role.

That's what you were suggest--

DM And I, I, I think sometimes, yes, sometimes it feels as if they conflate the two, so you know, we want to be helpful but we're also going to scrutinise. So -- it, it, it,

(inaudible)

DM ..it gets confused in the minds of those in the Service. And maybe, actually, now I think about it and, and linking it to what you were saying, asking earlier, about the organisation preparing itself, for the recommendations for the Authority; it doesn't see the Authority as a threat and I don't think it should see the Authority as a threat but what it does see is the Authority providing it with some guidance as to how to enhance issues of race and faith that have been perplexing. I,

Okay. Can, can I ask you a final question Denise? What -- you talked earlier about the organisation being quality rich and (inaudible) poor.

DM Yeah

H—h-- how do we ensure that our work doesn't become you know, kind of set on a fancy shelf and

DM Yeah

Not go anywhere. I mean, what, what are some of the, the tools that you would ask, that you, you would suggest to us to ensure that that doesn't happen?

DM I'd say what gets measured gets done, but that you know, you, you can't negate the fact that there was no performance measurement around it. The, the work, the recommendations or the work won't get, will get done 'cause it won't.

And what form should that take? Performance it, manage it through (inaudible) the committees? I mean 'cause you've already said that that maybe doesn't

DM No, I'm not (inaudible) the Committees. I think first and foremost, individuals need to be held to account and it seems to me that one of the few ways they're held to account is through the PDR system.

Mm

DM As I'm as-- yeah. We could spend time talking about the PDR system but that's

Mm

DM ..the mechanism we have in place.

(laughter)

DM That needs to be looked at also. But if it's in the PDR, people tend to be more responsive

Okay

DM ..towards it,

Mm. Lot more driven.

DM Yeah, absolutely

Okay

DM The tone of the organisation is set from the top,

Okay.

DM So, clear messages from Management Board that diversity is key to delivery on their operation imperatives and that equality and please note, I keep making that distinction between diversity and equality? Because I think the organisation is very proud of what it's done around trying to re-address

Yes

DM ..and address issues of inequality. But what they haven't,

Mm

DM ..it seems to me, gone on to do, is then is think about that enough in a whole organisation way, so we've recruit – I used to call it revolving-- the recruitment agenda as a revolving door at Sainsbury's. You recruit lots of people but into a culture that doesn't change and then you wonder why people leave.

Mm

DM Because the, the culture was never designed for you and does – and has no intention of making any adjustments for you. And so you think, you find yourself either assimilating,

Mm

DM ..that way lies madness, or being quite aggressive with the organisation and quite angry with the organisation, or just dumbing down, really. So, you know, PDR system, performance, important; my Directorate would like to be involved with Management Board to progress what recommendations or actions, because I think what we're doing is raising the profile; we're not shouting at the organisation and saying, You are wrong or You are bad. We are trying to work with the organisation, warts and all, to move them to a place where we all benefit. So, you know, again, work in that culture to kind of get rid of the fear around the whole diversity and equality agenda and I think the third thing that's been missing and we haven't kind of raised it much this afternoon is that whole debate around culture change. Culture improvement, 'cause there're lots of things that are quite healthy to the culture and equally there are a number of things that aren't.

Right.

DM And again, some clarity around some of the prac---

Sorry, what are the aspects, in terms of bits that are not quite right? In terms of culture?

DM Okay. If we take - (inaudible) example, recruitment, or – or progression, let's take progression. I know of many individuals who talk about the networking that goes on, to progress individuals from one post to another with no regard for the processes that have been put in place, to try and get a more equitable, a more transparent outcome (inaudible) degrees of nepotism, almost, I've known about; the way individuals are identified for specific posts, you can hear people talking. I've, I've heard individuals talking that you know, in three years' time I will be X. And in three years' time, lo and behold, they are X. And it may be that they know what the right channels are, the right buttons and things, but that needs, again, transparency, so more people have opportunities to, to do that. The police service is steeped in culture and tradition but if you're a new group to policing and you don't know the, the (inaudible) tr—traditions and the cultures

Mm

..you're immediately at a disadvantage.

Mm, mm.

Can more be done to open that up (inaudible)

Just, just on that, two, two, t-- things that we've been sort of testing out with people is the i—the notion

Mm

..of multi point entry

Oh! Okay

(inaudible) with some very brief views, 'cause I know we've--are starting to keep you so long now, even (inaudible) kept you waiting long? We've actually seen you for

(inaudible) (laughter)

..way longer than that! And – and also the Thirty Plus Scheme,

Mm

..whether that, that actually works for the organisation. (inaudible) that work. Does that?

DM It works for the organisation.

Okay. Does it work in terms of equity? A multi point entry (inaudible) may work in terms of them you know, changing the profile of the organisation, but I think the individuals – particularly on the police officer side, would be at a disadvantage. Okay ? Because they, the culture is, you've done your beat, you've done the bit and you've worked your way up.

(inaudible) idea is – we're not talking about a multi-entrance level for B--, only for BME and faith

No, (inaudible)

..the whole organisation

For, yes. For everyone – I'm s—saying, you know, you, the culture, the prevailing culture of the organisations that you, you've done your two years on the beat and you've worked your way through.

Okay

But it's only a matter of time

Always

..before that begins to change, though, isn't it?

Well, yes, but can we – can the organisation manage

Right

..the, the change period without damaging those who came in

Mm

DM ..and in particular, those who came in a multi point, multi point who belong to minority groups. Because again I - keep, this, what I keep saying, you have to think about this in a whole system way. Individuals – BME individuals who might come into an organisation or take on a senior – are, also have to manage the internal culture of Oh, you only got that because you are black or You only got that because you're a woman

Yes, but (inaudible)

DM ..etcetera and I'm not sure the organisation is set up in a way to support the negativity around that.

Okay

DM So a lot to think, I'm not

Yes, yes

DM .. (inaudible) but a lot of thinking needs to go into it, round that. Thirty Plus Scheme works again for the organisation in terms of retaining talent, or e—it's not necessarily talent; it's not the talent, it's exp-- experience

(inaudible)

DM Okay. But it doesn't work in terms of the profi—the changed profile and the sorts of experiences policing, 2009 and beyond require.

Yeah, 'cause what we're also hearing is that really it doesn't assist the, the culture to change.

DM Change. No, it doesn't.

'Cause people just step out and then step back in.

DM Yes, get back in.

Yeah, and it doesn't --and equally, doesn't allow others to kind of get vital experience because people rely on, you know,

Mm

..a given individual

DM Yeah, and I, I'd yeah, I

So you'd support

DM I'd support that.

Okay. But balancing the, the needs of the organisation

Sure. Obviously (inaudible)

No, of course – absolutely. Absolutely. The questions just keep coming, but (inaudible)

Okay!

You heard Robin Field-smith.

Honoured that you find me so interesting to talk to.

Yeah, absolutely. Of course.

Robin Field-smith

Mm

..said the organisation was about a B in terms of PDRs,

Mm

The way he does,(inaudible) you, you heard him, you were here

Mm

.. yeah. Do you think that's right, about right?

DM No. I don't.

Okay

DM I, I disagree. I think it's actually a C.

C's normally average.

DM Right, well, it's average with an ongoing C minus.

(laughter) Okay

DM You're say, if you're taking C as average, I'd say C minus.

Okay

DM It's flawed. It, the intention is, is right

Okay

DM The processes that underpin it are not so healthy or helpful and (inaudible), my own personal experience, I (inaudible) a PDR and, you know, I would work and deliver my objectives irrespective of (inaudible) there was a PDR there.

Okay.

DM I'm not rewarded in any particular way; and I, I, I fall into that, that gap of ostensibly at (inaudible) but I'm not part of the machinery that supports (inaudible) I'm not on any performance related pay, development opportunities-- I don't, for me personally they haven't arisen out of the PDR.

How, how, how have they arisen?

DM Me identifying what I think I need.

'cause that's what people keep, keep telling us over and over again, as if their, their own

DM I (inaudible) tell it like

..development is there

DM ..it is.

There is no organisational responsibility around their sort of training and ongoing training and

DM No. No.

You agree with that?

DM No, I agree sincerely.

And that particularly disadvantages BME groups, (inaudible)

Mm

DM Yes.

Mm

DM Yes. That's my experience

So the PDR process (inaudible)

DM But, but it may work for some. (inaudible)? And it's, it's onerous, it's an onerous process.
Lots of writing, often for it to be

Mm

DM ..just stored.

Okay. Okay. Be good to look at other organisations, see --you know, where they

Sure

(inaudible) got different models

Mm

..that an organisation of our complexity and size could manage. That's the (inaudible)

I, I think it's time.

Yes.

I mean, after a kind of rocky start, I'd probably put a star on a kind of D, (inaudible) I think
we're, we're probably

END OF SIDE B