

MPA Race and Faith Inquiry

ALF HITCHCOCK

30 APRIL 09

Chair: Cindy Butts

Panel Members: Margaret Blankson, Bob Purkiss

This cassette has been proof read and names have been inserted only where identity is certain.

(inaudible)

..room, I'm afraid we, we have to vacate our usual room because we've got Committee meetings going on, so we are still, however, going to treat you in exactly the same way we've treated everyone else,

Which will be perfect, then!

We - absolutely. We're going to – we are actually taping the session and

Yeah

.. we'll make, we'll make sure you get a transcription at some stage. We don't have Anthony with us today; he's actually caring for a poorly son

(inaudible)

But what we're going to do is basically ask a few questions and (inaudible)an opportunity to say anything that you haven't (inaudible). We hope you'll feel comfortable enough to give us your open and honest views about the organisation, particularly given that you've now left!

(laughter)

Can, can I ask Margaret to kick off (inaudible).

MB (inaudible) Thank you

Kick off!

MB I want, I want to (inaudible) talk about leadership and directions at the MPS.

Yes.

What's your vision in relation to the revised MPS Diversity Strategy (inaudible)

Right, well I, I suppose I should – I should declare a – specific interest, because I was the person who set off saying we should, you know, (inaudible) be prepared ready (inaudible) with a, with a revised strategy to come out and started the – the work off, that - that Denise has been leading. My, my view of that was my experience of strategy in many cases with the police service is that it's often designed, built and – and put together, kind of, by people who are good at designing, writing and doing strategy

Mm

..and I felt that it would be useful for this one to be more bottom up, more consultative and I know Denise is kind of taking that approach in, in the way she's gone to audit, so I'm actually, having seen the, the drafts, so I haven't seen, obviously, the latest, having now left the, left the, the Met, but I was quite pleased with the direction it was going. My, my view is a strategy is a – is a high level plan – it sets direction, it sets style and tone, it - and it also gives you a clear indication of your outcomes, but it does that in a way that is quite succinct and quite clear and can be articulated to all staff. Now what often happens within policing is that strategies become huge, enormous

Mm

..documents that are really difficult to articulate, clear direction and (inaudible) but, again, Denise and I have had that discussion when she was doing the (inaudible) and I think it's quite succinct, (inaudible), it picks off four, five areas that I think are the key areas,

Mm

..in, in terms of taking the organisation forward, both in terms of service delivery and internally, so I think we're in, we're in a good position; the starting point, of course, for strategy is the outward facing

Mm

..ser—service delivery; what are, what are you doing in terms of the (inaudible) services and then the enablers are making sure that the inside of your organisation is right, to give it

MB Right. So – so what, what's your vision for what the contents, then? (inaudible)

Vision, the, the vision and structure are that it should be based around the objectives of the organisation, which is around delivering a – a s- a service which makes the – the (inaudible) of London safer and more confident in policing and that makes the - what, what comes that confidence, comes from a service which is meeting individual need.

MB (inaudible) any differences (inaudible) from the last one, (inaudible) hope the last one had that sort of focus as well?

I think the only difference is, is the changing – the changing context and dynamic, because although the last one was – what? three years ago now, and it's similar in – in that it, you know – it, it is - we are still planning a (inaudible); we are still trying to deliver a quality service, but I think the difference is that the, the, the, the population has changed in that

time and so you have to – in understanding the individual needs of individual communities, you've got a different group of communities out there that weren't here when it was being written four years ago, for delivery in last three years so the, the, the context is for change.

Fine. (inaudible) just, just, just, just go back up. Do you, I mean, in your sort of substantial (inaudible), do you think that staff are treated differently as a result of their race or faith? I mean

It depends what you mean by treated differently; if you're saying treated – it depend, it depends whether you

(inaudible)

When you say that as if – if (inaudible) you say that as a negative or a positive, because

I, I, I

..because differently and I, I think people are treated differently because of race and faith and I think, if people have individual needs, the organisation does really try to cater for those needs and I, you know – whether that be, whether that be things sort like faith and having (inaudible) you know, quiet rooms, prayer rooms, whatever you, whatever your organisation wants to call them, allowing people to – you know, with—within the – the gender debate, allowing people to do things like vary times for coming in to work, going out of work, to look after their needs at home,

Mm

I think the – the area, probably, for biggest improvement is not what you're looking at and I think it is disability.

MB Yeah, but --- let's (inaudible)

But, but what I'm saying is that I think the organisation makes real efforts to treat people differently, to cater for their individual needs.

MB Okay. Let me be more specific, then, in terms of what difference that I'm referring to. I, I think the difference that we're, I'm referring to is, from the evidence that we've heard from individual (inaudible) evidence from officers and police staff and from in the focus groups and (inaudible) submission, the difference I'm talking about in relation to recruitment retention and progression

Mm hm

MB ..is that the treatment is less favourable and disadvantages and I'm say I'm talking about things like the recruitment process isn't applied fairly to them, it's - that they're disproportionately treated and the report was (inaudible) in disciplinary process

Mm hm

MB .. and the figures the Met produced (inaudible) supports some of that evidence there's something happening there, that they're less likely to get access to specialist units

(inaudible)

MB ..and in terms of experiences, are less likely to be promoted, they're less likely to get secondment from the acting upper sections (inaudible) other officers get and it is as a result of their faith or race and that, within that, that operates on the basis of an existing culture, where there's a friendship network, there's not (inaudible)

Yeah

MB ..it's been a – seen as being differences of race and faith and of course that difference then means, means that an equal access (inaudible) or equal (inaudible) opportunities to grow (inaudible) promotion aspects. That's what (inaudible)

(inaudible)

MB I'm not talking (inaudible) parents, (inaudible) in terms of how you, we argue, negative difference.

So, yeah, what, what, what I think is a – a fair assessment is that, in terms of policy, process, practice, the organisation probably has as good as anybody, written up policy process practices and is – and those are manifestly fair, in my opinion. However, what – what I think you're alluding to is the fact that any disadvantage that there may be may come from things like – I think Dick, Dick probably got to this with, with the – with the report that I (inaudible) where he interviewed minority staff around progression, is around informal networks

Mm

..and those types of things. So, for example, where I know we were looking at – and this is one of the areas I asked you to look at with the, the review that, that, that I commissioned, where you're looking at progression, white officers approach the gathering of information and the helping each other to progress in the selection process by supporting each other and that network existed, but the same networking not exists for minorities. So therefore, they – they were not – they, they were disadvantaged by the net, by, by a network and by an informal framework, rather than by anything formally being disadvantageous.

MB Right, can I start to (inaudible) 'cause I'm not quite sure I understand. So I understand what you're saying about the networks. So the networks that existed were networks as you (inaudible) you say is that white officers got together and helped each other. And is that, that black officers didn't get (inaudible) together and help each other, or, or the network - (inaudible) get together and help each other but they didn't have access to – because of their, I mean, I don't under-- understand it because I mean, my just to say, my...

Go on

MB Everything I've heard is that black officers got together and helped each other as much; what they didn't have access to is, they (inaudible) ability to say to their friend not ask, Give

us a comment on our unit, or – there's a job coming up and I'll write you a favourable reference, so I, I'm saying is, I'm, I'm trying to distinguish whether there - whether it's the network s(inaudible), it's

Mm

MB ... where those people have links to that make those networks effective and warm places and whether they're about formal or informal structures that do that, (inaudible) questions, I'm (inaudible) saying

Yeah. But thinking..

And more importantly, why didn't the white officers help the black officers.

Yes. That's, now that, now that's – that's the issue around if, you know, because it, I think this piece of work that's focussed specifically on Muslim officers feeling that they wanted to work a—actually almost to be seen to have done it on their own merits and not to have been part of some kind of networks that got together to do it, so whether or not that is cultural or whether that is n-- the organisation not supporting them, in allowing them to do that, is, is, is where the issue comes from, but the actual process, if you, if you're looking at the selection process as a process, the process is exactly the same and the process is – is equal. What, what, what I think isn't equal is – is the mechanism by which people prepare for that process.

And who (inaudible) who earns that money?

Well that's – that's when you get into the informal network. That's where the informal network comes in,

(inaudible) you saying

Around...

(inaudible) said; you're saying the structure and p-- policies and process of the organisation are fine, it's the mechanism by ...

That's my perception.

It's your perception.

And I, and you-- and you'll look and you'll get a different perception, perhaps, from people

You don't feel they...

..who've been through the process.

You don't feel that the process is impractic-- (inaudible) processes and equalities are treat, by the nature they're -- treat people differently, it's the way in which they're operated (inaudible) the organisation

It's the, it's the way in which the preparation is done, so, for example, people testing each other out with dummy interviews, now I don't know whether I, I - I, for example, let me, let me give you a personal example. I mentor a number of minority officers. They come to me and I will give them exactly the same practice interviews, the same understanding of the organisation, so all of that would be equal. What I then don't know is what they do outside of that, to prepare themselves with their colleagues, their friends and are they getting - are, are they getting together to do that testing out to be prepared, ready?

So that is - for that outside stuff, is that an organisational responsibility for support staff to do that, or is it that thing, if that sort of thing is perhaps a block or something that's not happening,

Well, well, they give



Is that an organisational problem,

Well, well ..

(inaudible) individual one?

Well I think, I think there is, I think there is I think it's a, a piece of both here. I – because I think there is a – there is an onus on the individual to do things in order to prepare themselves and help themselves be ready, but I also think that if you are an organisation which is looking to take positive action and in order to progress under-represented groups, then you have a responsibility to make opportunities available to people, so I think there's ways in which

And do you think (inaudible) that means taking that, do you think they've done that – well, 'cause they're suggesting perhaps they have done that sufficiently well?

I, I, I think that the MPS has done an awful lot in terms of its Positive Action programs but it, but it

What have they delivered?

What do you mean, what have they delivered, in terms of..

What (inaudible) programs? What are

Well, I think

(inaudible) the deliverables.

My think, I think there's,

..the outcomes.

I think if you look at, if you look at, if you look at the deliverables in terms of HR, recruitment, not met targets but actually pretty significant increases in recruitment by Positive Action within local communities, if you

So—sorry, (inaudible) five from the (inaudible) so I' m looking at progression.

.. if you look at (inaudible), if you look at progression, then – ten years ago, 59 Sergeants – now 270 Sergeants, from minority ethnic groups?

And – and what were, what was the, what was the Positive Action process that, that, that enabled that, then?

I, I, I can (inaudible) 1999, I don't know what the Met had in place, since I, I didn't come until..

Okay, so, so it could have been a natural progression,

Well I think

..as opposed to Positive Action, 'cause we don't know what their sort of (inaudible) things are, (inaudible)

No, I th—I only know what has been done..

Mm

.. in recent years, which are the Positive Action Leadership programs which are, think, have been around mentoring, coaching and helping people

Mm, right

..to prepare for selection process.

Can, can I just unpick this answer that

Yes

...Margaret asked,

Sorry,

(inaudible)

'cause I d-- don't want to (inaudible)

BP I asked the question and, you, you are, you are a high flying (inaudible) the, the question I said was, Why didn't white officers help black officers? Now you, I understand the answer you gave in terms of the Muslims

(inaudible)

BP ..and they wanted to be alone..

And..

BP .. but, but if there was a, a recognition and, and – you know, we’ve talked about the Sergeants, but let’s talk about, you know, (inaudible) level of progression in terms of Chief Inspectors or Superintendent, because that’s where, initially – that is where, you know, in reality, this informal network of getting together i--, it helps a lot, doesn’t it? Inspector, Chief Inspector, Superintendent. That’s where it really becomes significant and that’s where white officers really do help each other to get through, in that sense. But if there was a recognition – a clear recognition of disproportionality and – you can just open your eyes, you don’t have to look at sta-- stats and everything, you can just see that there aren’t people going through, why do you think then, in, and I’m talking over the past – you know, three or four years, it’s (inaudible) we take the – the stats that have come out. You can see over the past four years from 205 through, that there’s been a (inaudible) down, in terms of Inspectors, Chief Inspectors and BME groups coming through. Why is it, do you think, that white officers didn’t say, Hey, hang on a minute – you know, join our network, we’ll ask you, we’re all after the same review as (inaudible) with others. I mean, why, why is there this (inaudible) difference? If you’d been there during that period,

(inaudible) know - yeah

BP ..why, why – why do you feel, every, do you have any feelings? I, I ask you to give the specific answer, but I mean

No, I mean

BP Do you have any feelings as to why that happens?

(inaudible) it’s a really, really difficult one to answer, isn’t it, because

Well

... it, when it comes down to individuals, it comes down to

Sorry, I don’t want – not to take away, could you just (inaudible)

(inaudible)

(inaudible) but if you'll, the issue about individuals, for me, is about individuals can achieve or must achieve, to do it.

Right.

If the organisation recognises that, you know, that, despite the support we're giving to groups of officers, there isn't, still, the, the risk, you know, the disproportionate level around officers rising. I'm wondering about the re-organisational responses, 'cause that's where the response (inaudible) individual officers (inaudible) or my own reasons but why, I'm wondering what your – why the organisation – organisation didn't have a response to bridging that gap? Picking up on the individual (inaudible) but I'm always talking about the organisational response.

Well, I – well, I think, you know, you can say recently years that the organisation has had Positive Action programs, but if we talk about outcomes,

Yeah

..has the Positive Action programs delivered the outcomes that we would want? And I think all of us here would say, it's delivered some outcomes, but not sufficient. So you (inaudible) of course the, the kind of position now, where those Positive Action programs are being reviewed and there's a new Equip to Achieve program put in place. Now, I don't know whether that will bridge the gap; I, I guess that's a question for the people within the HR world, who've done the assessment of what they think's necessary,

Mm

..and believe that Equip to Achieve is, is the – the Positive Action program that will achieve that.

Mm

CB And, and sorry – I don't know if Margaret was going to get back to you with this, sorry, did you want a supplementary on this

MB No, no, I'm

CB ..particular point, (inaudible) do come in.

MB No, it's just that I, I'm j--- (inaudible) I'm just sort of thinking about what the (inaudible) 'cause I mean, why – I did a (inaudible) I think eleven's a full team, Equip to Achieve participants, or

(inaudible)

MB I asked them, I set it out as, What Positive Action programs have you done, so that of the nature, I imagined

Yes

MB ..you're partly alluding to, that should have made a difference from them not even be on the Equip to Achieve program. I couldn't identify anything that I would describe as a, a, a program that established to, established to assist people – officers where (inaudible) they've done the networking (inaudible) that will meet that gap; I mean, I found he was talking about you know, (inaudible) courses, people talk about being told to go on the courses, you know, last minute; very little of the work base assessment things that from what I understand makes a difference to you moving along.

Mm

MB And so I'm wondering what the Positive Action programs the Met develops that were supposed to make this change. And especially when the Equip to Achieve (inaudible) but anyway, it's another issue, but I was trying to think about in terms of what you said about your one, the ones that were, who already existed, whether what, what rationa--, what the thinking is about what (inaudible) programs is going to (inaudible) that effective—put, makes the gap between your, you helping officers

Yeah

MB I'm, I'm not clear, quite clear what they are. (inaudible) and see what they are.

No, I mean, you're

(inaudible)

I haven't got the detail

Okay. Okay.

.. of what was in individual people's PDRs and all those things, it was put as their develop – their individual development. What I, what I can say in terms of the officers I've, I've mentored from minorities, what you're looking for is a rounded CV, so they are able to demonstrate the kind of things that you would expect from any leader, which is around competence and confidence and making sure that they have got all of the things that – in terms of ability an, an organisation would expect, so that you can say, they're going to go in to that process, able to demonstrate that they've got everything that they need to be

Mm

(inaudible)

Mm

And – and so what I, in terms of my own personal mentoring of people, what I would do is work through with them, with – on that and say,

Mm

He-- he's there, he's where I think you've got a gap and what are we going to do to fill that gap?

(inaudible)

Okay, fine, yeah, go for it, (inaudible)

BP Right. No, it's just that you talk about development, Alf – and I, I just want to come – you know, I—looking at things from the Tripartite Oversight group, which looking at the whole – you know, failure of people who get through PNAC and, and everything else and coming down to your current role, in – in that sense, you know, with – within MPIA. I mean, wh-- when we last – some people, some BMEs and, you know, BME officers and, and staff who have ability and who's, and, and the time, so it's not a question of any of those things that are (inaudible) about schemes and they, their argument is, I'm not over developed. Every time I, I, you know, I can't get through the – the Promotion Board or something like that, people say you've got to go on a development program. Why you really think that the HPDS and, and that national sort of program now, do you think that will address this properly? I mean, you – your, your priorities of, of (inaudible) of you know, what are,

(inaudible)

BP ..Leadership programs (inaudible) the MPIA (inaudible). It, you know, d-- do you think that this is the answer? We're looking for answers, we're looking for – how do we redress, you know? We're – we're – we, we've done enough autopsy on, on



Yeah

BP ..that, on a number of issues, but on this particular bit, in terms of Equip to Achieve, in terms of developing people, how – helping people to get through this barrier.

I think ..

BP Is it going to work?

I think that – I – it's two bits to there. (inaudible) the, the HPDS and, and I, I did just grab the numbers, we've got four minority ethnic (inaudible) officers on the current cohort, which is – covered in keeping with the, the numbers in policing

BP (inaudible) how many? Four out of (inaudible)

That's out of 78 on the cohort

BP Right,

So it's kind of in keeping with the percentage,

Mm

..but actually, there's no reason why the – you know, the next cohort, which comes through this year, why can't they have more than the alignment with the percentage and I see no reason why you can't because it's community based on people meeting a standard, not meeting – not (inaudible) trying to have a

Mm

..specific number. So, I think, (inaudible)

Wh--, which is what the, which is what has been the case up to now, is that what you're saying? So it's been about numbers, as opposed to (inaudible)

No. No. What I'm saying, it isn't, it's – it's always been about meeting the standard, so there's no reason why, numerically, that – that couldn't be a bigger number or a different number, this time it – it's – people get through.

Okay. Okay.

So I'm not say--, what I'm saying is, I'm not saying there was a, there was a target, Right, we've got this number now, that's it..

(inaudible) okay. (inaudible)

Believe you!

(inaudible)

(inaudible) just for clarity, just for clarity, no. There is no target number. What I'm saying is, there's no reason why we shouldn't see

(inaudible) no I understand

..more minority officers

Yeah

..coming through (inaudible) on to the HPDS cohort,

Okay.

..when they do the next assessment, which is at the

(inaudible)

...end of this year.

Okay, okay

What I then think, with HPDS, is that (inaudible) you are undoubtedly closely supported, closely scrutinised and, and closely monitored, in terms of your progress. And what the HPDS has constructed now does, and this is we're only on the first cohort now and the second cohort about to arrive, does give people the operational threat but also gives them the – the opportunity to go and do an MA with Warwick Business School, so they are getting - you know, in terms of the demands of leadership, they are getting the operational capability and credibility – they are getting the business capability and credibility – you know, can you run a piece of the organisation? But they're also getting the kind of, what are you as a leader? How do you lead? All of that piece, as well. So I see no reason why the current HPDS, the new HPDS, as it is now, shouldn't start to deliver top quality people coming through in, in future years. If you then look at – and I'm sure people have already mentioned NSCAS, now NSCAS for me i—is a—a--and there, there is an issue here which – which I'll share with you. I've got responsibility for leadership programs in the National College of Leadership. So I've, I'm – I'm currently in the process of designing, what is the politics about? What is its reason for being? What i—what is its uniqueness and what is it we're going to do, to bring people through, particularly at the top level, to Chief Inspector through to Chief Officer? What – what I, what I, what I think NS—currently NSCAS sits in a different part of the MPIA; it doesn't sit under me, but it is inextricably linked, because what NSCAS does, it aligns an individual and personal coach to the people who are coming through to the future Superintendent, Chief Superintendents and Chief Officers. And there is an agreement, and the money has yet, yet to be found, or is in the process of being found, there is an agreement that we will, instead of picking people up from Superintending level,

for minorities, we will pick them up at Chief Inspector level (inaudible) so start to develop them earlier. But I honestly believe – and this is again just me, (inaudible) control freak, (inaudible) don't put in the Minutes, but I honestly believe that should be aligned to the, rather than sitting in a different part of MPIA, I think that should be aligned to my piece of work around what is the Development Program, from Chief Inspector onwards.

When(inaudible)

That is, that is first, first of April now, it's now - it's, NSCAS is supposed to be picking up Chief Inspectors in mi—with minorities.

(inaudible)

So I, so again, it's something –

(inaudible) positive.

Yeah. It's – it's a really positive approach, so I think that, that would – will help.

BP Why has it not leaked in, then, to the leadership? (inaudible)

Well, at the moment it's

It seems natural.

Yeah, it does and I think the natural thing is that NSCAS should move across to sit with me, because it's – these two things work together,

Yes

It's just a – an accident of history, almost, of where they were placed in different parts of the H—the HR of the MPIA, when they were set up, so I think it needs – might HPDS doesn't sit within my leadership, the main (inaudible)

Okay

BP But if, if, if the

So the whole thing, from end to end, should sit with me,

BP That's what we're saying.

And – and the support mechanism, i.e., NSCAS, should also sit with me.

So the (inaudible) to happen, information if we've got your documentation (inaudible)

BP (inaudible) we, because we're asking that radical recommendation which (inaudible)

Well, I, well I think one recommendation would be that y--, you see an alignment of the National Senior Careers Advisory Service to the development of future senior

Mm

..minority officers and that the two should sit

Sure

..within

I don't (inaudible) they do serve from the quality of their work and you know, all that kind of stuff, before we would make any fresh recommendations,

Yeah, well I

..it's just a

Well I (inaudible)

..potential thing (inaudible)

(inaudible)

I, I've an NSCAS adviser, what -- and what they do is they, they take all of the information about you as an individual,

Mm

..and they coach you individually, saying these are the areas you're strong in, these are the areas you're weak in. Here's -- and here's a development plan -- you tell we can help you with

Yes, yes. We're -- n--no, that's (inaudible) that's very (inaudible). I'm not saying it's not any good, I just don't know anything about ..

No, no, I

..it's my ignorance really; I'm just saying I'd like to know more about it first, but that's something that potentially we could

Absolutely.

... certainly look at. I want to try and get back

Yeah

CB ..to the Met, if we can and Margaret, I'm going to come back to you, 'cause you, I think you've (inaudible) one or two bits before I hand over to Bob.

BP No, I'm okay now, well (inaudible)

CB No, you're set.

(laughter)

CB Alf, you – Margaret asked you the, the sort of second – well, opening question, sort of, kind of, which was – are BME staff, are staff treated differently as a, as a consequence of their race and or faith. And your response and then she (inaudible) and your response was around, well ,yeah, and there's this issue about informal network.

Mm

CB Is there anything else? And the reason why I ask, Is the anything else, is firstly 'cause we know that you are the lead (inaudible)and Senior Officer, you know, with, with all of these issues under your, under your remit and if there was anyone, or any one part of the organisation that would know about the issues and the problems and the barriers and all the rest of it, that would be you and (inaudible).

Yeah

That, that's the first thing. But I guess, kind of – on top of that, I guess I've got this - what I need in a (inaudible) informal network, stuff. Not because I don't think it isn't an issue (inaudible) believe it is an issue;

Mm

CB ..but I, I, I really do get the sense - and I've got this sense through, through the, the work of the Inquiry Panel today, people are really happy to give that one up. (inaudible), yes it's (inaudible) informal network really not good, really need to sort that out. Something we need to look into. But actually when you press them to what else is wrong with the organisation, where the barriers are – much more defensive, much more reluctant to give up anything else; (inaudible) an easy one to give up; it doesn't – it, it's not that controversial and it's not that damaging and it's – you know, it's lots of different things and

Mm, mm

CB ..it's not necessarily just our fault, you know, as individuals and all the rest of, so

Yeah

CB ..I want to get a sense of what else there is, really.

Well (inaudible) - okay. Well if you – if you look at what you're trying to achieve with any equality scheme, of course, you can. What are you trying to achieve and what you're trying to achieve are the outcomes. Those outcomes are around equality of opportunity, about the - you know, the, the, the, the, the reflection of outcomes in terms of the, the, the staff looking like the population of, of which it's serving, the – the mix and blend across the whole organisation being right,



Mm

So if you look at the outcomes in the Met, just as Margaret quite rightly said, the outcomes, for specialisms, are not right

Okay

'cause we're, 'cause we haven't got - there are some areas of the Met that just don't have the mix of – the mix of staff that they should have; and if you look at some of the outcomes in terms of some areas of progression, that's not being achieved, so therefore you've immediately got two areas where the outcomes are wrong. What is really, really tricky in terms of the, the Inquiry, is putting an, an exact handle on why is that? Because let's take the specialisms. If you said, What have the specialisms done? You could go quite happily along to SCD

Mm

..or SO, or CO and say, How many events have you run for minority staff? How many, you know, what have you been trying to do to recruit minority.. and you would find

Mm

..lots and lots of effort

Mm

So – and – and similarly with progression, you'd find HR would say, These are things we've put in place, these are our processes, these are our practice. We've put lots of effort in. But if the outcomes are not the outcomes you want, there is something still wrong.

Mm. A--and what is there wrong with you?

So, so –

What is that (inaudible)?

So, so

What's wrong?

What's wrong, Alf?

You've, you've got a – so, I think the risk – there must be something around – well, le--,let's, let's go back to, to me. When I came to join the Met,

Mm hm

..six years ago, from an outside organisation, there was a view that, Why would you want to do that? It's a tough organisation, duh duh duh and actually, when I spent time here, you find actually people are really good, as, you know, people are really nice, they work well together, all of those things. I think, internally, there may be the same perception of, I'm not sure that specialism's been easy 'cause of- maybe (inaudible)firearms culture and machismo, all that sort of thing, so that might attract the wrong type of person, it's up to me and if you look at the population who are already in there, do I want to be the person breaking into that culture from a minority background, so the first ones to go in, it's tougher for and that, in itself, is a barrier, so you've then got to think from a perspective.

So that's a deselection --- the, the deselection (inaudible)

It's like a personal deselection, because, I'm not sure

Mm, mm

..it's for me.

Mm, mm

Now, what, what -- the then, the issue is, is how do you, how do you get a critical mass that makes that piece of the organisation look and feel like something that people from particular groups would want to go in to. And the same, the same applies, as you know, with

I think ..

..things like TSG and Gender and, and those sorts of things. Why wo—you know, why would I want to go in, when actually

So it's their fault, (inaudible) their fault, then, they 'cause they don't have the confidence, they don't see that the – that that unit is for them, I guess ..

Mm

'cause we've heard that as well; we've heard that as a put forward (inaudible)

Well, why

(inaudible)

I, I wouldn't – I wouldn't (inaudible) why would you, why would you blame an ind, an individ—why would you say

Mm

..it's their fault? I think that's

I guess ..

(inaudible) an, an unfair way of describing it,

I, I guess what I'm asking is, is what is there about the organisation – about the structures or the processes of, of, or you're literally saying they're all okay? You'll find effort. You said you'll find effort.

Ah, yeah

And will you find everything else?

But I--

So what, what, what about

..but I said it was, what I'm saying

..what about the fairness (inaudible)

But I'm saying,

What about the postings?

..the outcomes aren't right.

No, I know you are. But I'm just..

And if the outcomes aren't right, then, as far as I'm concerned,

(inaudible)

There's something wrong.

No, I c—completely understand that, but what I guess, I guess I'm asking you is, there's quite a lot of emphasis on the deselecting out and I'm asking about what is it that the organisation does, that needs fixing? Is it --because you're saying that they put in the effort, servicing is an I—I'm asking is everything right, in terms of the organisation effort to get more people into specialisms, or is there an issue of, you know, transparency and (inaudible) for instance, who gets to, to have work experience opportunities, or who gets, do people get plucked out from people that they knew previously, get to (inaudible) Yeah, I'm going off to SO15, why don't you follow me, old boy 'cause it would be great, you know, there's a – you, you can give people away and if you like – you know, are you confident in those processes (inaudible) around specialism, is that what you're saying? And if the, the issue that we need to tackle is the, the, the lack of confidence that some BME staff might have

Right,

..from being a failed labour or not seen but (inaudible)

Yes. I think, I think there is the – the confidence issue is one issue,

Mm

But actually, the, the, the competence the way, the way you address that, is by supporting those groups of individuals and if you make the process exactly equal,

Mm

..and I don't mean making it on a lethal process but for use, if you just provide everybody with the same level of support,

Right

..then, then you missing a trick, because the individuals who are

Okay

Who, who have got the barriers

Mm

..or, or – and, and even if those barriers only exist in – in their perception,

Mm, mm, mm

..if you're not providing support for them, you're not allowing them

(inaudible) right

..that opportunity.

Right. But everything else is fine.

So - so, no, four, I'm going, I'm going back

(inaudible)

I, I don't think there is – I don't think, if you looked at any of the Process Practice Procedures, policies, you would find anything in there that says we are – you know, we are going to have any process that's unfair for some (inaudible)

No, of course you're not (inaudible)

So, exactly.

You, you'd never find that.

But, what you're then going to have is, is, individual have got to have the opportunity to be supported (inaudible)

Okay, so, so you'll - so, so, final question before I hand back to Margaret, so just a quick one and then I'm moving over to Bob or quick two maybe ..

Mm

You're confident in the process of (inaudible) temporary promotion, for acting up positions, for postings to specialist units, all of that is fine?

N—I would say the – again, the outcomes for temporary promotion would cause me worry. So the outcomes are

It's the outcomes that's the problems,

..way up. Way up.

..that they're, they're the processes are all fine. Yeah?

I'm, I'm saying, I'm saying, Well I don't know, in terms of – I don't know what the process is, for

Okay

..acting and things like that, because you can't have a, a process where acting in temporary is as disproportionate as it is and the process to be fine.

Okay. Okay. So you couldn't elaborate on the detail? (inaudible)

But it just – you just inherently know

Sure

When, I'm not

(inaudible)

..the Head of HR, but, but you, but you know that something is amiss. It, if it is disproportionate as it is. And we know it is. And then the next stage on from Acting Temporary is (inaudible) Acting Temporary gives you strong evidence for the next post.



(inaudible) in many ways (inaudible)

Correct. Because what it does is allowing you to say, that job that I'm going for, I've actually done it for

You've done it.

Correct.

So it's not the process or the policy, it's a tactic.

I th—I don't,

I think it is, (inaudible)

I, I won't, I don't want to hammer a point home, I just want to make sure I understand this. (inaudible) the examples that you've used in terms of you've looked at what's happening; both of them, to me, it rolls back to the individuals, whether we're talking about people be selection, deselection process, that individual, ultimately the reflection (inaudible) or we're talking about offers of support about – it's about a network they don't have; it's all about, it seems to all be about the individuals (inaudible) happens around that individual and getting promotion. Because if the Practices and Policies Procedures are, stand up (inaudible), the only factor that seems left to me is about individuals, is about indi—just, say it often, racism by individuals operate (inaudible) aren't inherently racist or you know, the signatory, in – it doesn't believe you mean (inaudible) because, is it just that the organisation is culturally, if, if it's not institutionally racist, because the procedures don't do that, but it's about the people within the organisation, operate on set of racist -- operating a set of practices that aren't racist, but using their own image or racist discriminatory section views, to interrupt a – to deliver parts of the services in terms of when they're recruiting, when they're interviewing, 'cause I don't see what else is left. It's not (inaudible) and, and if I (inaudible) practice and procedures 'cause they're fine and there's (inaudible) wrong with them and it's about (inaudible) whether issues we've got is people who arrive and not having (inaudible) not networking properly, not being selected themselves properly, as

(inaudible) and what is left for it to be? There has to be, the only other thing we (inaudible) talked about, that individual

Mm

..perception and view. So that bit, I, I just, (inaudible) what I'm saying is that there seems to be some way across the line a reluctance just to say, Look, we've got a lot of - you know, I'll (inaudible) and almost has been, (inaudible) Met were saying, Look, we believe we've got our practice and procedures right, they're not discriminatory, there is an issue, amongst some staff, about deselected, some staff about us not looking at a perfect network, so we can do something around I will do that organisationally and not I take the line individual support (inaudible) officers, but there is an issue about individuals in our organisation. (inaudible) It must be about the people who actually delivered something and I don't (inaudible)

Okay, (inaudible)

..why they're reluctant to ask that.

Okay

(inaudible); I want to clarify what I just (inaudible).

No, I --but I think you, you, your starting point

Mm

..is that, in the main, see, and, and go back, I, I - I was asked to, you know, specifically what was, what was wrong,

Mm

And I – and I picked up a couple of areas where I think it's

Mm

..there – there is room for improvement, but actually, if you, if you drill down into -- well, let's take progression. If you look at the, the numbers of Sergeants, Inspectors, Chief Inspectors who have come through over the last ten years, post-Stephen Lawrence Inquiry Report, those have seen three, fourfold increases over that time period. Now that might be as you describe it

Mm

..and that might be a factor of time and a factor of the, the base upon which

Mm, mm

..those people who (inaudible) but that, if that, those outcomes are looking pretty good. And those outcomes are looking pretty good compared with other police forces around the country. However, there's still gaps.

What do you think of the organisation of, what are the things, what is the Met doing wrong, then? If, what is it, what is the Met doing? Not the, it's not getting it's acknowledged we know what the individuals are doing, they're not networking quite well enough, they're deselecting themselves and maybe some other factors and what and policies, what is the Met doing then? What's happening there, 'cause I just, what I'm trying to think, what is it then?

What is it in ..

What is the M-- what, there must, there's - you know, we've got two things the individual's doing. What is, what are the two things the Met's doing wrong?

Well, I...

(inaudible) and apart from not driving support?

Well, I think that, that, that is, that is the keys and just making pe—people feel confident and competent to be able to go into those roles and that is an organisational responsibility, to support people in doing that. And clearly if they're not doing, then the organisation isn't making them feel comfortable in applying or, or going for those posts, because you, you know, you take – if you take CO19, or TSG, or - they, they, they are under-rep-, there is under-representation; if you take SO you take FC.

Right – so it's that and the – the informal (inaudible) network, (inaudible) do you think that is?

Well I, (inaudible) Cindy quite, quite rightly said, you know, there, there is the informal networks of – There's a job coming up, why don't you apply for it? And if – and if the demographics of all the people in those particular specialisms is of a particular ethnicity and demographic, then the people who they will ring up are their colleagues.

There's an argument of strength in it or,

Yeah

...of strengthening or doing something about (inaudible) – formalising some of the informal networks, so there's ways in which people can – you know, get (inaudible) opportunities of common issues which is done on an informal basis. It's take, it's formalised, so the – that those opportunities are broadened out.

Well,

Potentially, it's an opportunity (inaudible)

And, i--If you're looking at, well, I w---

**END of first cassette, Side A.**

## **CASSETTE 2**

.. of far more - a, an opportunity for minority staff.

Ca—can I hand over to Bob?

BP Yeah. You have to excuse me 'cause I've, I've got to shoot off to Southampton for a meeting at six o'clock, so

That's fine.

BP I just want to go on to the Scrutiny role. So, you know, because we can – we can set targets, we can do all sorts of things but, you know, you're the police officer and your colleagues at that level, you know, unless, unless there is a s – a structure of accountability process by which you have to account for something, then priorities take over and (inaudible). Did you feel and do you feel that your - ex-colleagues now - are effectively held enough to account on the progress of diversity and equality by the MPA? This is an Inquiry into the MPA as well as the MPS.

Mm. No.

BP What could have been done better? What should be done?

I think, I think that the – I think that the MPA, you know – the fact that there is an – an Equal Opportunities and Diversity Board and that issues were aired and discussed and there was challenge, was a good thing. I think that some of the things that are presented at Authority where, you know, kind of the equality in practice (inaudible) wasn't challenged and, and – so I, so, let me give you an example. I, there, the – sometimes you will get papers and I've seen them coming to Authority, which will, you know, have equality impact and it'll have kind of almost two lines saying, There are no equality impacts (inaudible) this and I remember getting one for Safer Neighbourhood and Community Policing with that on.

BP (inaudible) What!

..and you're thinking, That, that just can't be right. But, but, but there's no challenge for any of that, even though, you know – you open up the papers and you

Yeah

...somebody's going to challenge that. You know – how did that get through? But it didn't, so – so I think that, that, that there is a, there is a need for the Authority but it, but, think there is a need for the Authority to continue to press for Equality Impact Assessment to be really done properly, for all aspects of policing and for people to be asked to account when they present the papers on what are the equality impacts and what are, what's going to be done about those equality impacts?

Mm

Having said that, I've got to say that, you know, the Authority – used to go to the Diversity Board and challenge it that; you know, the Equal Opportunities and Diversity Board of the Authority w--, you know, we used to have thematic inspections, we used to have areas of policy that, that they drilled in to, it was very open in that the, the public were allowed to come to it; some—sometimes that was unhelpful because they (inaudible)..

BP Like today!

..because some-- sometimes the agenda got – because the public were allowed to participate, the agenda got drifted off into something that the public wanted, rather than what the real issues were, that, the, the Authority and the members

Right

..wanted to, so, so I think – that, without - I would not (inaudible) you know, say the Authority got it completely wrong, but if - but I think there, there is still room – room

Okay.

for improvement with the Authority.

BP Thanks, Alf.

Alf, can I ask you about DCFD in the structure in – its fitting in TP; is it, is it in the right place and if so, why?

I - DCF – DCFD structure - my view is, is that – and I've share, you know, shared this with Denise and, and, as you know, there's a, a review ongoing around the structure. DCFD essentially deals with policies, equality impact assessments, equality schemes, checking that the organisation's doing all of those things and I think the – the, the back stop for everything diversity. I think if we can get diversity more integral to the organisation, then DCFD can be slimmer and more focussed and – and, and, and, what's reflected in (inaudible)'s report is exactly my view, that it can start delivering some specifics, it can deliver specifics in key areas. Now, in terms of where it sits, you know, I, I was the one that articulated the rationale for it going out of territorial policing; why? Why did I say territorial policing, because, when Operational Services was disbanded, I presented here, to, to, to the Met Management Board and to the Authority here, that the best place for it would be territorial policing, because 90 per cent of front line service delivery is terr-- is within Territorial Policing so therefore, if you want to impact on service quality to communities and make it integral, you put it within territorial policing. What then becomes difficult and we've, we've you know, we discussed it before it went (inaudible) policing, is how good it is at influencing the rest of the organisation. Because it is sat within one business group. I think on

reflection now, you know, I have to hold my hand up, I think on reflection now, it probably would have been best left in Deputy Commissioner's Command.

Mm

Because it would then have had the, the ability to influence the SOFC, CO agenda, better, because I think, I think, actually, by – by us moving over into DP, we've got some really good stuff on that front line;

Mm, mm.

TP delivery, whether it's in, you know, race hate crime, all that kind of stuff and has become very closely aligned to service delivery, but possibly at the expense of some of the

Mm

..the – the specialisms, if you will.

And internal.

That's what I meant, the internal part of the specialisms,

Right

..yeah. So,

Yes, go on, (inaudible)



..so I, so I'll, I'll take the, I'll take the rap for that (inaudible).

Okay. Okay. And, and do you know who's leading on that review that you've talked about, with the structure?

The structural review, Denise has got a consultant in at the moment, who has prepared a report on what the potential future structure could look like, but it, I think that that is more about the Serv—the structure – delivery structure for DCFD because, again, as you know, it's structure was structured into the six strands,

Right.

..and -

But that's not necessarily

Sorry

(inaudible)

..not where it sits

..that's not – that's not where it sits within

No

..the organisation. Oh, I see.

There's re-structuring of how it delivers the Service

I see.

..to the organisation.

Okay, okay.

So that's what Denise is doing,

Mm hm

..but, but what isn't being looked at, and which, again, may need re-adjusting, is where it sits in the organisation.

Okay. Okay.

(inaudible) about its function, as well, in terms of it having a very, e--except having a more internal focus?

Yeah, no. My --- I'm, I'm not sure whether it's external or internal. What I, what I am clear about is, what the organisation needs to use that group for – it, it's, it's real, good quality professionals, who know diversity. And I think that group needs to be almost tasked with the, What are the two or three

Mm. Mm

..real tricky, knotty, thorny issues, instead of, at the moment, they cover all the strands and all of the diversity issues and I think it needs just honing down into a kind of, You be a del— you be delivery agents of some specific two or three big issue organisational change things.

(inaudible)

I, I don't know if that (inaudible)

No, no; that

This, this isn't a strict test, so you won't get any prizes if you get it right. But can, can you just name who you think has been the Management Board leads on diversity (inaudible)

Yeah. I think I can.

Okay. (inaudible) Have, have we still got any of my birthday cake left, because I'd have given you a slice! But anyway -

(inaudible)

I think it got eaten.

Okay!

Let's, let's go back to when Paul Stephenson arrived, he was it. The Deputy Commissioner and Rose is the Portfolio Lead reporting to him. So - and then it moved, with the introduction of Operational Services, it delivered, it resulted in me being the Portfolio Lead and John Yates being the Management Board lead. Then the whole DCFD – me, Denise, moved into TP and Tim Godwin became the lead

Okay

..and then – now, it - we've go back to Rose, because she's ACP (inaudible) and with, with the direct line of report is in to her.

Okay. I'm glad you said John Yates because we asked, I asked the same question of the Commissioner and we did say (inaudible) John Yates was the Management Board lead on diversity and I said, (inaudible) and I think the all of the nine rows of audience who went, (inaudible) so - it's true.

It is true; he did it (inaudible)

But no one knew about it, (inaudible)

Ah. The only other one, the only other one that I should include in that is me.

(inaudible)

Because when, because when, because when I was Acting Assistant Commissioner

That's right. That's right.

..which is between there and there,

Okay

..and there.

Right.

Because what happened was, it's, it's, at the Portfolio lead for Diversity and Citizen Focus was whoever was the DAC. But the Business Group lead was the pers—whoever that DAC was reporting

Mm

..in to. And (inaudible) initially it was Rose, reporting to Paul Stephenson, then it was me reporting in to Yates

Mm

..and then when I became Acting Assistant Commissioner

Mm

I decided not to give it to the DAC, because I knew that OS was (inaudible)

Okay

..so I kept it,

Okay. Okay

..even though I was DAC.

So that, yeah, okay

And then, and then it went to –

(inaudible) yeah. The thing is, there's a question there about why so many people didn't quite realise that John Yates ... I'm not saying it was an individual with John but just more,

know, why it wasn't widely known in some of the (inaudible) Equality and Diversity at Management Board level, what, what was it that, that

Mm

..meant that most of the organisation probably wouldn't even know about it? Certainly the MPA didn't know about it.

Mm. Mm. Certainly John, John (inaudible) I'm pre—I'm not sure he is. And certainly at, at Management Board level, John presented some of the Equality Scheme papers and all sorts of things, you know.

(inaudible) so there's been – one, two, three, four, five? (inaudible) in five years?

Yep.

Mm. Suppose that's very rapid turnaround

It is.

And – and if I were to ask, say, the Commissioner to provide me with a role description that each of you had to fill out as the Management Board lead on equality and diversity, would they (inaudible) be able to support (inaudible)?

They, no I would think that the role description would fit within the whole Assistant Commissioner's role description and would include,

Mm

..probably the, you know, the – the wording that's quite generic, as a

Yeah, just the word, yeah, yeah.

..delivering equalities and diversities duh, duh, duh

Yeah. But not, but not

Not, not – not specific to that task, but then again, as you know, each Assistant Commissioner Deputy has a whole

Of course.

..range of (inaudible) that they are expected to deliver.

Absolutely. Absolutely.

..of which that is part.

Mm. Okay. (inaudible). I haven't got any more questions. Do you, Margaret?

MB No, I don't.

CB Alf, is there anything that you wanted to say, that you didn't get a chance to say (inaudible)?

No, I well, I wrote a few, a few notes of things that I probably should have got and I don't know whether – whether I've got them all in; there, there is something around, for me around the size and scale of the Met and the challenge of the organisa—delivering organisational change, having kind of done an MBA on what is organisational change in terms of diversity and how do you do that?

Mm

The scale and size of the Met is like - unlike any t--, any other police force, which makes chan—organisational change far more complex and more difficult.

Mm

The Met – and I don't know how, how you will write up your final report,

Mm

But I've liaised with quite a lot from the private sector and in other police forces, over the last two or three years and the – the Met has been – and is, still right up there as a brand leader, in terms of diversity. It has plenty of room for improvement, but when you look at other companies in the private sector, other, other organisations in the public sector and other police forces, it has come a huge way, under great scrutiny,

Mm

.. so I, I, I just, I just kind of – there's lots of people happy and willing to criticize the Met as an organisation, because it is big and it's, it's visible and all of those things, but actually, there has been a huge amount of effort and that's not saying it's by any means perfect. I think the – I think I probably wanted, as well, to just say a little bit around Dick's report which I think provides you with

Mm

..a good foundation of areas that are for improvement and the commission – I, the reason I commissioned that is I



Did you commission it, or (inaudible) Paul Stephenson? Bit of both?

Yeah, it was a discussion – there was a discussion between Paul and myself and you'll see in the, the report it's down as me commissioning it, 'cause I sat down with Vic and said this is what I think we want. But it was following a discussion over, over a table with the Commissioner and, and it definitely would be a--

Yeah

And it was around where, you know, we've got a new strategy coming in, new equality scheme, where have we got room for improvement? And let's get some evidential base for that, so I think there's some good stuff in there; I think the room for improvement are progression and retention is linked to that, specialisms in DCFD, you know, deliberate focus and proper (inaudible) organisation. The only other plea I would – I would make, is around the recommendations.

Go on.

And – in the past, we have become recommendation rich – every report has page after page after page after page. And actually the – the numeracy of those recommendations and high number, I think, detracts from what are the real, key issues that you want people to focus on. So I think, in terms of this piece of work, you need to have some really clear focus recommendations that can be delivered.

Recognised.

Yeah.

And if we were to invite you to suggest two recommendations that you think - you know, we have – we ought to be, by hook or by crook, recommending, what would they be?

I think there is kind of, from in—from within my current world, I think there is something around providing the – making sure that the – the Home Office are providing sufficient support for the National Senior Careers Advisory Service, to ensure that the MPIA can provide that very, very focussed coaching for minority staff – minority ethnic groups (inaudible) and I think that the – the other one for the, for the – for the M—for the Met bit of the world, would be, probably something around structure, around BCSE, going back into the Deputy Commissioner's command and being more focussed on some key deliverables.

Great. (inaudible)

(inaudible)

Anything else you want from me?

Thank you ever so much for giving us your time.

Thank you.

No, you're welcome.

You've got some qualitative (sic) charts and stuff. If there's anything you want to leave with us...

No the other

And it's not just for the colour, I mean

No, the only reason, the only reason I brought this was just because it, I wasn't sure whether, these are the first thoughts around what we think the career path pattern will be,

Mm

..for Chief Inspector through to Chief Superintendent or police staff equivalent

Right.

And, and if you'd needed talking through that. And one of the, one of the foundation, or two of the foundations we think are -- almost need at front row, to make sure that they get that within and some (inaudible) around

Mm hm

.. kind of finance resource management, how do you get more (inaudible), but also the diversity equality human rights

Okay

..and making sure they're, at this stage, which is kind of at Chief Inspector level, there is a real, clear understanding, before you even embark on the other people professional development and then what you do is you – within these, test out that knowledge, because these modules will be like Hydra type tests,

(inaudible)

... rather than talk and chalk training, it will be, you know, you are in charge of (inaudible) and ..

Great. Okay.

.. so that sounds (inaudible)

Okay

..kind of diversity elements to improve on. (inaudible)

If there's anything you want to either leave or forward on to Siobhan, that would be extremely useful.

Thank you.

Right?

Yeah.

So thanks ever so much and we'll make sure we get you the transcript in due course.

Right. Thank you.

Great.