

MPA Race and Faith Inquiry

SIR IAN BLAIR

6 APRIL 2009

Chair: Cindy Butts

Present: Anthony Julius, Margaret Blankson, Bob Purkiss

...questions, so roughly about an hour or so and giving opportunity at the end to ask, ask any questions or to say anything that you haven't had the opportunity to say. You've seen the biographies of Panel members.

IB I have.

Suffice to say Anthony, Margaret and Bob and we're using the mic. so..

IB Right

..just keep that on and we'll make sure you get a transcript at the end of the, the session. Can, can I start then by asking you to reflect on the achievements that you feel that you made in relation to equality and diversity within the Met?

IB Yeah. I think that what I had the opportunity to do was to arrive in the Met at a very interesting time in 2000 as the Deputy Commissioner. Immediately after the Macpherson Inquiry into the racist murder of Stephen Lawrence and at a moment when the previous Commissioner, Paul Condon I think, together with his Management Board, had understood the gravity of what had happened and had determined on operationalising anti-racism. And I think the work that was carried out – and you'll be aware of it, Cindy, by John Greave, followed by my opportunity then to turn that into the Diversity Directorate, Cressida Dick, Steve Allen and so on. And I think has produced some very interesting effects. I'm going to take the opportunity as retired, to think a little bit about history but I, as in terms of history, what I'd like to produce first of all is you as the chief witness, Cindy. 'Cause I remember you standing up at a 22 year service I think and describing your childhood, which was full of young men coming in having been in violent conflict, young black men in violent conflict with Metropolitan Police, or by the families of young men who were incarcerated by the Metropolitan Police and how you believe that organisation has changed and I think the

crucial part (inaudible) I hope this Panel understands, is we have moved from an organisation that in the '70s and '80s was in almost open conflict with African Caribbean and other minority communities, to a situation in, in which (inaudible) organisation has understood the operational necessity of diversity. And so therefore our problems, such as they are, tend to be focussed on the internal and not the external. And a lot of the internal problems have been fixed or are being fixed. And I think that's reflected in the change in recruitment that we're seeing and I hope, very broadly, in the change of attitudes that I see, or did see, among street officers in, in my time, talking to them. So yeah, I think what we've done is we've understood this. Most of the arguments in —most businesses are about two aspects of diversity as being important. The first is the sort of moral imperative, of treating people fairly and the second is the business imperative of getting the best candidates from the, the widest possible gene pool. The policing almost uniquely -- not uniquely, there are some parallels in some parts of the Health Service, Customs and so on --actually needs a diverse work force to carry out its job (inaudible) I said on my first day that I wanted the Met to look like London; I'm very pleased that we've moved from 5 per cent recruitment to 20 per cent recruitment almost, in four, in four years but there's a long way to go.

Okay. For someone who was widely seen as being a champion for equalities and diversity and you've already reflected on some of your most notable achievements, why is it you weren't able to do more? What was it about the organisation that prevented you from doing more?

IB Well, first of all it is a vast organisation. I mean, there is – there is almost no equivalent anywhere else in, in British public life. Oth—Other vast—parts of, of public sector are broken up in a sense that each health trust is a different organisation from another, whereas the Metropolitan Police at nearly 53,000 people is just one organisation. Secondly, I think some of the history is relevant in the sense that there are people—because people have been in the organisation for twenty, thirty years there are memories and, and, and so on. But I think I, I would actually almost push back at that in the – the nature of the question. Because I think what I and my colleagues did was to understand that you couldn't change it by decree. The only way you could change it was from the bottom up and that's why I, if I had to say what I think is I hope will be my longest lasting legacy for the Metropolitan Police it will be the values of the organisation. We've got five thousand people to draw up those values. Those values are entirely about an aspirational organisation and then we embedded that into the Leadership Academy and so the, the, the new supervisors of the last four years have come through that process, which is entirely appropriate for a di—properly diverse organisation. You can't just change, overnight. An overnight in an organisation like this is four or five years.

Mm. But, but you accept that the organisation still has significant challenges? Or do you accept the organisation (inaudible)

IB Yeah, I, I, I, I do, I, I accept the most – it, it has a very visible challenge; the visible challenge is how do you get people into positions of seniority? Now I, a--again, without wishing to talk too much about history, the parallel with the rise of a group of women to that – to Chief Officer rank is very clear

Mm

IB And, and in this organisation – and I heard your question, Anthony earlier on about multi point and perhaps we'll come to that – in this organisation for somebody to be a Superintendent you've got to be probably looking at them having joined in the late '80s. I mean that's – they're doing well, for most people, not the highest fliers, but they 're doing well. And therefore you've got to be looking at who was joining, how many of them were joining, how many of them have left since – I mean I think we've dealt with the issues of, of, we're doing well on recruitment; we've dealt with the issues of retention which in fact look very interesting almost the other way round from what might have been expected,

Right

IB ..but progression is still the challenge. But at the same time, you c--- although again I was a, a great supporter (inaudible), it was largely the instigator of the kind of accelerated promotion and access courses for minority candidates – people cannot be pushed too fast, because then they are in trouble that way, too.

Okay. I, I, I still, I still want to sort of press you on this point, though, because yes, you were a champion for equality and diversity and yes, you achieved a lot but we also know that there were very high profile in two cases involving black and Asian minority ethnic officers, we had what was known as the so-called Race Wars and we've now got this Inquiry. What, what I'm trying to get at is a sense of despite all that you've done, why is the organisation in the position that it currently is in?

IB Well, I don't want to be rude about this Inquiry or its members and I'm sure a lot of good will come out of it but there is certainly – I've probably I'm the one, the only one who can

appear in front of you and actually say, There's a sense in which this Inquiry is rewarding bad behaviour. There was in, it seemed to me, last year an extraordinary concept that people of that seniority should attempt to take the organisation to a tribunal. Tribunals are designed for people far, of far more junior status than that and I think it was a grave misfortune.

Right. Okay. I, I think at this point what I ought to say is what I, what I don't want us to do is to get into the particulars of

IB No.

..specific cases.

IB Nor do I.

I want to t--, to try and talk in the round about the, the, the problems that the organisation faces and how we might meet those challenges. In terms of, I, I do need to though respond to the allegation that you've just made, which is that the Panel is rewarding bad behaviour.

IB No, (inaudible) mean you are; I mean exist, its existence. I mean it is, I've, I doubt there will be a viewpoint that I would be quite like (inaudible) to put forward.

Okay. And, and what I'm saying is that I need to – to be able to respond to this

IB Of course.

..because at the end of the day the, the Inquiry wasn't set up because there was a, a sense of guilt or that there was a political imperative to do something. The Inquiry was set up because it was widely acknowledged that the organisation wasn't in a good, isn't in a good place and that then the organisation needed to be assisted through the In—Inquiry to be where it wants to be and to be able to deliver notable successes in relation to recruitment, more importantly progression, retention and to try and deal with the problem that we have at the moment around BME officers not being in some of the special, specialist units within

the organisation which is not even to mention the whole sort of cultural issues that, that we know that the Met still has challenges with. So, just to put on record – that, that’s why the Inquiry was set up ---

IB I’m, I’m very I’m, I’m, I’m delighted that the In---

--and that is (inaudible) way, precisely what we’re intending to

IB Yeah, forgive me if I get it wrong but you, by the, introduction as a race wars concept we are talking about a very small number of people and we are talking about a staff association that decided to go in a particular direction. It isn’t the whole of the Metropolitan Police.

Okay. Well, we’ll get on to the staff association

IB Sure

..a bit later on. Can I bring in Margaret?

MB Just, just to make sure I’m, I’m clear and I start off the right point. My understanding that (inaudible) are open to all and anybody, regardless of rank, position and I think it would be wrong to assume that when you get to a particular levels or an organisation that you can’t be subject to behaviour by the organisation that is delivered in a different way, that it may be delivered to more senior junior staff. I think it’s just a point I want to – I want to just clarify whether you, you can understand and accept that position?

IB Of course I can understand it and accept it

(inaudible)

IB ..but I can also -- I would have wished that it was balanced with a c-- certain amount of pride as to what

MB Yes

IB ..had already been achieved.

MB Well, I think indeed I've made that point (inaudible)

IB Yes, (inaudible)

MB (inaudible) but it's, it, I think (inaudible) sort of perhaps idea I think (inaudible)but I just feel duty bound to something that my experience not being a, an MPA employee but being, (inaudible) but had undertaken training within the Met in relation to diversity and over the last six months, I think have not the issues around senior officers that perhaps we feel (inaudible) should come to (inaudible) this (inaudible) nevertheless (inaudible) occur, I think we have come, you know, have had countless evidence from black, white female staff about issues and behaviours and language and attitudes and approaches across a range of tiers and sectors that in my background (inaudible) were I to hear that would suggest there is an issue in, in the, in the organisation that had that poor training so I, I, I would ask you to accept that,

IB (inaudible)

CB I think (inaudible) yeah, (inaudible) the course of our, our questions I think in terms of feeding back some of the things that we've heard, I think you're, you're going to perhaps amend or alter (inaudible) perhaps your initial comments. Thank you (inaudible).

Yes?

IB Yuh. I, I've heard what Margaret does, I'm happy to accept of course what Margaret said. There's one thing you will not get from me, is (inaudible) sense that this organisation is perfect. It certainly isn't perfect and, and, and I do think the parallel that I think Cindy will be aware of, of the Commission that I set up as to the experience of women as employees of the Met, I think was a valuable approach and it showed this extraordinary organisation, where women were reporting in some instances some very bad behaviour and other women from other parts of the organisation were just sitting there, utterly shocked and bewildered

that (inaudible) nothing like that had ever happened. And when the issues surrounding the high profile cases happened, I got an awful lot of emails from minority staff saying, "Not in my name; I don't understand what's going on." So, I think what we've got here, as always with the Met, is you've got a very mixed picture. But, but, but I will stay with my main point, which is that the Met is a hugely improved organisation from where it went and it is subject to an enormous amount of public scrutiny and (inaudible) no other organisation that I can think of has had so many Inquiries and, and I think if we compare our position with that of many other large organisations in terms of progression, in terms of culture, then I think the Met is in a very good shape.

Okay. I, (inaudible)

Yes.

MB (inaudible) Okay? I'm not (inaudible) get into a debate about our levels

(inaudible)

MB ..of perceptions (inaudible)and clearly I think there's an issue but I dare say that sometimes a (inaudible) the organisation or perception and what a real accurate perception of what people will say, would, would have said to you as Commissioner and will say to us as (inaudible) some of this is external, independent Panel members may vary and also likewise I (inaudible) that some of those things may be said or we may (inaudible) them without understanding some of the issues in the (inaudible) but leaving that for the moment,

IB Can, can I just come back to you on (inaudible) one point there? I mean, one of the things that I did and I'm sure other senior officers did, is they sit with groups of staff, they visit police stations at random and one of things I certainly found was that the Commissioner was, was viewed as being so far away from their realities of their work that they would tell a Commissioner almost anything. So I, I, I think I've got a lot of accuracy. I also had my own black and minority ethnic focus group, (inaudible) a focus group of women and so Margaret while I totally accept that you will have heard some things, I've heard them too.

MB So you'll be familiar with what (inaudible) to say, then.

IB I will be familiar, but I'll also be familiar with the other side, where people argued across the table saying, No, I don't believe that.

MB (inaudible) move on to the issue of leadership. I mean, throughout this Inquiry we've heard a lot about the importance of leadership from senior, other senior ACPO officers and from civilians, being a diversity (inaudible) in the organisation and I want to ask you what your leadership, you would, how you (inaudible) your leadership style in relation to (inaudible) to diversity?

IB I, it's – I think the technical term for it is to attempt to be a transformational leader and, and in my terms what that means is being a values based leader. I think people could see what I stood for, they knew how important issues of diversity were to me; after all, I, in common with another man of the same name I've got a lot of lashes on my back and most of them are about being absolutely determined to drive forward the diversity agenda.

MB Do you think that, that that's (inaudible) to describes (inaudible) your leadership style. How did you lead on diversity in the Met?

IB Well, I was, as the Deputy Commissioner, I was the lead on diversity; the Diversity Directorate answered to me; I was the principal point of liaison with the IAG and with the Staff, the Staff Support Associations. I think I made my views clear in speech after speech and certainly, as Commissioner I was viewed as being somebody who – even on my very first day, the issue of diversity was in my main speech, which I think Cindy was in the audience to hear. That, that and it was about the fact that some of the battles of the past externally were passing, we couldn't be complacent but the new battleground was inside and we had to make this a place in which everybody felt that they had, had were able freely to work to the maximum of their potential.

MB Do you think that, that view or that approach was shared by your colleagues on the Senior Management Board and then secondly, was that filtered down and across the organisation?

IB I think it was shared by my senior colleagues, perhaps with less, some with more some with less passion, but they also – but the main thing was, we were all united in this view – that you couldn't police London properly unless you had a diverse work force and you couldn't

have a diverse work force unless the organisation was one that people wanted to join and stay in. And, and, and for me the memory of that is the Damilola Taylor case where the BPA and some other officers grouped together and, and sent Yoruba- speaking officers on to those estates and the doors opened. That's what the operational requirement is. You have to have people who other people will trust.

MB (inaudible) sort of perhaps if I (inaudible) perhaps I'm not being clear enough. In terms of your approach, your approach (inaudible) was open, clear, vocal, up-front, making sure the organisation, understood, was (inaudible) clear on your position on diversity. What I'm asking is, was that shared, was that a shared approach (inaudible), was, was it you driving your management team (inaudible) kicking (inaudible) diversity

IB No. No there wasn't; wasn't, yeah, go on

MB Or was the approach one that was agreed by your, in, in, in, in agreement by the Board?

IB It was the agreement by the Board, because there, there is no alternative. (inaudible) who's going to be the person who'll say No, I don't agree with any of this? Going to ---

MB ..terms of the approach.

IB Yeah. Because it has to be that way.

MB So you can perhaps somewhat I don't know, (inaudible) surprised, interested at the (inaudible) perhaps change of approach that your new Commissioner is, is adopting?

IB Well, I don't know what that change would be but I will tell you one thing; I, I have a real iron rule that when you leave the wheelhouse, you don't spit on the deck so I am, I am not going to say anything! – about what my successor has done.

MB No, I'm not asking you to criticise Sir Paul Stephenson clearly I should have done that as a prerequisite. What I'm asking is, are you, I mean it's a dif--- from what I understand it's a fairly different approach.

IB I just don't know, Margaret,

MB Don't know.

IB I, it's not...

MB Would you like me to take you through it or was that (inaudible)

IB I don't, I, I'm just going to say whatever the Commissioner is doing is a matter for the Commissioner. I was a change agent in my time and that's, that's what I've done.

Per, perhaps the, the question might be, What was your rationale for taking the style and approach that you did, very visible, very vocal and was dare I use that term, it was a golden thread throughout all that you've done and spoke of diversity and equality were very, very central features of your work. What was the rationale behind that? Why did you think that that approach was necessary, in order to deliver change within

IB Be—

...the Metropolitan (inaudible)

IB Because anybody who had read the Macpherson report would recognise an institution that was treating people in a very monochrome way. I actually don't necessarily believe there was anything racist about the activities of the Metropolitan Police in relation to Lawrence. What the investigators did was they treated the Lawrence's as they would treat a whole range of what they assumed were working class people and they just didn't understand the expectations and the experiences of the black community. That is what has changed and I was, I knew that since I'm talking from 2000 to when, when I expected to finish in 2009, nine years is a very short time in an organisation of this memory so the only way to do it was to

be vocal and was to be upfront and to take whatever various newspapers had to say about the matter with a pinch of salt.

Okay. (inaudible) is to talk about, you talked about I think establishing an (inaudible) Diversity Directorate. Do you think that the – with hindsight, looking back – do you think the organisational structure in government's arrangements within the MPA enable (inaudible) to effectively address internal divers -- internal diver—diversity specifically , if you can j-- just respond to that bit first and there's a secondary point I want to (inaudible)

IB Me, I remember when I spoke to the three people who were to be the leaders, you know, successors to the Leaders of Diversity Directorate, I made clear to them that one of the things I wanted them to do was to lead it to a point, lead the organisation to a point, or help (inaudible) the organisation to a point where the Diversity Directorate was no longer necessary. And I think that's, that's a very important aspect. And I think wh—the decision which I entirely endorsed to split the Diversity Directorate up, between territorial policing and HR, was the right decision because it was the HR bits that were failing or, or not going as well as should have gone. Failing's too strong a word. And I wanted the expert on HR in the shape of Martin, who's down there sitting behind me, to be responsible for the diversity issues as it affected internal matters. Much more difficult to do that from an individual free-standing Directorate.

MB So, given that successes that one might have expected the MPS to pursue, do you, what do you think perhaps with hindsight, you're not commenting on crime, with hindsight what do you think some of those changes, or what changes need to be made?

IB What, now?

MB Yes. W—looking back, looking back at some of the things that didn't quite happen in the way that you expected in relation to what you might have thought for HR (inaudible)

IB Well, yeah, okay. I think we just needed and a-- again, I'm going to précis (inaudible) we needed to be bolder about access, you know, I mean there were discussions, weren't there, Cindy, about whether we should try to actually move out almost to the very edges of the law around the Positive Action and so on and there was a lot of – and I say within the MPA itself, a lot of nervousness about doing anything like that. I just think that

MB Why didn't you do that?

IB Well! Because I could only do that with a – I can only actually, as a Commissioner, work within the law and if the Authority wasn't prepared to say, well they would, they would back a – what I think we were describing as a fairly bold step, which would have been around some form of positive discrimination in, in (inaudible) the model we were looking at was the model from Northern Ireland (inaudible) yeah.

MB So, can I just (inaudible) so you wanted to be bolder than perhaps the MPA are comfortable

IB Yeah. The MPA's (inaudible) yeah. Well, the MPA's (inaudible) uncomfortable. They've got some lawyers saying, This is very uncomfortable because what happened with the PS&I was that they produced a, as you know, a quota system between Protestant and Catholic. It might have been possible to go in that direction. But I think the direction I was looking for was something that allowed us to try and deliberately match the economically active population of London in our recruitment. That wouldn't be lowering standards at any stage, but the idea that places were held open or people from some backgrounds got through faster, which is effectively what has been happening without anybody really crying Foul, but not – but I think there was such a – there would have been such a, a symbolic gesture – not even gesture, some symbolism about that – it might have been very interesting thing to do.

MB Okay. So you wanted to be bolder and

IB Yeah. Well you can't.

MB (inaudible) I mean apart from being bolder, what other things (inaudible) the question I originally asked you.

IB Oh sorry, right. I mean, I think that, yeah. I think we could have pressed harder from time to time but – you also have to remember, there were a few other things going on, like the bombs were going off and, and so on. I mean, it was a very, very busy period to be the Commissioner and certainly the whole issue of diversity we were seeing very strongly as being connected at that stage to the Muslim community. So (inaudible) and I think again externally. So I think there was a slight, well perhaps we sh--, could have put the accelerator down a bit, bit faster but...those things happen.

MB Two further comments. (inaudible) get your comments on that (inaudible) a number of statements that have been made to the (inaudible) Inquiry Panel. So when I hear your response to the issue about the time argument, it, the whole

IB Yes

MB ..issue about it takes time, I think you (inaudible) that...

IB Well I, I, I, I'm, I'm okay, I'm in agreement with that

MB I'm going to give you a couple, we'll give you a couple (inaudible)

IB Okay.

MB The whole issue about this argument about it takes time, this issue about the golden circle, wh—so do you know it, have you heard it, is it a fallacy? So time issue, golden circle and the whole issue arou—if you could just respond to those two, two points (inaudible)

IB The time issue is significant. I mean I, I, I did say that. You've got – if you're going to start everybody at the bottom, then the only way you can, yeah. Substantially make change, I mean, you can – let, let me divide this. I remember having a conversation years and years ago with some colleagues in the BBC. And this, for this stage it was about gender rather than race. And they said, high flying women and high flying men had exactly the same trajectory in the BBC and, and at that stage that's probably true as, of, of the Metropolitan Police and other police services about women and men. What the difference was, was the bulk of people who would get to a sort of middle management or a perhaps slightly less than middle management level in the Beeb, weren't moving men and women moved at different rates completely. And that was to do with confidence, it was to do with money, it was to do with child-care arrangements were easier if you've got more money etcetera and they were starting to concentrate on that group and I think that we did well on that issue, too. So there is – while I'm very interested in the access courses that we're producing for high fliers, I think the issue that comes next is, how do you move the bulk of people who are going to mee—make Sergeant or Inspector, faster than they are currently moving? But time to – my

argument on time is, there is a time issue but you can do some things to adjust it and we ought to be doing them faster. But it's – the, the bulk of people it will still take, you've got to have been in the organisation for a period of time. On the golden circle, well of course the golden circle was an allegation made directly against me, being in an employment tribunal and that employment tribunal was comprehensively won by the Metropolitan Police Service. I absolutely reject the concept of the golden circle; even my most stringent detractors found the idea that I would be behaving in a racist manner was risible.

MB (inaudible) saying, I'm not asking you about, I'm not aware, I'm not aware of the details of that and I'm not asking to comment (inaudible) I'm asking that the concept that one exists in, to what, in different degrees,

IB I, I just don't – I, if you're saying -- and I have heard of what some other people have been saying – if, but I just wanted to be clear here, Margaret – that phrase for the journalists behind me –

MB (inaudible) you rephrase it, then

IB Okay

MB You, you rephrase it

IB That, that phrase will be very resonant

MB Okay

IB ..to a particular case

MB Okay, well.

IB Now, let's go to – are there some informal networks that are less accessible for people from minority backgrounds? I think there probably are.

MB What do you think they are?

IB Well I just think they are a fact that people tend, still, tend to socialise with people that look like and behave like and sound like them. I mean that's just human nature; that's what they do. If you go to any pub or club in Britain, you'll see exactly that going on. So I think it will take longer for the integrated organisation this is becoming, so that those informal networks not to exist. That doesn't mean they exist between informally in a sense of like used to be an old boys' network, you know, (inaudible) you buy me a drink, I'll promote you, I (inaudible) I don't think it's anything like that – I just think it's about it's, it's going to take a while for the groups to mix as easily as they, as they could.

MB Sorry

But – just to follow that point, Ian, that, that, that does imply that that could have a bearing on one's progression, does it not?

IB I, I think it does but I think we, you know, we, it's – it's very similar to any other huge organisation. I mean, people, it, it's not going to change and it's – people's behaviour is not going to change completely and so, if, if people have been in the organisation for a long time, they'll have friends who they've made over a long time. It's just as simple as that.

Yah. I, I mean, I, it's just the reality

IB Yes

..the perception people have

IB Sure

..in, in some what is a, a, a reality. Thanks for, for offering something that I just – as an ex Naval officer, you, you said about leaving the wheelhouse, (inaudible)

IB Mm hm

.. be the ex Naval officer, (inaudible)

Mm hm

..not necessarily you. But one of the things that you've always had to do was to make sure that you handed over the compass direction, that the ship was going in. Do you think the ship's still going in the same direction it was when you walked out the wheelhouse?

IB Well , you'll remember that the – the methodology of my walking out was a bit unusual

Yes

IB ..so – I, I, s-- I think I, I was very clear and again, Cindy will have been there, I was very clear on my last major speech as to what direction this organisation should go in. I have not made it my business to enquire whether it's still going in that direction.

BP Okay. That's fine, I'm not going to push on that. I just want to go into some of those areas that you had responsibility for, in terms of the-- managing behaviour, because this is a – you know, a crucial point, is it not, in terms of changing attitudes, changing culture, and I'll come on to that, in a moment. Some of the high profile cases, or some of those issues that re— that reached your level, why do you think it took so long to learn the lessons, the impact assessment of-- you know, lessons learnt and I'm taking the Taylor concept now, so that we can develop better – it seems, it seems to us that there, there, there was an awful long time and we've just heard evidence that it took a long time to learn the lessons.

IB Well I, I don't think it did. And I, I, I don't think you can argue from the particular to the general, Bob.

BP Mm hm

IB There was a very small number, I mean we are I mean since we, we don't ever mention these but there are actually only two –

BP Mm

IB There are two: one employment tribunal that happened, and one that was threatened. Now, it had a, a very large organisation; I don't think you can be accused of not learning lessons when two things happen. And I certainly have heard Margaret's view of, of the law – and it is the law about employment tribunals, of course they can. And I just think it's, it's professionally a very odd thing to do.

BP Okay, we're not, not just talking about two tribunals because there – there were obviously cases that came to your level when you were at Senior Officer rank, where different treatment had been informed as the perception why people had problems.

IB Yeah. And, and while I was working (inaudible) particular with Steve Allen, I don't (inaudible) heard evidence from him. But we did a lot of work with the then BPA, to resolve a long series of outstanding cases and we, I think, put in train an awful lot of work to s—to stop those things happening. I mean the numbers of ETs in the Met are, or were, extremely low for an organisation of this size. I mean, I think there were a, a very small number of cases that went to tribunal and a very small number that were lost. Each one is a – is awful but I think, I think there was a very efficient filter (inaudible) which gave us the chance to sort of pick up the vibrations, as it were, that things were going wrong and, and through the Diversity Directorate's work and through the BPA's work and the other staff associations, there were a lot of early interventions to prevent things going wrong.

BP Mm. Let me just make it clear, because focus groups we've had with BME officers and long serving BME officers, many of them made it clear that they had had frustrations, they had what they thought was examples of different treatment but they would never ever have considered going to an employment tribunal. What they wanted was it being dealt with effectively internally. So do you think that there was effective treatment when there was disproportionality and what do you think were the causes of that disproportionality between

white and black minority ethnic officers and, and staff – I want to come on to the staff part in particular, because certainly the, the timeline that you gave, and the example there, can't really apply to staff, can it?

IB No, it can't. But it's se—first of all, staff can come in and out,

BP Yeah

IB ..that's the most important point and secondly, the – the Met has been a long term employer of a lot of minority staff although it must be said that a very large number of them are relatively long serving but junior in catering, so I mean you'll have to sort of look, check out a couple of things on, on the numbers. Do I think we're effective? (inaudible) I, I was (inaudible) 'cause I, the reason that I created the Leadership Academy was that I – and again, I said this on my first day, I was shocked by the lack of management training in the Met. When I had been a young officer, we'd been sent on long courses to learn Personnel Management skills and those courses have disappeared and that's what the Leadership Academy is there to do, is to put all that back because managing difficult people is a hard thing to do and it happens everywhere and so I, I think we've done a f—a fair amount there; (inaudible) sure there's to be more that could be done but we are pushing that kind of training through those ranks as hard as we can.

BP I, I mean, coming on to that actual management side, you, you I think heard me ask question before in terms of making sure there's consistency, dealing with misconduct, dealing with poor, poor performance – at that crucial management level where people think, I'm being dealt with fairly and equally here, so therefore there is not a factor, another factor I have to look at

IB Yeah

BP Do you think that there's an – never sufficient, but do you think that adequate steps have been taken in your time, to develop that aspect of management?

IB I, I, I think – look, I, as, as I say, I think first of all the, the Leadership Academy is exactly that and it is aimed of course at all ranks in the organisation from Sergeant to ACPO so there's a – you know – but you, of course it's vast organisation. (inaudible) says that you've got a, well

there is a legacy here. It's a legacy which is very difficult to overcome, which is actually managers being afraid. And so one of the things that I think happens is that managers confronted by a minority individual—staff member who is, has a form of grievance, go into formal mode earlier than they would do with somebody who wasn't from that background and I think that's a problem.

Afraid of what?

IB They're, (inaudible) afraid of getting things wrong, so that if they do it form—if you do something informally, you, you have no process on which to fall back on. If you do it formally, then you, you're safe because you've ticked all the boxes and you've signed all the forms. And I don't, I'm, I'm genuinely, genuinely clear that this is a problem, because there are – have been some very high profile cases, not the one or two we're talking about, where the managers have just found it impossible to deal with an individual and then it, that manager has been found at fault. And that's

But --

IB ..very difficult.

BP But we've heard that that fear factor argument and that's coming back into the managing of..

IB Yes

BP ..behaviour of people. I mean, if you – if you, I mean, you were around so, following on from Macpherson and all the rest of it, it's been said that there was a fear factor when someone, a BME person did something, that people went straight into a formal process

IB That's what I'm saying

BP ..rather than using (inaudible)

IB No, that's exactly what I'm saying.

BP How did you manage that, then?

IB Well, well, all you can do is, is to, is to try and get the cu—a culture of openness which is what I certainly try to do with my colleagues and to provide as much training and guidance as possible. But it is a difficulty. I mean I'm, I'm just quite conscious that it's a difficulty because you, you do have – there is somethi—because the history of policing has been so connected to race since the late '50s, there is, there is so much publicity about anything to do with race and policing that mana—senior managers and middle managers are genuinely concerned to get things right, or more particularly, concerned not to get things wrong. And therefore they will move to a formal process more quickly. And, and I think that's unfortunate.

Let me just finish off with one thing. You, you mentioned John Greave. Now if we're talking here about -- not just talking about BME officers becoming that senior officer, but the attitude of senior—senior officer because I think nearly every BME officer I've ever met wi—w—felt that John Greave understood, would treat them equally, would treat them fairly.

IB Mm

BP Would you say that there was a case for getting some of – and I'm using John Greave as the example 'cause you raised his name in, in that sense – some of his attitudinal response to people, should we – should we put in to certain Commanders and to those, that level so that it's not just a question of getting BME people there, if that's going to take time, but the attitude of people who are there in the way they treat people equally (inaudible)

IB John is an outstanding officer in many ways. He's a very good friend of mine. He was my Supervisor at one stage and told me I was a nightmare and I was his supervisor at another and I know he was. I'm not sure I'd want to inject John into it in full. I don't think the at—it depends what you're talking about,

BP I mean his attitude of dealing with people.

IB (inaudible) senior officers. Yeah, I mean, there, there are people who have that extraordinary skill. He has it. I can't recruit you know, five hundred of those. I can, what I can do and I think everybody did, was to point to the – there are more than just John and then, and there, there are lot of people with a very great level of skill in this particular regard but then there are other people who are let's say more introverted and they're probably more introverted with everybody,

BP But did you do anything to address that – that's (inaudible) final question – in terms of identifying those people and doing specific – I don't call it training 'cause it's education at that level that's required.

IB I think you're talking here about such –take the example you're giving. You're taking, you talking about such a basic part of somebody's personality that you, what you have to do is to accept that people who are going to be good at that part of the work will not necessarily be good at some other parts a--, and you always, I would hope, in a honest appraisal system would occasionally give somebody some pretty straight feed back – I know I did. I know I've received it in my time. But I don't think you can just, I, I wouldn't want to use John as, as something that, that we could reproduce in a, across (inaudible)

Can, can I just broaden it out

Sure

...to, to be a bit more strategic? Do you believe in the concept of Diversity Champions?

IB Yeah, I do believe in the concept of Diversity Champions.

'cause we've heard contrary views.

IB Mm hm

Not least from the current Commissioner, also

IB Well in that case

Also, the

IB Well let's just, what, can we just define what you mean by that?

Well, well, ha—defining

IB Diversity Champions

Yes. Yes. Def—Defining

IB What, what do you mean by that?

Individ—individuals who will champion equality and diversity in a similar way to which you did when you were a Commissioner. Throughout the organisation. That's the concept. Now what we've heard is a contrary view which said, actually when you identify diversity champions, you let everyone else off the hook.

IB Yeah,

(inaudible), the, the idea is that they, they act as a barrier to equality and diversity, rather than assisting.

IB Okay. I, I think I was meaning something slightly less formal than you're describing.

Okay

IB I, what I meant was that I wanted a lot of people in the organisation to be obvious as diversity champions. Obvious champions of diversity, (inaudible) the right description.

AJ Sir Ian, you were expecting some questions about multi point entry

IB Mm hm

AJ ..and I would like to explore that with you. That, that, but can I just pick up on something else

IB Sure

AJ ..we're talking about before? There, there is a sense that, that informality is both a problem and a solution, in different contexts and the way the evidence has unfolded, over the-- all the sessions, is that – is that there is too much informality still, in promotion, too many conversations, too many understandings, too many assumptions that are made about what face fits (inaudible) but there is not enough informality when it comes to discipline issues. And it's a, it's a, it's a curious combination, (inaudible) . But the combination tends to push in one direction only, which is to disadvantage m—minority groups. That, that's, that's , I'm giving evidence to you, now

IB Sure

AJ To invite your (inaudible) That's my sense of

IB Yeah

AJ ..the way in which the discussion has gone. Does that resonate with you?

IB Half and half. I, I-- when I talked about the fact that there were, you know, informal networks etcetera, I, that's I think about giving people confidence. The actual promotion process itself is extremely formal, extremely well documented; it's got observers from absolutely every part of the organisation. At the last moment, as it were, when George or whoever it is, is sitting in front of the Panel I don't think there is any informal process going on at all. I think what we've got to do is give people the confidence and that partly in an access course but that's for a tiny number. It's, it's just more about them feeling comfortable in the organisation. I, I do think there's a problem with the discipline process, which is this, this fear

AJ Right

IB .. (inaudible) , among managers, that if they deal with somebody informally, who is from a, a minority background then they've got no, nothing to stand on. There's nothing there solid for them, whereas if they start to go down a disciplinary process, there's lots of, of formality there.

AJ I think the, the, the -- just seeing with the second thing first. The, the problem about formality versus informality in disciplinary context is that formality tends to be tougher than informality.

IB Yes.

AJ And the, the -- so it's slightly difficult to think of the, the reluctance to go the informal rather than formal route is simply being an anxiety on the part of the person administering the, the discipline. It seems--

IB Well, it's, it's just my observation of it

AJ No, I understand that

IB I, I, I can't prove it, (inaudible)

AJ No, no, I, we're only talking about intuitions here.

IB Okay.

AJ But, but my sense is that-- I mean, certainly the, the person about to be disciplined, talk about his fear or her fear – is that something which may be a, a, an infraction on one view

End of SIDE A

AJ ..minor offence

IB Mm hm

AJ Now. I—it's dealt with more formally and one then gets sucked up into the whole tiresome disciplinary process

IB Correct

AJ Which, you know, which tends to only go one direction. It also leads to stigmatising and all those other problems. How, how do we deal with, how do we deal with that?

IB You hope Taylor works. That's what you do. Because that is the – I mean that's been an—the reform of the police discipline system has been a,a, a—something that should have happened twenty years ago. This is, this is manages to combine the worst features of a Court Martial and a—with having an awful lot of lawyers attached to it and with all respect, I mean there are – it's just, to see a police discipline, when it finally gets into, into (inaudible) is to see something that's long, should long have been swept away, except for the most serious of cases.

AJ Can we talk about multi point entry?

IB Yeah. I'm, I'm a, I'm a deep believer in the enormous importance and significance of officers having risen from the most junior ranks but - I don't, I don't think we should completely shut our mind to truly exceptional individuals and one of the things that has changed is that the average age of a Met recruit is now 27 and there are lots of people joining in their 40s, but of course they still have to start at Constable (inaudible) and therefore presumably there's a lot of other people that aren't starting in their 40s 'cause they can't take the salary cut, or they can't - or they just don't want to be a very junior

Yes

IB ..employee. On the other hand, most senior policing jobs are very complex; they're about the management of ambiguity, they're about the knowledge of law and regulation. And finding individuals who can come in to the organisation at a - at let's say Superintendent, that's going to be a pretty rare beast. Now I think it's conceivably possible, but there'll be - there would always be some jobs where it would just would not be possible

Okay

IB ..and you couldn't have somebody coming in to a murder inquiry, who's never done it. So I, I - it's a possibility but I, I don't think there are that many people who'd want to do it; nobody's ever tested the market.

AJ Well, they, they have, actually.

IB Okay, (inaudible).

AJ They have; I mean I, I, hesit - I hesitate to, to come from outside and -

IB Mm hm

AJ ..tell a former Commissioner but, but, but we know that – that for a period – and I understand they were called Trenchard

IB The Trenchard. Yeah, I know the Trenchard scheme, yeah

AJ ..Okay, well, so, so we know that there was an occasion when –

Yes

AJ ..when there was multi point entry, so – so presume—

IB (inaudible)

AJ ..more than testing it, it's actually

IB Okay.

AJ ..happened, (inaudible)

IB Yeah, okay, all right. I'll – the Trenchard scheme, yeah, 1930s and two Commissioners have arrived as graduates of the Trenchard scheme

AJ Mm

IB It's very interesting that the British imposed an officer class on almost all of their Colonial police forces, including the Indian police service that's still there, but resisted it here. So, and that was the only – it was a very short-lived experiment, for about four years.

AJ Why did it, why did it come down?

IB Well it fell with the War, I think

AJ Right

IB ..at that point.

AJ Right.

IB I mean and after that there was fierce resistance from the Police Federation. The Graduate Entry Scheme was its replacement.

AJ Right. So, so what we have is, in the Army it was always the case.

IB Always the case.

AJ .. to no discernible –

IB Well, (inaudible), but it is interesting, Anthony, when you read what Peel said, he said this was not to be an occupation for gentlemen. And the reason he actually said that was 'cause he was-- about forty years before the Army and the Navy changed and about twenty years before the Civil Service, he wasn't prepared to have them buying Commissions

AJ No. I mean, no one's suggesting that one should buy a (inaudible)

IB No, (inaudible) what, what (inaudible) it's a bit, what I'm trying to say is it is interesting that that, it was designed, as a very Victorian meritocracy

AJ Yes

IB ..this was designed as, but the effect, as I've argued before, has been to s—sometimes to separate the police from the Establishment.

AJ The prison service now does it and

IB (inaudible)

AJ .. has done it for some time and that seems to have worked very well.

IB Yes. But I suppose what I would be saying to you is that if you were using that as an answer to issues around diversity, then you are using a very large club against a relatively small target and the impact, I mean, I have met many Army people who have said to me that the jewel in the crown of policing is the fact that the senior police officers understand what it's really like to be a junior police officer, whereas Army staff don't.

AJ Yes. And these are officers who themselves came up from the ranks?

IB No, they can't, in the Army, can they?

AJ You said that?

IB No, the--- I—I've met a number of people in the Army who, while fiercely defending an officer corps,

AJ Yes

IB ..have also said that of course, it is such a part of your strengths, the fact that every Constable on the beat knows that all his or her Senior Officers have performed that job.

AJ Isn't it (inaudible) isn't, isn't the multi point entry notion a way of enriching and refreshing the culture at various levels?

IB Yeah, I, I, I, as I say – I, I, I don't have a particular

AJ No, no

IB ..philosophic argument about it, except that there is a

AJ (inaudible)

IB ..culture of, there, there are arguments certainly in favour of single point as well as against.

AJ Right. Ju—could we just, just forgive me for a moment, and, and pursue this further, take a murder inquiry, wh—why would it not be possible for a properly trained, Inspector level recruit, who had gone through the necessary experience process and all the rest of it, but in some very, very accelerated, concentrated way in the same way that, that the Officer class has X weeks or months of basic training, being you know, shouted at by RSMs, why would it not be possible

IB Because the job of policing is an awful lot more complex than the job of being in the Army.

AJ Battlefield command? Why is it more complex than battlefield command?

IB Because, because battlefield command is a very specific part of the Army's job which is about, aimed at about 90 per cent of it, whereas the rest, rest, where the police are constantly being engaged in new dilemmas, new ambiguities and you need experience; so I, I'm, I, I wouldn't, I

- AJ But don't, but don't you, but don't you think you're, you're doing what we all do, I mean, professional to professional, don't you I mean, speaking as a lawyer, don't we all have a tendency to mystify what we do and to say, Oh it's terribly complicated and you guys on the outside never really understand the full complexity of it?
- IB No. No, I, I, I, I certainly accept that that is a, a very common be-- professional behaviour, but I do s--- I, I said earlier that I can see some jobs that would be possible to be done. But some jobs, I think, you just need-- If you then argued, Anthony that the chap came in as an Inspector and spent the next eight years as an Inspector and Chief Inspector, of course he could do the job as a Superintendent, but my point to you is that single point, sorry multi point entry is a m—a change of such massive scale, you have to decide as to whether or not it's worth the candle.
- AJ Ca—can I just, can I just sh--shift again, to talk about this, this whole question of how to characterise -- if it's possible to give a general characterisation at all, how one characterises the Metropolitan Police. There, there are two models. First model is, it is institutionally racist, wh—whatever that means. It's a general characterisation. It, it speaks to the whole culture, it speaks to the whole organisation. And then there is another way of looking at it, which is to talk about e--elements, pockets or aspects that are problematical. But to – but to so to speak discharge the rest of the organisation. And, and those seem to be two, two models that are in present focus. And, and we're, we tend to be invited to subscribe to the one model or the other and, depending on our view of the extent of the problem, we incline towards the one or the other. And then, but put that to one side, because I mean there's a certain sterility about that. But then consider specific issues, like the so-called apartheid culture in some stations, that we've read about in newspapers; th—those are, those are pockets but they're also institutional in the sense that they're not res—they're, they're, they're not brought into existence and maintained by one or two individuals; they, they have an existence which is independent of, of particular individuals. They live in the organisation. So in that sense, they're institutional as well. How, how do we, how do we address, how do we address that phenomenon, which is both a pocket and institutional?
- IB Well, I, I agree with your statement that it's a sterile position to be saying it's either this or it's that. I happen to think the definition of institutional racism was a very he—helpful part of the Met's learning. It was very unhelpful in another way, which was that the vast majority of officers didn't understand it and saw it as a personal affront, so it had both advantages and disadvantages. I'm, I think I'd be very careful about using institutional in the same breath about the, the incident which I gather happened at Belgravia or some-- like, like that. I, I, it's a very long time since I've heard about anything like that. Clearly something, something in some Command, relatively junior Command structure happened there and something I have no doubt is being done about it! I don't see those as institution—I do see

those as pockets of bad behaviour. I mean, that's, and, and, and I, I felt very concerned to read that that had happened, but I haven't – I haven't heard about anything like that for a long time.

Can, can I ask you then, gi—given that, that the Belgravia sort of apartheid was in existence under your watch

IB It, it certainly must have been, you know

What, what I'm asking is, what is it about the organisation that allows that position to go unchecked for so long?

IB Well, I (inaudible) for so long 'cause I, I literally don't know how long this is, but I--, let's say it was a period of time. I'm, I think that's go-- the only thing that can, that can be put down is weak leadership and that's just I mean, awe, awesome that somebody could – that could exist in 2009. I mean, an—and I'm, I'm assuming that the facts are the facts, as opposed to an allegation. So, you know, I, I, I've obviously got to take that. Well, that, that should not exist and I, I can't, I, I'm trying – I'm trying to reach back to when I last heard anything like that and it's many, many, many years.

We've heard a lot about the inability of the organisation to properly supervise itself, if you like. What, what, what do you say about that?

IB Well, I, I d--- it, what we're talking about is not an inability to properly supervise, but if that is true, a complete failure. And I mean I, you know, sometimes you have complete failures. And, and that's what that sounds like.

Okay. Can, can I ask you a question that I, I also put to Martin Tiplady earlier, which was as a result of the experiences of last year and I'm talking about them in the round, what – what do you think the organisation learnt as a result of that experience?

IB I think it just re-learned again this issue that I raised earlier. There is some quite extraordinary connectivity between stories about race and stories about policing and it is not the same in any other walk of life. And I think it was a, a combination of circumstances

that will not have, will not in my view ever occur again and, and I think – I cannot think of anything that could have been done in a reasonable time scale – I -- something might have been able to have been done ten, twenty years ago in relation to individuals and so on – but I can't (inaudible) anything was, that occurred in that period that could have been stopped happening. I just don't. You had the, the three, three cases of which you're very aware, each of which had its own history and they came together at the same moment and, and that's very difficult.

Okay. Is there, are there any less—lessons which you would want to share with us about your dealings with staff associations?

IB Yes. I think, and I think this, this, this too. The -- one thing is, that we haven't mentioned yet is the IAGs and I think that's something I would like to talk about before we go. Staff Associations are inevitably a very mixed bunch, because they go from very large ones like the BPA which is almost a quasi-em, employee group, (inaudible) sensitive, it's large, not the size of a Federation or anything but it's a, it's a very large organisation. To others that are much smaller and to others that are more of a social club than they are a, a, an, a Staff Association in the sense that I'm extremely fond of the Italian Police Officers' Association because they have wonderful pasta, so... you know, they, there, there are different bodies there. I was a huge supporter of the BPA and the National BPA when it was founded. I still think they are a very worthwhile organisation, but I will say, with them in the room, I think they-- all organisations of that nature, whether they're Trade Unions or anything else, sometimes have different styles of leaders. I took extreme umbrage at the Black Poli—Met Black Police Association describing what was happening in the summer as ethnic and religious cleansing and if (inaudible) people have got to learn that if they're in a public position, they don't say things like that.

Mmmm. But, but no—sorry, sort of general lessons, then, about maintaining relationships?

IB Well, no, they've got to be – they've got to be – but they, they, we have to do our level best to maintain relationships. The, the BPA had an excellent relationship under various Chairs - I think the relationship got very difficult, well, it would get very difficult, if somebody wrote something like that and put it in a Press release.

Right. Margaret, (inaudible)?

MB One (inaudible) issue of frustration on the part of the BPA, perhaps having had that good relationship (inaudible)

IB I'm very happy to answer that; as far as I'm concerned, we still had a good relationship.

MB Okay.

IB It didn't break down on my side, or on the side of my Management Board colleagues.

MB Can I cover the IAG issue?

CB Yes, please.

MB Right. (inaudible) sorry, IAG issue. IA, IAGs I understand are an important part, tool of the Met's ability to test community feelings, to test their processes, (inaudible) some of the process procedures and we get a sense of direction what's happening from experts outside of the Met. Can you talk to me a bit about how you, how, whether that view concurs with your view, sorry with yours, or you see the IAG from a different role?

IB I see the IAGs as probably the most single important development that we had, post-Macpherson.

MB Right.

IB W—the decision to bring in some long term and pretty trenchant critics of the Metropolitan Police Service into the room and say, Okay, how would you do it, then? I think was a very brave decision. And IAGs have over the years in their multiple forms, whether they're the corporate ones or individual IAGs on Boroughs or IAGs for Trident or IAGs for child protection, have heard, allowed us to hear voices that I don't believe should be described this way, but often are, as the voices that are hard to hear, well they shouldn't, they shouldn't be hard to hear, but at least people are in the room. I think one of the things that I, I, I'm glad to be able to sing their praises; I think they're being fantastic for the Met and for

the, and for the people of London. One of my disappointments has actually been the MPA's view of IAGs, which I think has been insufficiently supportive and far too rigid. I mean there's been a long running, I don't think it was ever finished, long running a—argument about whether IAGs should be — much more curtailed and constrained and the whole point for me about an IAG is what it says on the tin — the world Independent is what, what, what you want — I mean it's got to obey Nolan principles but other than that, I think they should be left to run as they feel like running, with a certain amount of concern about some financial issues, that I know Cindy knew about and that which obviously had to be stopped; there couldn't be, you know, payments of that level going on. But —

MB So you're (inaudible) currently sit operate and perhaps engage with (inaudible) MPS, they're, they're about right?

IB They're about right, although I know that in, in me, departing, there is a, there are fewer people around who remember why the IAGs were created and, and, and I, it's very important that we keep the corporate memory of why that was and it-- my view, if I might put something to the Panel is, I would suggest that the MPA needs to take a, a good hard look at its own dealings with the IAGs and see whether or not it is allowing them to operate as freely as they should.

(inaudible)

MB (inaudible)-- I mean I find, I'm really quite surprised, I suppose, on one level to hear you talk about the IAGs in that way and I, I'm pleased. I just want to share with you a personal experience. We talked about all the evidence we had. I sat on Operation Blunt's IAG and I expected to engage in an IAG that was connected, that had a remit—a clear remit, that was supporti--- and a support team around it enabled that enabled the IAG (inaudible) best skills to be, yet to be taken on board by the organisation and to — and to actually feel that I was contributing to something that made, that made sense (inaudible) when I turned up for these meetings regularly, on a Tuesday evening, that the officers would be there on time, the right officers would be there and might occasionally see a senior officer and that I'd get feedback on my contributions. Now my experience (inaudible) was none of those. It was what I would call — and it was under your own leadership — a mismatch of people who had sometimes nothing better to do, supported by a group of officers who were unclear, hesitant, slightly disinterested and forever changing. Now I thought perhaps okay, that was my experience (inaudible) IAG so I was interested to hear the thoughts, views and expressions on other IAGs. We met the corporate

IB Mm hm

MB (inaudible) IAG members. To a certain extent there was some similarities between their perceptions on IAGs that at what point they were valued, right at the beginning, the Met took them very seriously and engaged with them thoroughly and spent a lot of time talking to them and actually acted on, on, on their, on their, their findings or on their comments but after a while they've slid to a point where they never saw a Senior Officer and I can think I think in my entire time on Blunt I think I saw two, twice, (inaudible) twenty (inaudible) twice (inaudible) Senior Manager attend. So I'm wondering whether if they were there (inaudible) time when you thought that they-- kind of very important and playing a critical role and that they needed to – (inaudible) they had an important role to play in relation to the MPS's work. Why do the – in, in my (inaudible) perception it's poorly represented, poorly, poorly – the opportunity to maximise (inaudible) was poorly, was poorly utilised by the organisation. We talked to current IAG members. They talk about similar stories about not quite being sure when they saw anybody

IB Okay

MB Not quite sure if (inaudible) taking notice and not quite sure what's happens with what they say and not quite sure if there's any point. But are still not interested in being engaged, I just wonder what your comments are?

IB Okay, well, I'm, I'm disappointed to hear it's that universal; and a--again, there, maybe that is something that we, probably the MPA and MPS needs to think about, again, but in a different way from the way the MPA was doing it before, Cindy, I'm sending you coded messages (inaudible) which I think you're aware of. I think m—maybe there's a, a place where we need to think again about how we're dealing with them and, and how we're engaging. I mean, they vary across, the whole thing varies between what they a--are extremely useful for, always, which is individual incidents where the IA, without the IAG members I think, you know, the Met would struggle, with many critical incidents. As opposed to their longer term engagement, but I'm absolutely positive that we ought to be doing everything we can to encourage membership and to make sure people know what it's, what they're there for and what the expectations are. It is inevitable that, and knowing the characters on the central IAG as I do, some of those who've been there since the late '90s, that they will feel slightly less engaged because, you know, at the end of the Lawrence Inquiry th—they were the, the Met's last hope, I think! I mean, they were central to the changes that were, were brought in. Of course, other things, you know, overtake, from time to time.

MB Okay

BP Can I – I just want to pick up a couple of points that you've made actually about the MPA. It's a, 'cause this Inquiry is into the MPA as well and I'm not a member of the MPA. But just before I do, there was something that you said which I, I don't think we can actually let go and it was about the, the change in the BPA's relationship, what your observations were on that. Can I just ask you, did you, did you make any attempt to find out why something was being said and, and in the words of a famous American, sort of learning at the same time, to repair the breach?

IB I don't think I was in a position to repair the breach in time. I'm sure the breach will be repaired. I have to say that I, I thought – and I've said it before, and I, I think that their decision to do things like call for a boycott on black recruiting, were just absurd and the, you know, the – that was going to be a very difficult breach to recover from, with the current leadership and I'm sure that my successor is doing his very best to do just that.

BP But under your time n—no one made any attempt to, to repair

IB I would, after that Press release I, I would not have spoken to the BPA for quite a long time.

BP Okay. Just turning to the MPA, as a, a police authority member from outside of here, I've always understood the role to be very clear on policy, robust on monitoring and scrutiny and effecting and holding people to account for failing to deliver. Would you say that that's how the MPA, how the MPS?

IB I mean – that's a statutory position except I think it's, I hope it's not holding them to account for failing to deliver; it's holding them to account for delivering.

BP Well I'm talking about this specific issue of race and diversity and

IB Quite right.

BP Over the past four years, let's say.

IB But the MPA – and I, I have said this to them many times, I mean, is – trying to undertake a job which is, there is nothing else like this; I mean, the, the, the police authorities that I've known round the rest of the country are not presiding over an organisation of this scale, not presiding over an organisation with these unique responsibilities and above all, not presiding over one in the unique political and media circumstances of London and I've always said the MPA do a – and its members do a fantastic job, but it's not possible to do it.

BP Mm

IB So, i-- in terms of all the scrutiny that's been carried out, you would have to have a small army to scrutinise the Met in all its, its works and, and I think the MPA do, within their relatively limited resources, an extremely good job.

BP So, its major statutory responsibility of enjoying the effectiveness and efficiency, you're saying, because of the size and the scale of, of what they have to do, should be maybe treated different in other police authorities?

IB No, I don't think so. I just think it's – it is, when things happen, I mean, if--I used to say that every day, somewhere in the Met, a lot of people were doing an absolutely fantastic job and someone was doing something very stupid indeed and we (inaudible) and sooner or later we'd hear about the very stupid one and we didn't hear enough about the really wonderful things that people do. And

BP The same applies to the MPA?

IB Well, the MPA's got the same problem as (inaudible) Commissioner has which is, that you, you know, ev—every day something's happening anew and the danger for the Authority, as for any other body, is when you get, if you like, a bunch of 'buses turning up together, that makes it look like a pattern. And then suddenly, somebody does something about it.

BP So, can you assist us in any way in terms of what it needs to do to improve? MPA, I'm talking about specifically, now.

IB I think it needs – as I, again I, sorry, I'm just rep—I can repeat to you what I've repeated to them

BP Sure

IB ..which is that it needs to move as much as possible away from the tactical, (inaudible) there, there were moments in Authority meetings where not only me but other members of the MPA were in despair about the tactical nature of the questions which were always happening in front of television cameras.

BP Mm

IB The MPA came in with a very clear view that it, most of its work should be done in public. I don't think they ever believed they'd be in a position in which there were five television cameras in the room all the time, which is what we had, quite a lot of – the period of my Commissionship, after the bombs -- and I don't think there's enough informal contact between the MPA and the Met and particularly between members who are not members of the Chair and Deputy Chair team

BP Which is where in other (inaudible) that's how it works, isn't it?

IB Yeah, it is.

BP Okay.

C--, c-- can I – I pick up on a response that you gave to Bob's question about the BPA.

IB Mm hm

When Bob asked you whether or not attempts were made to try and resolve the relationship. As a leader and knowing the potential impact of the words that the BPA used, the boycott, why, why would you not be eager to try and resolve that issue? I just

IB If (inaudible)

CB Forgive me, but from where I'm sitting I mean that, that sounds – almost childish, to not want to resolve it if you, if you, if you understand the potential implications within the organisation, equally outside of the organisation.

IB (inaudible) I'm, I'm, I'm in the slightly difficult position that the individuals concerned are sitting in the room, so, behind me, so that does make things (inaudible), we just, if I just (inaudible) it in this way. I was quite clear, from the discussions that I was having with staff all over the organisation and from the emails that my office was, were receiving -- I've got a couple here that I just pulled out this morning as I was coming down, that what was happening was not representative of the black and minority officers in the Met. I thought that I couldn't conceive of a, a, a Staff Association behaving in that manner and I therefore decided it was time to let tempers cool a little bit before we got back into negotiation. That doesn't mean the door wasn't always open but it would have to have opened with an apology.

CB I, I still find that quite astonishing that you would take such a personal position when what was at stake was the stability of the organisation internally,

IB (inaudible) At that stage, Cindy, the BPA

CB ..and of course, and of course the confidence of Londoners. Not just the black community but the confidence of, of Londoners *per se*, because you

IB (inaudible)

- CB ..we all know that when the issues played out at the back end of last year, a lot of people were saying, not just from the black community, were saying, What is going on within the Met? Where is the leadership? So, what I'm asking is, why didn't, if you felt personally affronted, why did you not put that aside and try and repair the relationships and I'm just wondering about
- IB Because I think there are times when you just have to take a stand and say, in the same way as I ended one of those disputes, by asking somebody to go on leave, sometimes you just have to take a stand and say, "You're behaving very badly, now. When you come round from that bad behaviour, we'll talk". It was, (inaudible) you, you can't have that happening in an organisation. That's why it had to end in the way it did.
- CB Okay. I, I, I don't want to kind of, be seen to be encouraging a, you know, a playing out what, what's happened. I'm merely trying to get to the elements of the organisation that, that allowed something so potentially damaging to play out (inaudible) so
- IB But it wasn't us that's playing it out, was it?
- CB Can I ask you two very quick things? Would you support independent Promotion Boards within the police service?
- IB Depends what you mean by those. Mean, people not
- CB Outsourcing promotion
- IB I have to say I have never thought about it and I've never heard of an organisation that does that and I cannot imagine how that would happen, but I, of course, I'm the person who's always been opposed to the police authorities choosing anybody other than the Commissioner or the Chief Constable so I don't think I'd be in favour at all.
- CB Okay. Can I ask you about the Thirty Plus scheme? We've heard along the way, some evidence from individuals that have-- sort of suggesting that the Thirty Plus scheme was, was very useful but now it doesn't actually allow the organisation to move on and to refresh itself and to give it the, a sort of, the cultural

IB (inaudible)

CB ..allow the cultural changes to acquire it. We've, we've also heard it in the same sort of breath that the Thirty Plus scheme doesn't allow other individuals to gain, you know, crucial skills because particular people are seen as being sort of experts.

IB You know, (inaudible)

CB ..and also that it doesn't allow the organisation to adequately succession plan.

IB I mean, I think

CB What's your view?

IB Well, I don't think it perfects succession planning so that it probably does allow you to do succession planning, 'cause you know they're going to be there for a period of time, whereas everybody else can just leave. But I, I mean I think that one of the gravest misfortunes for the police service is that its most experienced people leave when they're about fifty. That does not happen in any other organisation. So, in my own view we should probably be trying to – and we'll – you'd have to be terribly expensive and I don't suppose it'll ever happen – but they are, but we ought to be getting a longer length of service out of people rather than a shorter one, because to have really experienced detectives or really experienced firearms officers leave at 51 because it's a financial incentive to do so, forty-eight they can leave. I mean, that's at the height of their powers. So I, I'm in favour of the Thirty Plus scheme although I do accept the issue that of course it does prevent the organisation refreshing, but it's still relatively small and the numbers that we had in comparison to the intake, we, we currently enjoy and the other thing (inaudible) I would not be abolishing anything to do with Thirty Plus before 2012; I know that much.

CB (inaudible) point, point's well made. Is there any other ...

(inaudible)

CB Yes, I think it is. Yes, I, I think it is. Yes. Any other questions? No? Is there anything, Ian, that you haven't had the chance to say, that you'd like to say?

IB No, I'd, I would like just to go back to my – op--, I suppose the answer is Yes. I'm sorry, go back to my opening statement. I don't want any of you to take the view that I had, that you, your contribution is not important. I, I was making a particular point about my concern as to the circumstances in which the Inquiry arose. I have no doubt that the Met will benefit and the people of London will benefit from your Inquiry, as we've benefitted from many others but my point remains, still, that you have to see this in the context of history. It was Norgay Tenzing who was asked how, what was his secret of climbing Everest and he said, "I didn't look up very much, I just looked back in the valley to see how far we'd come." The organisation that I joined over, nearly 35 years ago is utterly unrecognisable. Nothing remains of the, of, of some of the horrors of, of that period and (inaudible) the organisation, you know, was at w—in ways in real conflict with Londoners in the late 1980s, is gone and – I'm going to finish with one anecdote which is that I, just the day after The Secret Policeman – do you remember The Secret Policeman?

CB Oh, yes.

IB I went up to Haringey and I held a focus group with staff and in the front, in the front row was probably the biggest police officer I've ever seen. He was the Sergeant out of Central Casting. Enormous, rather rotund gen--gentleman and I asked him, You see this film? And he put his hand up and I could feel this sense of dread, being quite honest. Yes, Sarg, what do you want to say? And he just said, "I just want to tell you, Governor, that you couldn't police Haringey for two minutes if you had an attitude like that." Now, you know. A lot of the Met has done an awful lot of learning. Sometimes, we'll get it wrong.

CB Okay.

IB Thank you. And it's been such a huge pleasure to come back into this room where I've spent so many happy hours!

(laughter)

CB (inaudible) Good to have you here. Thank you ever so much.