

Date: Monday 14 July 2014  
Location: The Chamber, City Hall  
Hearing: MOPAC Challenge Board

Start time: 11.00am  
Finish time: 12.30pm

## Members:

Boris Johnson, Mayor (Chair)  
Stephen Greenhalgh, Deputy Mayor for Policing and Crime  
Faith Boardman, MOPAC Challenge Member  
Jeremy Mayhew, MOPAC Challenge Member  
Jonathon Glanz, MOPAC Challenge Member  
Steve O'Connell, MOPAC Challenge Member  
Linda Duncan, Chair of MOPAC/MPS Audit Panel  
Helen Bailey, MOPAC Chief Operating Officer

## Guests:

Sonia Brown, Director, National Black Women's Network.  
Alex Marshal, CEO, College of Policing  
Adam King, Director of Organisational Transformation and Talent Team, Deloitte  
Fiona Taylor, Deputy Assistant Commissioner, Metropolitan Police Service  
Robin Wilkinson, Director of HR, Metropolitan Police Service  
Clare Davies, Deputy Director of HR, Metropolitan Police Service

**Boris Johnson (Mayor of London) (Chair):** Apologies to all members of the MOPAC Challenge I have been (inaudible). I thought we'd be in the committee room but it turns out we are here. Good morning, everybody and welcome. We are met for I think the fifth, is it?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think we have had more than five, Boris.

**Boris Johnson (Mayor of London) (Chair):** More than five, okay.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** But no fewer than ten.

**Boris Johnson (Mayor of London) (Chair):** Fewer than ten. Anyway, we are met for the latest edition of the MOPAC Challenge which is an occasion for the MOPAC front to try to scrutinize what is going on in the Metropolitan Police Service to try and help London policing as far as we possibly can. This issue is all about how to make a police force, service, or what is the word of the day?

**Helen Bailey, (MOPAC Chief Operating Officer):** Police service for more like the London it serves.

**Boris Johnson (Mayor of London) (Chair):** A service more like the London it serves. By and large I think we all would agree the police do a fantastic job. The issue that we have singled out that we want to try and improve is confidence, that is the most intractable of the 2020 challenges that have been set. Clearly, the representation within the Metropolitan Police Service of all London communities is going to be unbelievably important in achieving that.

I am very pleased to welcome everybody today, particularly Sonia Brown who is here to talk a bit later on about the Community Ambassador Scheme. We will asking her about how that is going. Everybody else is most welcome and I think we will be directing questions to you all about how we are getting on. We are going to kick off with a short general discussion about officer recruitment a year after we began all this and we are going to go to Robin Wilkinson and Clare Davies from HR in the Metropolitan Police, welcome to you two, who are going to tell us a bit about how it is all going. I think, Steve, you were on the radio this morning talking about a bit of some of this stuff and apparently did very well.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** I think it will be helpful just before Robin and Clare come in just to rattle through very quickly a couple of slides and then you speak.

**Boris Johnson (Mayor of London) (Chair):** Come on, give us the slides.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The data speaks for itself, Robin, so let us go to section 1, "Comparing London with the MPS". London is becoming more diverse, if we go to the next slide we will see, "Increase in diversity within the Metropolitan Police Service". If we then move to slide five, the key message here is the MPS is less diverse

than London as a whole. The key message. It is about although it is increasing it is less and we are seeing big shifts in the census, 40% BME in the last census.

If we move on and if I can go not to the next slide but slide seven, I think the interesting fact is that the most diverse rank is the entry-level rank of Constable within the Metropolitan Police Service and we see a narrowing if you like, a widening of the gap as we rise through the ranks.

**Boris Johnson (Mayor of London) (Chair):** What does it mean, “The relative ethnicity gap is widening”? Does that mean as London becomes more diverse...

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** The Metropolitan Police Service is not keeping up.

**Boris Johnson (Mayor of London) (Chair):** -- the Metropolitan Police Service is not keeping up, all right.

**Female:** Please, I beg your pardon for interrupting but who is speaking. Could you give names when you are speaking?

**Boris Johnson (Mayor of London) (Chair):** Yes. This is Stephen Greenhalgh, Deputy Mayor for Policing and Crime.

**Female:** Oh, it is Steve.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Hello, nice to see you. Stephen Greenhalgh, Deputy Mayor.

**Boris Johnson (Mayor of London) (Chair):** You are not technically allowed to interrupt from that part of the room I am ashamed to say but we will exceptionally take that. I should have said, I am Boris Johnson, I am the Mayor of London. Carry on any way.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** We move on to number 10. I think this is an interesting point, even though the Metropolitan Police Service is relatively not as diverse as London, the tie-in between diversity and deployment, so we are obviously part of London, higher levels of BME and looking at the link to deployment. We are not necessarily there in the way officers are deployed.

I think the other point, this slide of London is an incredibly important slide, if we go to the next slide which is that diversity in and of itself is not the key. The focus here needs to be on competence rather than colour. We need to think about cultural competence obviously but there are parts of London that do not appear very diverse, but the confidence in the police service is greater and so we have some examples of how Newham compares with Brent and Harrow.

In summary, we have a picture where there are some challenges for the Metropolitan Police Service around diversity.

**Boris Johnson (Mayor of London) (Chair):** What are you saying though? Are you saying there is no particular coloration between having more BME officers and having higher confidence?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Higher confidence, exactly.

**Boris Johnson (Mayor of London) (Chair):** It can be correlated as having lower confidence?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** All I am saying is it is not enough to assume because you are more diverse that you can see an increase in public confidence. We do not necessarily see that correlation. We do think it is the right thing to do, it is your policy but in and of itself, the competence of the officers is critical. How they behave as police officers, how they serve London. It is clearly very important.

**Boris Johnson (Mayor of London) (Chair):** It would be a very relevant point, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** That is what this data seems to indicate. All right, if we move on to section 2; I am not going to speak very long to section 2 but this all around recruitment and promotion. This is the last bit I will present but, Robin, this is a point you have made several times. We have recruited 2,300 officers so far out of the total 5,000 that you are recruiting. The pool outside London is greater, so you have recruited 60% from outside London, 40% within London. We see from those that you have recruited outside London only 10% are BME and those within London, 30% are BME reflecting the fact that London is synonymous with diversity.

We recognise and this is the last point we need to make; the importance of resilience. So that London in the face of severe public disorder or riots need to ensure that officers do not have to travel long distances to come to work. It is absolutely critical that they are able to come in quickly. They are not coming from 50 miles away and so it is important that we have a city that houses more officers within London. It would be nice to know the proportion of the Metropolitan Police Service today that actually live within the M25 or the greater London boundaries but as I understand it, more than half live outside the capital and so that is kind of important to recognise where we are today.

As the Mayor knows, the Mayor has supported the Commissioner with the move to a London-only recruitment policy for two years, the remaining 2,600 officers that you are recruiting from 1 August with a residency requirement of, I think it is three out of the last six years. It is certainly not the only policy that this administration is supporting, there are a whole bunch of policies that we recognise are important if we are going to increase the diversity of talent and that is why Sonia will be talking about the Community Ambassador's programme and the other positive action initiatives that this administration is supporting. I think it is very important as you say, Mayor, to hear from the experts.

**Boris Johnson (Mayor of London) (Chair):** Absolutely. Why do we not go straight then to Robin and to Clare. One thing that obviously strikes me from the charts that Stephen has shown us is just in the last year the efforts to increase BME representation actually seem to have gone backwards a bit, we are up to 20% in March 2013, down 16% in March 2014. Any particular reason for that?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Part of it is about the growth in recruitment that we have had in the last 12 months in particular, so the first statistic you talked about, most of that recruitment came through from internal staff and special constables, but lower numbers overall and they are a much-much more diverse group. We have a third of our staff that are from BME and nearly a third MSC. We moved into London external recruitment in August of 2013 because we needed to expand the numbers to get up to 2,500 recruits over the last 12 months. We have managed to secure nearly 19% of external recruits from BME communities. Some level transfers from other forces coming into the Metropolitan Police Service and our first ever graduate scheme were not as diverse which pulled the overall percentages down.

**Boris Johnson (Mayor of London) (Chair):** All right, so it was the fact that we had so many, because of the 5,000 number that I kept questioning, the demand was so big that actually we could not meet it throughout normal means of bringing on PCSO's who are especially diverse and so there was a lot of recruiting from outside London and that led to a more monochrome, shall I put it that way, intake.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Yes, so it is the first time in a number of years that we had gone straight to the recruitment market to recruit and as Stephen said what we found is we put a lot of effort into ensuring that we are targeting our recruitment in the right places just to get quality London and diverse candidates. As Stephen said, what happened was 60% of recruit applications were coming from non-London residents and of course the diversity outside of London is very, very significantly different.

**Boris Johnson (Mayor of London) (Chair):** Yes, I would like very much to thank Ray Lewis who is in the audience. I thank Ray for the work he did in the diversity taskforce. One of the things that I always thought that we should do, I do not know whether it worked, was to reach out to the black churches where it struck me there were zillions of people who were public-spirited, energetic people who probably had not thought as this as a career. I know Sonia might come to that a bit later on but I wondered whether you tried that.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** I mean again, picking up from the work of the taskforce, working through our Borough commanders, what we have been trying to do, particularly focussing on our ten most diverse Boroughs is using all of the context we have, policing contacts in those Boroughs, reaching out to churches, to community groups, other faith groups to encourage people to consider a career in policing. The taskforce was very, very helpful in giving us some momentum behind that and the kind of legacy we are pulling up is the work of Sonia is now working with us on to embed an ambassador scheme. Because at heart, long-term success from this will be to persuade London's communities, all of London's communities that a career in policing for the very, very best of those communities is a great thing to do.

**Boris Johnson (Mayor of London) (Chair):** How is it going? I mean are you seeing any progress there?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** We are seeing some progress but this is where the ambassador scheme now becomes so important. If you look at

our recruitments from London it is only 40% and about 25% to 30% of those recruits from London come from BME and diverse communities and we need to increase the proportion of Londoners who are applying so that it is more like 40% to 50% of applicants we are getting from London are BME communities. We also have to focus on making it a professional choice.

**Boris Johnson (Mayor of London) (Chair):** You have to get up to that level.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** If we want to get kind of --

**Boris Johnson (Mayor of London) (Chair):** We are nothing like at that level at the moment.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** If you take away the non-London residents because you have to think about this from a London and non-London. From London residents we are, depending on the intake, about 25% to 30% of successful applicants are coming from BME communities. We want to increase that to a minimum of 40%. What we have to do is ensure that we are getting quality candidates from those communities.

**Boris Johnson (Mayor of London) (Chair):** That is it.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** That is about making policing the profession of choice in those communities and that is the kind of challenge that I think we have to continue to focus on with the ambassador scheme.

**Boris Johnson (Mayor of London) (Chair):** Could I ask, Fiona Taylor, we welcome you very much this morning. Could I just ask whether you think that can be done in such a way as to not compromise quality. Are you confident we can change the makeup of the police service? I think the point that Stephen makes about the lack of correlation as it were between diversity and confidence is important and we want to make sure that we have a police force that really does command confidence. Do you think we can do that?

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Certainly from what I have seen and comparing what is happening in the Metropolitan Police Service with my experience in other forces, the concern that we take here to ensure that our processes to bring people into the organisation are rigorous, they are robust, they are as ethical as they can possibly be, they are non-discriminatory that they look for quality in the candidates that we are bringing into the organisation. I am really confident in that and as confident as I have ever been in my policing career.

The key issue for me then is once those individuals are inside of this organisation we just need to make sure that the training, the mentoring, the development and the support that we get, and it is coming back to the Deputy Mayor's point about competence, is also there to ensure that we turn those raw recruits into competent, high performing, confident police officers because that is what I think will instil the confidence in our communities.

**Boris Johnson (Mayor of London) (Chair):** Good, good. Okay, thanks I think I am going to throw it open to the rest of the MOPAC Challenge. Linda, do you want to come in with a question?

**Linda Duncan (Chair of MOPAC/MPS Audit Panel):** Yes. I think it is slide 9 in the pack that suggests that policy community support officers and special constables that there is a wider diversity in that group than there are within the PCs. What lessons do you think we can learn from that? Do we understand the background of that and how could that be applied to our recruitment processes?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** If I am honest, I am not sure we understand as much, Clare may want to come in, in a second. What we have is people, I think who very much want to serve their local communities particularly perhaps special constables where you have a strong sense of people wanting to be a part of their community, not necessarily yet wanting to make the step, all of them, into being the part of the kind of formal service if you like. I think that is what you are seeing and of course, for PCSO recruitment you are seeing the numbers we would just expect to see as a London employer, you know, 30% of our PCSOs that is the kind of number we would expect to see in our workforce. What we do not have with the PCSOs of course is years and years of legacy of a workforce that was overly wide because PCSOs is pre my time in policing but the early 2000s PCSOs came in number.

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Yes, it would be around about that, yes.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** When London was a diverse, vibrant city and such like, so we were able to build that workforce from scratch. What we have of course with the police officer workforce are colleagues who are 15, 20, 25, 30 years' service are overwhelming white whereas there is a greater level of diversity in the younger years' of service. I think again, that is why you are seeing just very, very different workforce groups.

**Linda Duncan (Chair of MOPAC/MPS Audit Panel):** Perhaps then if we could just talk about some of the challenges you still have, in particular we have looked at the certificate of policing knowledge the CKP. What challenges do you think that poses to the recruitment or successful recruitment? I think there is another element of barrier if you will in terms of security vetting, do you have any comments on what those challenges are and how we can overcome those?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** I mean the CKP is a new requirement, we as Metropolitan Police Service decided to introduce that and the decision was taken in 2012. We actually implemented it from August 2013 when we started our external recruitment. At heart, it is the right thing to do; professionalising our entry criteria it is a commitment to the service, it is a commitment to learning, it is a commitment with professionalism.

Work that Clare commissioned recently though is identify that the cost and the number of hours of individual private study you have to do is a barrier to some applicants and it is slightly more of a barrier to applicants from diverse communities than the white communities.

**Boris Johnson (Mayor of London) (Chair):** Which costs are these?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** The cost of the CKP, this pre-entry certificate is about £800 to £1,000 that candidates have to pre-fund. Like many professions you have to have a certificate before you join.

**Boris Johnson (Mayor of London) (Chair):** All right.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** It was part of the Windsor recommendations in terms of how to professionalise policing. We introduced it in August and we are in effect still learning what it is doing to the candidate's journey. It is very clear to us now though, very clear to us that there are some people, that it is a barrier. People who were less-likely to think about policing as a natural career we are working harder to get those people to think about policing but this is another barrier in the way.

**Boris Johnson (Mayor of London) (Chair):** You have to pay £800 or £1,000 to take the exam?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** To take the exam, you do.

**Jeremy Mayhew (MOPAC Challenge Member):** There is no guarantee of an interview then.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** You have to have completed the certificate successfully before you can start training and the point that we are seeing there, Jeremy, is that communities who are maybe more willing to think about a career in policing are more willing to commit to that earlier in the process. Those who maybe need more confidence wait until they are nearly at the end of our selection processes and then say, "Okay, now I need to get my certificate" which is adding further delays.

I think part of the issues we are seeing in our numbers just at the moment is we have, you know, in effect if you like white applicants who are more willing and therefore to commit early to the CKP coming through more quickly. What we have done about that with MOPACs support is we have introduced a bursary scheme based on a means-testing process for Londoners, so people who are unable to afford it are able now to access interest-free loans. We are also going to be taking a policy review in the Metropolitan Police Service later this month about whether there is also another entry route that will enable people to come in and in effect complete that qualification at a lower salary level but on our books if you like to try and avoid the problems in that kind of entry process. This is again about great standards, focus on standards and the CKP helps, but I think we just need to nuance how we apply it in practice.

**Boris Johnson (Mayor of London) (Chair):** Okay, very interesting, thank you. Jonathan.

**Jonathon Glanz (MOPAC Challenge Member):** Thank you. You have recently introduced entry at superintendent level. Is there any data yet on the mix of people that are applying for that post and will it help to address the matters.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Again, this is relatively small numbers but the principle is important and so we are proposing to recruit between five

and ten direct entry superintendents this year depending on the quality that we see. They will join us, Clare, in November I think they start. We are half-way through the selection processes. About a quarter of applicants were from BME communities. We have actually just been through the first two stages of the selection process, a competency assessment and then an interview and that has identified the 33 candidates who are going to go to the national assessment centre which Alex is running. I am trying off the top of my head to get the right statistics for you but I think 55% of those candidates are female and it is just over 20% of the 33 candidates going through are BME. We are in a reasonable place going forward.

The principle is the one that we are focussing on in this campaign so that we can go and get great people with good leadership skills that we can then train how to become a police officer and then we can get that mix right. That is what we are trying to do through this scheme. Thank you.

**Boris Johnson (Mayor of London) (Chair):** Good stuff. Does anybody else want to come in or shall we move on? I think I just want to sort of question the underpinning logic of this. I know I began with the assertion that diversity was important for confidence but I just want to hear a bit about why I think that. I mean this is not the windy utterance of a politician, there has to be a logic here, is there not? I mean, Fiona, perhaps you can just help me through this.

Instinctively I feel it must be true but there appears to be data that says actually, the correlation is not clear. What is your take as a sort of huge experience of this? What is your take about how having a diverse police force actually helps to build the confidence of the community and why is it that we are not seeing that correlation showing up in the data?

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** I mean I think the data around confidence is very difficult to rationalise in some cases anyway and confidence in different Boroughs, Boroughs which are ostensibly very similar can actually be very different and different for a number of reasons. From a personal perspective, I think it makes absolute sense to have a very diverse workforce working with people from different communities. I can give you one example which was replayed to me at our extended leader's event in Friday last week and that was off two white officers arresting a young black man in a marketplace for a previous assault on a young black girl. Those two officers were the only white officers in that market, in that particular Borough at that point in time and it was not until the Borough commander actually watched the events back on CCTV and realised that what he was seeing to the other stall holders who were not clear what was going on and what they saw were two white officers arresting a young black boy and did not know why.

That could be quite a difficult set of circumstances for those other people to actually understand and rationalise. What the Borough commander did was he sent those officers back in afterwards to explain what the reason for the arrest had been and the fact that there had been a victim and she had made the complaint, so on and so forth. There is something actually about what we do not want our police force to do is to look completely alien to the individuals that we are policing.

**Boris Johnson (Mayor of London) (Chair):** This is the thing that I want to drill down into here, because there is a sort of racism here. I mean why should they be alien and why would it matter?

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** I do not think it is necessarily sort of racism I think it is just difference and I think there is something about if we resemble the community, if we do not look so different in certain parts of the community then there are some...

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Fiona, I am not sure I do entirely see that because I do not think this is about skin colour, I think this is about the practicality of police in London.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** I think you are absolutely right, yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** If we look at it, we have a global city and it attracts people from all over the world. If I take my old Borough in Hammersmith and Fulham it attracts lots of French people, there is a French school there.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Of course.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** They speak English and it is not as hard to communicate with very affluent French people trying to escape Francois Hollande's tax terror. However, in the north of the Borough there are about 4,000 or 5,000 Somalis. I have done political meetings with the Somali community, the elders there speak very limited English.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** If you are trying to police parts of Shepherds Bush and White City and you have absolutely no cultural competence, if you do not understand that particular part or patch it is hard without the cultural confidence to be an effective police officer. For me it goes back to confidence.

**Boris Johnson (Mayor of London) (Chair):** But wait, that pre-supposes an idea of Balkanisation and lots of cultural difference between Londoners which is one I do not accept and I think we should be insisting that when people come here, they become British and they become Londoners.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** You do, you do accept that, Mayor, but that is actually not my point. My point is that having the competence to understand the environment that you are policing is an effective part of being a good neighbourhood cop. What you say is absolutely right. Second generation British Somali are a different...

**Boris Johnson (Mayor of London) (Chair):** Let us speak clearly; why should third, fourth generation black kids who are involved in gang crime be better policed by black police officers than white police officers? That is a question that I would like to understand. I mean maybe there is a serious answer to that but I need to understand it.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** I just want to say it is cultural competence, it is an understanding of communities' access to communities. There is no such thing as good or bad here, I think. Your question about gangs; would they be better policed by a black officer or a white officer. That is just Stephen's point. It is the competence of that officer that matters most in that interaction. From a Metropolitan Police Service perspective of 32,000 police officers policing this kind of city that has a rich diversity, (a) we are missing so much in not having a high proportion of officers from those communities.

**Boris Johnson (Mayor of London) (Chair):** Correct, okay.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** We do not have the understanding. It is very visibly different though is it not, as well, and at times of particular stress in our relationships in the community that can be a major issue. Internally, if you are a black officer on many of our teams, you may only be the single black officer and you probably definitely will be the only female black officer on a team. In terms of inclusion and creating a workforce where people feel comfortable, volume does matter in that kind of space.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Forgive me, if I could just finish the situation as it was related to me. It was not so much the fact that those two officers who went into that particular situation were white, it was the fact that their colleagues did not actually see that there were any issues with that particular situation with that particular situation which is why as I say, it is about the cultural competence piece and it is about understanding and being sensitive to the needs of our communities.

We do not want to be seen to be a force which is being imposed on people, we police by consent and I think we need to be very, very conscious of that.

**Boris Johnson (Mayor of London) (Chair):** Okay, good. I think it is important to be very, very frank about these issues because these are difficult matters. What we are really trying to do is boost confidence and that means boosting the quality of our police officers, PCSOs across the board. I think that is probably the answer. Sorry, Fiona.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** No, I was just going to say I think you are absolutely right, Mayor, but I think the other thing that we then need to do and need to get better at doing is we actually need to tell people what we are doing locally because one of the key issues around local confidence as far as I am aware, is actually reflecting back to the community, you know, "You said we did" to put it more simple. You said there was a problem with street robbery and we have arrested 40 robbers but we need to be plain.

We are not very good actually at locally identifying what those issues are. We need to get better in identifying what those issues are and then reflecting back to local people that we appreciate them, we will tackle them and we have made a difference for you.

**Boris Johnson (Mayor of London) (Chair):** Good, thank you very much. I think we are going to go to Sonia. What is your take on all this? Thank you very much, by the way, for the work that you are doing and for leading the Community Ambassador Scheme. First of all, what

is your take on this issue that I am trying to tease out about how it is going to be good for policing to be more diverse?

**Sonia Brown (Director) (National Black Women's Network):** Okay, well take a step back in that the last MOPAC challenge last year, the task force was an outcome of the challenge which was led by Ray Lewis who is in the audience and Clare and other members were there. I feel that what we embarked on was a roadshow but what we decided and collectively that the two key aims was to target people who would never consider a career in the Metropolitan Police Service police. So we again focussed on faith-led organisations and we did mini roadshows in the churches and what we found from that is that there was an appetite for getting more of our young black men into the cadets and using that as an avenue around building leadership skills and getting them to start thinking differently and changing perceptions.

**Boris Johnson (Mayor of London) (Chair):** Good.

**Sonia Brown (Director) (National Black Women's Network):** Then secondly, we went into the communities to look at targeting BME women who we found as many of them who were in the public sector would be looking at a career change if they were made redundant or any of the issues around that, that they had an understanding of the culture and the make-up of the Metropolitan Police Service organisation and therefore we felt that a career swap would be quite important. Plus, women play a great role because a number of the households in London are headed by single women and therefore, they could change perceptions about working in the career.

The team did a very good job, we went into a number of the churches and local communities and I think we built up a very good response to what we were doing and an appetite for what we were doing which made it easy then to go into the Ambassador programme. One of the interesting things about the taskforce was that we were getting requests from other Boroughs to actually come in and operate the road show there, so there was a good appetite.

The Ambassador programme at the moment is looking at extending our outreach and engagement with communities but not just the visible communities it is the invisible communities in those Boroughs and people who would never think about engaging the police but have something to offer. By working with the ten Boroughs and the Borough commanders who have been very receptive was to obviously look at how we could increase confidence and reduce crime. We have taken a stand that we are going to look at issues that matter to Londoners at the moment. We have four key aims which is around eliminating violence against women, raising aspirations for girls, cybercrime with businesses and dispelling myths around the Metropolitan Police Service.

Those four areas would actually then engage a wider range of people in communities and get them to engage with their local police and look at bespoke partnership activities. Again, this supports the findings of the Borough reviews that have been taking place with Mak Chishty so we are looking at not just the obvious communities what about the invisible communities? What about the elders, as we say, rising Somalian communities people who are not engaging and therefore feel that they are not part of London and again, not interacting with the police. If there is no visibility with the Metropolitan Police Service what you are going to find is there is going to be less engagement with the communities and what we want to do is look at ensuring

we hit all the confidence. Not only the confidence indicators but satisfaction with the service that they receiving and so that was quite vital.

How are we going to attract these people? As I said, we are starting with young people, we are looking at businesses but the profile of the Ambassador is young people with a conscience and people with the faith-led organisations and business advocates. Again, we can work with our cadets, our youth groups, faith-led organisations, youth councils, community and voluntary groups and also look at issues that are driving the community. With small businesses, how can we get them engaged and I kind of thought that the Mary Porter High Street campaign but the difference is the Ambassadors will be successful and get them working.

**Boris Johnson (Mayor of London) (Chair):** Yes.

**Sonia Brown (Director) (National Black Women's Network):** Basically, one of the things that we have tested is working with local authorities with their Human Resources department to look at when they are doing redundancies, can we get our Borough commanders in there to talk about career swapping.

**Boris Johnson (Mayor of London) (Chair):** Yes, good idea.

**Sonia Brown (Director) (National Black Women's Network):** Again, we have a strong focus on women and why eliminating violence was important was looking at women who were informally supporting their community. The women who were around culture and other women who had suffered, in their lounges in youth clubs. Why not engage them to work with the local police and signpost them more effectively to support services. But also be part of the solution so we look at not only raising awareness but look at the impact it has on their communities, the solutions. Part of those solutions is a career for all in that community and therefore, what will be the legacy of the work that we are doing. The Borough commanders are all engaged and we are looking at how the Borough profile review actually supports some of these issues.

I tested it recently last week with some young people and they have come up, you know, looking at the big idea. For young people, what is your big idea to raise confidence and absolutely what the young people are saying is that they want to break down those bridges or build bridges I should say between their relationships.

**Boris Johnson (Mayor of London) (Chair):** Break down the bridges.

**Sonia Brown (Director) (National Black Women's Network):** Raise awareness, dispel myths, looking at building better relationships and they also want to make a difference because they feel that they have been stereo-typed in a particular way. This will give them a greater opportunity to work, engage, develop initiatives that actually increases confidence, reduces crime and allows the police to work more effectively in their communities.

**Boris Johnson (Mayor of London) (Chair):** That is wonderful. Roughly how many of these ambassadors do you think you are going to have?

**Sonia Brown (Director) (National Black Women's Network):** Well, so far we are conservatively looking at about 20 to 30 in the Borough but from the feedback --

**Boris Johnson (Mayor of London) (Chair):** In every Borough?

**Sonia Brown (Director) (National Black Women's Network):** In the ten Boroughs. But, the response so far has been very, very good so I believe that we will look to hundreds because not only are young people looking to be engaged but we have the businesses, we have corporates under the CSR and corporate social responsibility are keen to engage in some of these activities and also local advocates. Third sector; I mean in Ealing the third sector are very keen and have 600 organisations and charities who are keen to be part of this. We are getting a very, very good response. We are still in the stage where we are interviewing all of the Borough commanders, we have about three left to do, very responsive.

Also what we are looking at internally is getting the staff associations to support these initiatives with cultural, sensitivity, awareness workshops. We are also looking at providing mentorship, skills banks, speaker pipelines because we want to build the pipelines as well to ensure that not only are they supporting these initiatives but they are supporting the Borough commanders to ensure that they can engage and work with their local communities better with the skills. Whether it is languages, whether it is an understanding of the culture; much better than what they are doing now and that is not fragmented. More cohesive and joined up so that we can actually make a difference in London.

**Ray Lewis:** Here, here.

**Boris Johnson (Mayor of London) (Chair):** Great stuff. I acknowledge again the work and support of my friend, Ray Lewis, who said, "Here, here" there. Steve O'Connell, do you have a question on that please?

**Steve O'Connell (MOPAC Challenge Member):** If I may, yes. I am very interested in this scheme and we spoke beforehand and you are working on 10 or 11 Boroughs which I think is absolutely fantastic. Talking about the ambassadors in the school and support that you are going to give them. Give me an idea of the sort of profile of what an ambassador would be? What sort of person are you looking for? Would it be someone with a great well of civic service, someone who is part of their community? Where would you be going to find these particular ambassadors?

**Sonia Brown (Director) (National Black Women's Network):** Okay, well, obviously within the network we have links into the communities. Probably a lot more informal communities than the MOPAC which will have the formal networks that we can tap into. The type of person that I envisage is a young person, will be somebody who has a social issue that they are concerned with. It may be stop and search, so when we did our sort of pilot and tested some of the young people, we had 15 young people around the table, 14 young boys and one girl. For the 15 boys, 13 of them had been stopped and searched and were really upset. I said, "What would be your big idea?" Again, how do we use technology to speak to and communicate about raising awareness and knowledge about that? Also, what one of the boys said was, "Well, I am the only one who has not been stopped and searched and I feel kind of put out by it" so you cannot win. Then we had one girl and sort of said, you know, you are very silent and she said, "I feel that it is very male dominated, so I am raising aspirations for young

girls because I am the only one in my family allowed to go to university. I want to be able to go back and show the other girls in my family and be an ambassador them”.

It is really about a social issue, a drive that will give them the passion and self-motivation and determination to actually follow through as an ambassador. They will not only be a role model but actually network.

**Steve O’Connell (MOPAC Challenge Member):** What I am also interested in, in particular we talked about the black churches and there is a great well of talent there. I was at a service in a black church yesterday in North Croydon and there was a fantastic spirit of community service, not just from a religious aspect. Your point was made earlier, a good one, about the so-called, “Hidden communities” because I know and many of us know the leaders that you can pick up the phone to the black churches, Muslim leaders and others. One of the issues London has is the emerging, hidden communities and I think what was really good is you mentioned the fact that your project wants to reach out beyond, shall we call them, “The usual suspects” to others. What are your thoughts about that?

**Sonia Brown (Director) (National Black Women’s Network):** Basically, we have a very good relationship with some of the main churches, so churches about prophecy, testament, we work with a number of bishops. In my previous role in The Voice newspaper obviously I did the editors forums so we have great relationships with all the black churches. Most of the Borough commanders have great links within their mosques, temples etc. We can actually tap into their youth ministry, their women ministries, family ministries to actually then engage with them and to actually be part of the community ambassador programme which is simple enough.

What is equally important is to steer, especially who have needs, people who have needs to be part of the cadets and also be volunteers and actually use that opportunity and apprenticeships to actually be part of that community ambassador programme.

**Boris Johnson (Mayor of London) (Chair):** Yes.

**Steve O’Connell (MOPAC Challenge Member):** Yes because we talked about the cadets earlier because what is brilliant about the cadets is a high proportion of BME.

**Sonia Brown (Director) (National Black Women’s Network):** Yes.

**Boris Johnson (Mayor of London) (Chair):** Yes, and, Fiona, I mean the Metropolitan Police Service has made an amazing progress on the cadets as far as I can tell. You have really gone on gang busters on that.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** I mean absolutely fantastic. Again, I reflect on my experience elsewhere; I have never seen such a thriving, fantastic group of young people. It is the sort of diverse mix but also the fact that we are picking people who are at risk potentially of making the wrong decisions and taking the wrong path in life and bringing them back in. I think it is just fantastic.

**Boris Johnson (Mayor of London) (Chair):** Brilliant.

**Sonia Brown (Director) (National Black Women's Network):** What I would like on that, one of the things that I am working with one of the Borough commanders, Dave Stringer, is to look at having a module within the cadets that focusses on the Ambassador programme that develops their leadership skills and their outreach skills so that we have that running across the ten Boroughs and eventually all the Boroughs. To ensure that they engage.

I think it is a rite of passage, especially for young men so it is almost getting them in there, learning these skills but also being an example to their local communities. One of the things that we have said to our pilot group of young people is that we want you to work with the cadets so they forge ahead together.

**Steve O'Connell (MOPAC Challenge Member):** You mentioned that work that Mak Chishti is doing, the engaging in papers and it is important that your work is weaved into it.

**Sonia Brown (Director) (National Black Women's Network):** Definitely.

**Steve O'Connell (MOPAC Challenge Member):** I will be seeing Mak later and will impress upon him the importance of your work.

**Sonia Brown (Director) (National Black Women's Network):** One of the things is the Community Ambassador programme is not working in isolation to the internal workings of the organisation, so one of the things that we are doing is ensuring that we are working across all the areas, looking at the progression, looking and ensuring that we can motivate the staff in there. Because what we do not want is people thinking of a career in the police and then once they get there, they are all demotivated. What we want to do is ensure that the right message is there, that the support is there and that they will have the mentorship.

**Boris Johnson (Mayor of London) (Chair):** Also that there is an avenue for promotion.

**Sonia Brown (Director) (National Black Women's Network):** We have to be careful about progression because as organisations become flatter, we have to manage expectations.

**Boris Johnson (Mayor of London) (Chair):** That is completely right.

**Sonia Brown (Director) (National Black Women's Network):** I think one of the things we have to look at is meaning. If you talk to most police it is a vocation from when they are young. What we have to do is now look at what is the meaning, what is the "Why" for why you are doing this and that is why having social conscience is important.

**Boris Johnson (Mayor of London) (Chair):** Thank you, Sonia. It sounds to me like you are making a great deal of progress so thank you very much for what you are doing. I am sure the success of this will be down very much to your zap and leadership and I thank you very much for leading on the Ambassadors scheme. I think we should move on and the natural sequence then is to go straight on as discussion brings in Robin, Clare and Adam King from Deloitte about what we can actually do to make sure that there is progression within the ranks. I think what Sonia had to say just at the end there was absolutely right. I think in an organisation where obviously one of the things that we have had to do recently is to make sure that we have a ratio, Chiefs to Indians and there is a flatter system now. It is important to make that point about a vocation.

Any questions people have about how to encourage and manage talent within the MET, BME officers, women officers; members of MOPAC I am looking to you now on any questions you will ask?

**Jonathon Glanz (MOPAC Challenge Member):** Yes, if I may, we touched earlier on the graduate entry system but also there are a number of schemes as I understand it which are trying to encourage talented individuals to join the force at a graduate entry. Also, the older scheme, the high performance development scheme and I just wonder whether you could tell us what has been happening with that and whether it is going to carry on and whether it is going to be able to bring forward the people with the right talents to fill the roles in the future?

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Jonathon, I can probably take that one. So we have a number of talent schemes running in the MET at the moment and many of the schemes Alex and his team at the College of Policing are delivering which the MET will be taking as well. We are seeing some good results and we focus a lot of our efforts and our resources into both tracking women and BME candidates through its processes.

Graduates are first-year, it was really, really hard. We did not see as many women and BME candidates excelling. The team had been working with an organisation called, "Rare recruitment" which basically helps us identify bright graduates far earlier into their studies and hooking them in. Actually as Sonia has talked about in terms of policing being an attractive career.

The candidates and the market for BME recruitments and graduates is really, really competitive and really, really tough so we are replicating the Ambassador scheme now into the universities, getting some of our police officers who are graduates themselves into universities, talking about a career in policing, changing those mind sets.

**Boris Johnson (Mayor of London) (Chair):** Through women in BME?

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Absolutely, yes. We have some new things coming that Stephen will be familiar with called, "Police first" where we are starting to look at whether the graduate offer is actually attractive for people and thinking about how we can make that more so. Internally, we are seeing better results with our promotion schemes, we opened up promotions and last year a chief superintendent for the first time, we have run three different promotion processes for chief superintendents, superintendents, sergeants we are now into inspectors. We are putting a lot of effort into positive action, so we are having more conversations early on to identify who our most talented women and BME officers are. We are making sure they are supported well through that promotion process giving them the confidence and the development to perform well through the selection processes and they are delivering better results.

It is a long way to go though and we will be relying on things like direct entry as you touched upon to make a difference at the more senior ranks.

**Boris Johnson (Mayor of London) (Chair):** How is that working? I mean has there been a single example of direct entry in senior ranks that we can point to?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** For police officers?

**Boris Johnson (Mayor of London) (Chair):** Yes.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** This is the first time it has ever been attempted.

**Boris Johnson (Mayor of London) (Chair):** Okay, so we are at the beginning of it.

**Jonathon Glanz (MOPAC Challenge Member):** In terms of the retention of the new intake, are you finding that that is something that is becoming an issue and do you have, do you think, within the organisation sufficient mentoring capacity that much of this is new to ensure that female and BME candidates are feeling that they are comfortable and that there is indeed this future for them within the organisation?

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Yes, there are two things we are doing immediately. As we have talked about, we started to do all this work getting a more diverse group of recruits in through the front door, we do not want to lose them as Sonia touched upon through poor experiences in the MET. We have a new service now called, "Onboarding" where we are getting all of our BME and female officers in their first few weeks in the MET to understand what opportunities are available to them. Some of that is actually just about connecting with people like them in the organisation that can help them informally navigate around.

The second thing we are looking at doing is launching a career development service where we start to again look at just at the moment, women and BME officers and at their career through the MET and give them appropriate support. That is as we have said not just about going into leadership role but our specialist departments where we know in many of our areas of the MET we do not have good levels and a representations of either female or BME officers. That requires investment and time. These are not cheap options for us to follow so we have to think carefully as we go through our budgeting process over the next few weeks about where we would want to make some of these investments.

We want to do more about mentoring, we want to do more about getting people out into other organisations when they are growing up into their leadership roles and we want to do more to help them with promotion and into specialist roles.

**Boris Johnson (Mayor of London) (Chair):** What is the role of the Black Police Federation in all this, Bevin and all those guys? Is he still around? I mean you are involving them in this whole thing because they have lots of good ideas. Adam, you have done a study on this whole business, what is your feeling about how well we are doing in all of this?

**Adam King (Director) (Deloitte):** I mean if I say a little about some of the work that I have been doing and then just give a bit of a context on some of that. I have been working with the MET for about two years now. My first job was around equal opportunities so I am really

passionate about that subject and about the importance of diversity and inclusion as a business imperative.

Two major projects that I have been working on, one was commissioners' team leader events who are actually delivering to 8,000 sergeants, inspectors and bands B C D staff, a half-day session that encouraged diversity of thought, encouraged reflection on one's own personal style and the impact that that might have on others, showing some really good role models from the area of ethnic diversity, disability and hearing personal stories about people who had overcome challenges.

One of the things just to pick up on an earlier point, the use of the MET volunteers was fundamental to the success of that event because people were turning up to the event and seeing a very diverse group of people who are freely giving of their time to make London a safer place and the impact of that is significant. One of my perception is that MET volunteers is a great resource to the organisation.

The second thing that I have been doing with Clare is the research around the MET leadership framework. Some of the key challenges; clearly, it is a very diverse organisation in the sense of what people do, what roles they have. The leadership challenges of someone in territorial policing are very different from the leadership challenges of someone leading counter-terrorism for example so conceptually to come up with a leadership framework that covers that diversity is an interesting challenge.

There was secondly the challenge around most people in the organisation are not promoted within their career so around about 21% on average of people will be promoted within the organisation and therefore, we need a framework which provides that diversity. Is this useful?

**Boris Johnson (Mayor of London) (Chair):** Very helpful, go on.

**Adam King (Director) (Deloitte):** Okay, I will keep going. I mean I only have two or three minutes but I just want to get a sense of am I on the right track here. That was the second challenge around we need a leadership framework which allows people to development their leadership capability within the role and the rank that they are in. One of my senses was that the MET did a lot of work around vertical progression and helping people prepare for promotion and less around developing leadership capability within rank.

Then a final area probably to talk on is this perception of distinctiveness and how distinctive the MET is as an organisation. When we were looking at what were the characteristics, what were the leadership characteristics that you would like, a lot of them are similar to other large organisations. There are some areas that are very distinctive for the MET particularly as events like this show the public nature and the political nature of the operating environment within which MET officers are working. There is a lot of lessons that can be learnt from elsewhere.

We have identified six key areas, six key confidences; adapting approach to suit context, collaborating and partnering, encouraging, challenge and seeking feedback, the idea of self-awareness, being self-aware and understanding the impact on others, empowering others and understanding, valuing and promoting diversity and difference. They are six key themes that would apply to anyone whether you are the head of counter-terrorism or a constable.

**Boris Johnson (Mayor of London) (Chair):** How do you think we are doing, how do you think the MET is doing in all this?

**Adam King (Director) (Deloitte):** I think it is work in progress. I think there is a lot of work, there is a lot of commitment from the leadership team. When I look at other organisations that are leading in this area, one of the examples is that it is not about getting one or two organisational things right, it is about getting hundreds of small things right. We have been using the idea of critical events, so what are the small events, the small interactions within the organisation where the culture shows up most clearly and really focussing on the behaviours around that. We are starting to do some work around that and that is starting to gain some interest in the organisation. In our French firm, for example, to go back to mentoring; instead of just mentoring they have a particular challenge.

**Boris Johnson (Mayor of London) (Chair):** A French firm?

**Adam King (Director) (Deloitte):** A French firm that we are aware of. Instead of focussing on mentoring just for women and the other challenge is they want to encourage more senior women. They are actually doing it for all the senior people because the men need mentoring as much as the women. It is not a women's problem that is under representation in senior leadership.

The other thing which I have seen in other organisations is a really clear business imperative. I was saying in the beginning when I was starting my career, I think the morally right thing to do is a MET that looks and feels like London. Organisations; Deloitte is working hard on diversity (we are not there yet). We are working hard on diversity because it is a business imperative and because our clients demand it. There is something about the narrative of the business imperative for the MET police in terms of operational effectiveness and presenting that business case which could be useful.

**Boris Johnson (Mayor of London) (Chair):** Which could be useful or do you think it is there yet?

**Adam King (Director) (Deloitte):** It is starting to be there.

**Boris Johnson (Mayor of London) (Chair):** Because that was the thing I was really trying to get to. I mean instinctively we all feel it must be true but I think we are finding it hard to articulate why it is true. You say it is a moral point and that may well be so, but there is also an effectiveness point.

**Adam King (Director) (Deloitte):** Yes, and I would pass it to colleagues I mean my assumption would be that if you are particularly trying to engage a community and intelligence gathering. The principle, one of the principles, is that the police are the public and the public are the police. If we are harnessing that core principle of the public do most of the policing themselves, then they need to feel as though it is an organisations that is theirs and there are difference ways of doing that.

**Boris Johnson (Mayor of London) (Chair):** Yes. That I think we all totally understand. Does anybody have any questions? Faith?

**Faith Boardman (MOPAC Challenge Member):** Yes, I think helping a little bit with the work that Adam has just described and I think it is very important because it is aimed mainly at the four out of five coppers that will never get promoted. We can only change the culture and the approach of the MET gradually simply by means of recruitment and that is going to take years. I think this is actually important because it is helping with the existing seedbed that the new recruitments are coming in.

**Boris Johnson (Mayor of London) (Chair):** Suppose I am one of those guys, suppose I have been a PCSO for a while, I am a young black PC what MET works do I have, who comes and sort of says, you know, come and have a cup of coffee with me? How does it work?

**Faith Boardman (MOPAC Challenge Member):** That is precisely the question I want to ask, Mayor, because this description is more about the existing population that people are landing on that. Please answer, the Mayor.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** There are a number of things on that. As Clare said if you are that person, when you arrive on board and you enter the organisation you will be supported through your training and that is the purpose of our training school, to ensure that people understand how to navigate their way through those kind of first parts of the organisation. Accessing then to the support networks that Clare mentioned, so through the on-boarding events where that is about connecting other people and it is about connecting them with the staff support associations as well. Then it comes down to managers, does it not because this is why we pay managers, is it not, to manage people well. Whilst this framework that Adam has helped us develop is great because it does enable us to focus on everybody and their leadership skills, it is also about building the capability of all of our managers, our first, second and third line managers because they are the ones when they do it well at the best impact. If you are that young, black former PCSO is a PC. If you have a sergeant who is interested in you, you will have a great first experience, but if you have a sergeant that is not, the MET as a whole will feel like an alien thing. You have these 8,000 points of failure in our organisation or 8,000 points of success which are our managers and that is why we have to build their competence and capability.

All of our first and second line managers over the last six months have all had two days of development, partly about how to manage and change well but it is also about how to manage diversity well and conscious bias and we just need to keep at that, building their competence and capability.

**Boris Johnson (Mayor of London) (Chair):** That is right, I am sure that is right. Do you feel that our training of those managers is good, that they are being told how to be inspirational and how to get the best of other people?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** I do not think it is good yet but that is why the commissioner's piece will work which we are about to roll out as a pilot. We are taking this leadership framework out to how many Boroughs Clare?

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Nine in total.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Nine Boroughs in the first year. It is an integrated frame, the first time I think we have ever done anything which is trying to connect kind of the PC right the way through to the Borough commander and beyond and we will be taking the learning of this into the priority based budgeting processes that we are working with MOPAC on about is this an area that we need to invest in. A lot of those priority-based budgeting processes are about how we can realise savings to invest in the frontline and such like. Just to give Steve the kind of heads-up, the kind of issue I will be bringing to the process later this year. This is an essential kind of long-term success of the MET investment in my view anyway.

**Adam King (Director) (Deloitte):** Just one additional thought. It links very clearly to recruitment because you can do all of the marketing branding that you like but there will be trusted voices in the organisation and it will be that person who joined the Met and believed the marketing message and then what their experience was. This focusses a lot on creating an environment within people who do take that risk for example and step outside of what might have been normal for them. Join the MET and have a positive working experience, a productive experience.

**Boris Johnson (Mayor of London) (Chair):** Very good. Sorry, Steve, you wanted to make a point. Thank you.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, I think what we are underpinning here is your belief, Mayor, in positive action as opposed to positive discrimination in the first instance and seeing how fast we increase diversity. However, I am not sure I buy into it; some of these initiatives cost a lot of money so some of the low risk under existing legislating would be networking and mentoring. Certainly, we want an organisation that encourages people to find the time to network and to be mentored and for mentors to step forward and that is positively a good thing. I mean it is just a local government analogy.

I became leader of a council and in preparation for becoming leader of the council I went and I approached other leaders of the council, actually Simon Milton I went to Eddie Leyster and America Cowell and I basically sat down with them and said, "Well, how do you do this job?" It did not cost anything; it cost a bit of their time and actually, in Eddie's case it became more of an ongoing relationship because he is the only one who had taken the council from Labour.

**Boris Johnson (Mayor of London) (Chair):** He was your mentor.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** He was my mentor but he actually did it.

**Boris Johnson (Mayor of London) (Chair):** He did a great job if I may say so.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, he is also your mentor as well.

**Boris Johnson (Mayor of London) (Chair):** Absolutely.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is all about mentors in fact, Edward is in fact critical and he had experiences which none of the others had which is essentially taking over administration from Labour. He explained to me these are the mistakes we made, so actually mentoring is not always about how wonderful I am, this is what we have got wrong. It did not cost anything and what was interesting was there was suddenly a programme run by the leadership centre as it then was and that put a lot of money associated with it, but it was happening anyway. These things just have to be encouraged, it does not require a lot of money that is the point I would like to make.

**Boris Johnson (Mayor of London) (Chair):** Yes, well I am sure that is right but it is obviously going to be crucial to your experience that you get a good sergeant.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** There needs to be value for doing that.

**Boris Johnson (Mayor of London) (Chair):** Yes.

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Some of the things we are finding, Stephen, is that some of our under-represented groups are less confident about approaching people to do mentoring so you are absolutely right in terms of saying once someone has made contact with a mentor it is not expensive to run it, it is their time it is already within the organisation. In terms of setting up the infrastructure around that, getting people who are mentors to do it properly does require some investment. What I am saying is take the black officers is that saying actually I cannot see my visible role models in the organisation. I am not as good as white officers knowing who is who, being sponsored and it is those connections. I think it is more of an infrastructure cost and development not about going out and spending lots of money on mentors.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** All right, I understand. It is the infrastructure underpinning all of it.

**Clare Davies (Deputy Director of HR, Metropolitan Police Service):** Absolutely.

**Boris Johnson (Mayor of London) (Chair):** Thank you. Let us bring in Alex Marshall from the College of Policing. What is your take on all this that you have heard so far? You have been scribbling away. What do you think the College of Policing can do to try and help with some of the problems that we have been raising?

**Alex Marshal (CEO, College of Policing):** Okay, thank you for inviting me.

**Boris Johnson (Mayor of London) (Chair):** Thank you for coming.

**Alex Marshal (CEO, College of Policing):** The College of Policing sets the standards for policing, so for example recently we have set standards around child sexual exploitation, domestic abuse, how to deal with the media. We have a role in equipping people who work in policing in England and Wales with the knowledge and the evidence-base they need and the skills they need to succeed in the context that we will now be policing for the next decade. We

have a responsibility for building the evidence-base, we promote ethics and integrity and we have recently produced a code of ethics for the police service and the MET have been particularly strong taking up that code of ethics and using that internally. Very importantly, we set the rules and the regulations around issues such as recruitment and promotion nationally. For all the excellent work that has been going on to try and remove some of the barriers and change the makeup of the MET workforce to be more representative of London and more importantly have a good understanding of what it is like to live and work in the 32 London Boroughs, we have a responsibility for working with the MET to say; where are the issues that are preventing people joining? Where are people getting knocked out of the entry system or the promotion system? We are working very closely with the MET to identify where those barriers are.

We think the MET are pushing harder than any other force in the country in terms of their efforts to change the makeup of their workforce to produce a healthier organisation. Our approach is, for example, where we identify a particular barrier in the recruitment process, why is it there in the first place, what is it achieving, can we review why that requirement is made.

**Boris Johnson (Mayor of London) (Chair):** All right. Like this fee for the exam or whatever.

**Alex Marshal (CEO, College of Policing):** For the certificate in knowledge of policing, that existed before we existed but we now own that so we have responsibility for saying it is good from a professional point of view. Here are people developing and learning about the law and the police before they join. On the other hand, if it proves to be a barrier and the evidence is thin at the moment, we will work with the MET and other forces to remove that barrier. I am encouraged by the idea of bursaries and we are willing to work with the MET to say if this could be done at a later point in someone's career, once they have already joined for example, we will work with the MET to make sure that can happen without lowering standards.

**Boris Johnson (Mayor of London) (Chair):** Excellent. Okay, I think I understand. The other barriers that we have talked about might be the lack of support within the MET. Would you have a view on that too?

**Alex Marshal (CEO, College of Policing):** We do in terms of particularly BME progression through the service. We have a programme running to 2018 where we are working with all BME officers and staff who work in policing at the moment. We have just served the 6,000 BME police officers who work in England and Wales to hear from them what their experience is and what would improve things in their workforce to help them progress, but also to use the more senior BME people already in policing to look back down the pipeline. Because the answer to this question long-term is not about how many chief superintendents do you promote in the next 12 months, it is in the next five years, ten years bringing through the constables and the sergeants.

You saw the data earlier, the biggest number of BME working in the MET at the moment is in the constable rank. They are the future. In ten years' time they are the people we need to nurture. We run some national programmes and some of them have produced people who passed the recent MET selection for superintendents, they are some of the BME candidates who succeeded in the recent MET process which has changed the look of the superintendents in the MET came from that programme. We are also very encouraged by some of the approaches that

are being taken. Come back to recruitment; we think attraction is hugely important. Yes, we can work on the barriers in selection but who are you attracting into the organisation. The ambassador role in communities we think is massively important and we have looked at other forces and where they have targeted very well. They seem to be getting much higher BME recruitment.

Finish on the direct entry programme to superintendent, the MET got nearly 600 applicants for that and 26% of them were BME which is much higher than the rest of the country got and it just shows that when the attraction policy is well-targeted and I think the MET have done particularly well on the direct entry programme, you see much better results.

**Boris Johnson (Mayor of London) (Chair):** I am very encouraged to hear that. Thank you very much. Faith, you want to fire a question in?

**Faith Boardman (MOPAC Challenge Member):** Yes, a couple if I may. Just to take it back to the CKP for a moment because that is obviously quite a key part of the whole process. As I understand it you are responsible for measuring the quality of the providers of CKP. How do you go about that and how important as a part of that is your monitoring of their role in attracting diverse candidates?

**Alex Marshal (CEO, College of Policing):** To be licensed in the first place the providers have to demonstrate that they can deliver the content that we set to the standard that we require. For example, are all their trainers qualified to the right level, are we confident that they would use the content correctly and that they would achieve the learning outcomes that are expected. A lot of quality control went into that and not all the providers were accepted onto the scheme, so that was quite a rigorous process. A year on, we then review those providers and we are now monitoring because the data has actually been very immature, there are not that many forces outside London who have been doing it in any number. It is from the MET experience now that we are learning a lot more. I think leaving it a year to review how they are doing is too far into the future for us now and what we will do is using the data that Clare has been using and other people have got from London, is now review what is happening with CPK.

**Boris Johnson (Mayor of London) (Chair):** Is it a pass/fail thing CPK?

**Alex Marshal (CEO, College of Policing):** You have to pass it.

**Boris Johnson (Mayor of London) (Chair):** You have to pass it. Am I right in thinking there was a recent wave of recruitment, I think Bernard told me this, where we got a lot of interest from BME candidates and there was a disproportionate fail rate in the CPK or do I have that wrong?

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Not a disproportionate fail rate but they are not getting through as quickly as white candidates, that is what we are finding at the moment.

**Boris Johnson (Mayor of London) (Chair):** What does that mean?

**Alex Marshal (CEO, College of Policing):** I think the example you are giving possibly is in the recruitment process that we are responsible for and there are a higher number of failures amongst BME in one element of that process. Could it be that issue?

**Boris Johnson (Mayor of London) (Chair):** I have something in my head that Bernard told me, it might be that.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** I am sure the Commissioner will talk to you about the kind of SEARCH issue and the different levels of outcomes we are finding which is the national assessment kind of processes and that is what we are working with the college on. I think we are agreed, Alex, that we are going to do a short piece of work which is again reviewing the competencies within that assessment and more importantly, the weighting of competences within that assessment to ensure that what is right for policing generally remains right for London or whether a slightly different weighting of those competency areas might result in the kind of inter-culture competency issues that Stephen is talking about.

**Boris Johnson (Mayor of London) (Chair):** I mean thinking about Sonia's work and the general work of reaching out and trying to get people to come forward and think of themselves as police officers. It is quite good to acquaint people with what this test is and, you know, it cannot be that underlined, what is it all about? There may be some unfairness here and it might be that people need to be encouraged and told.

**Faith Boardman (MOPAC Challenge Member):** It is probably the mentor barrier that, you know, I have to do all this.

**Boris Johnson (Mayor of London) (Chair):** Yes.

**Sonia Brown (Director) (National Black Women's Network):** One of the things that we are doing and incorporating in the Community Ambassador programme is dispelling myths, so we are looking at some of the issues around recruitment, vetting etc., so ensuring that they have a realistic expectation about what it takes to be a policeman. Because there is nothing worse than raising their expectations and it is not realistic. We are working with the Borough commanders to ensure that they do a monthly meet-and-greet. We are going to call it something different, but basically looking and ensuring that the Borough commander does an audience with more of those, networking opportunities to ensure that people have a realistic outcome.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Just to be clear about Robin's point around SEARCH and the relative waiting. I mean clearly, I can see this in my children, you know, we are moving to the digital area where we are no longer writing neatly and spelling absolutely everything correctly in a pocketbook which you would have done when you were a cop in the 1950s, Alex. It is moving on, we have the digital era and actually, how you engage with communities.

**Boris Johnson (Mayor of London) (Chair):** (overspeaking) Younger than us.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** he looks younger than me actually, I know. Sorry, you are younger than me, Alex, and I know your police staff in Hammersmith and Fulham are fantastically well. Sorry, I have lost my train of thought now. Getting the relative weighting towards engagement, how you speak to people, all those people skills as opposed to the ability to spell words correctly. I think we just need to get that right.

**Boris Johnson (Mayor of London) (Chair):** I think spelling is still important so I don't think we should abandon that.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** It is not a matter of abandoning, it is of relative importance, Mayor.

**Boris Johnson (Mayor of London) (Chair):** All right, sorry, Alex.

**Alex Marshal (CEO, College of Policing):** Just for clarity, I joined Fulham 34 years ago this month and it is a fantastic place to work.

**Boris Johnson (Mayor of London) (Chair):** You do a fantastic job there too.

**Alex Marshal (CEO, College of Policing):** A separate piece of work the College of Policing is doing on that exact point is developing digital court files for example, so that you are not writing everything down in handwriting, actually the whole judicial process should be digital.

**Boris Johnson (Mayor of London) (Chair):** Absolutely right.

**Alex Marshal (CEO, College of Policing):** The element that the Deputy Mayor is talking about is the written element of the SEARCH assessment centre to get into the police and that can be an area where more BME people do not succeed the first time that they take that element. That element is based on completing a set of court papers, handwritten court papers which is still the requirement largely so we have to be careful as I said earlier not to lower standards.

**Boris Johnson (Mayor of London) (Chair):** No.

**Alex Marshal (CEO, College of Policing):** Also, we should be reviewing, is that requirement still the requirement that it was five years ago.

**Boris Johnson (Mayor of London) (Chair):** Yes, I mean my feeling is it is not a question of lowering standards or of watering down the syllabus or whatever, it is a question of going to the potential candidates in question and saying, look, this is a piece of cake but you have to make sure you do this, this and this and actually making sure they are up to speed so that they do not get disappointed. Robin.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Again, this is about the point at which we confirm that level of competence is the most important thing. We have been knocking out a high proportion of BME candidates during the selection process because they are spelling words wrongly and such-like. What we can do is we can train people. We can train people to improve their communication skills so what we are doing with the college is we are

saying we will ensure that people have that level of competence by the time they are finished their training. It does not stop them starting their training and such like, so we just have to be more flexible about that.

**Boris Johnson (Mayor of London) (Chair):** Good, good. Listen, I am afraid we literally must finish at 12.30 so I am going to thank everybody very much for a very good discussion so far but we have one final issue which has been much in the news lately being this whole question of allegations of discrimination in misconduct cases. Fiona, you run the whole professional standards side of things. What is the policy on all this because there was some confusion the other day in relation to one particular case about discrimination allegations and all that jazz? What is your feeling about how all that is working and how we capture discrimination allegations?

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Mayor, you will forgive me obviously if I do not go into the detail of one particular case.

**Boris Johnson (Mayor of London) (Chair):** No, we do not need you to discuss it in depth.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Thank you. We have corporate databases, it is particular complaints and misconduct database called, "Tribune" onto which all complaints matters, conduct matters and civil actions are logged, so we have that central corporate understanding of exactly what the trends are looking at across the organisation in terms of those issues. We manage employment tribunals on a different database but we still have a corporate database so that again, we know exactly how many and what level of risk we attach to individual employment tribunals.

Robin is about to carry out a piece of work which will just look at employment tribunals in which there is a particular element of discrimination whether that be in terms of disability or race or what have you, just to make sure that there are no sort of trends or themes that we should be picking up on.

**Boris Johnson (Mayor of London) (Chair):** Is the problem not that if you are feeling you have been unfairly dismissed then your solicitors will inevitably invite you to slap in a claim for discrimination on either sex or race grounds. I mean it is just standard now; is that not what happens?

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Potentially, there can be an element of that.

**Boris Johnson (Mayor of London) (Chair):** I mean let's be honest. I happen to know that is what happens.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** I think that is right but I think the point that Robin made a few minutes ago is absolutely key as far as I am concerned. Looking across the piece from a professional standards perspective, there are certain Boroughs where there do appear to be a disproportionately high number of BME officers, particularly within the internal conduct of mechanisms that we have. I think the work that we are doing collectively to, if you like, enhance the skills of our sergeants to deal

appropriately at first line manager stage with issues which are brought up with them should ultimately have an impact on. The ETs have the horrible right-hand side of the spectrum. If we get things right at the start where an individual comes forward, the sergeant or a member of the police staff has the confidence to deal with that effectively right at the start then. I think that is the direction of travel that we should be looking for.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** The fairness of work policy that we have, our internal grievance policy is important and that is the one that was kind of referenced in the press recently but we have just commissioned just a broader review of that. We are going to look very, very widely about what happens in other forces but more importantly what happens in other industries. It is about nipping problems in the bud as soon as they arrive and giving managers the confidence to do so. The critical piece is not allowing things to fester, you have a problem, deal with it and it is about slightly more senior managers having the visibility to say I can see a tension brewing between those two individuals, am I confident it is being managed effectively. It is easy to sit here and say that but it is when that does not happen that we get the problems arising.

**Boris Johnson (Mayor of London) (Chair):** Jeremy, yes?

**Jeremy Mayhew (MOPAC Challenge Member):** I mean I am sure the Mayor is right that sometimes people take a punt and of course some as I understand it, the majority of allegations of discrimination are found to be unfounded. However, as I understand it, there have been I do not know over what time period, 34 Employment Tribunal cases which have either been settled or lost where race was an element. What lesson should be learnt from that; without talking about individual cases, what have you taken away from that and how can we in a sense minimise that for the future.

**Robin Wilkinson (Director of HR, Metropolitan Police Service):** Yes. I will answer you first. Alex mentioned a figure earlier, 6,000 BME police officers in the MET, 50% of those are in London so we have about 3,000 police officers. There needs to be a bit of context in the numbers that you quote, albeit that any one kind of instance of discrimination would be unacceptable but that context is important.

The learning I take mostly comes back to the point I have just made which is equipping our managers because it is usually, not exclusively, it is usually a management interaction rather than a corporate interaction if you like that causes those kind of workplace tensions is it not. It is giving our managers the confidence to be able to deal with those issues at source. Which again comes back to the leadership and again, this is all connected. A point Faith regularly makes to me, this is all connected, the leadership development work we talked about we are working with Adam and Deloitte's on, it is about building the kind of capability to manage at all levels to be able to deal with these. Which can be quite tricky issues at rider source.

**Jeremy Mayhew (MOPAC Challenge Member):** Can I ask one more question on whistleblowing, you know, do you think you have effective means that command internal confidence if somebody thinks that something is going wrong? Again, it is part of alerting people before it becomes something which is formal and legal but nevertheless takes seriously things that are going wrong.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):**

Absolutely. We have internally a completely confidential, we call it right line on line, individual members of staff, be it police be it police staff can sort of get in front of it. If there is a burning issue which is concerning them that they do not feel they can take to their line management, they come straight in to one of my teams within the DPS. I cannot say this strongly enough, the Commissioner sees the right line on line forms every month and he will invariably comment on what we are doing with them and send them back to me. You know, there is visibility around that sort of whistleblowing.

**Jeremy Mayhew (MOPAC Challenge Member):** Everybody knows about that?

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Well, you need to be slightly careful because clearly, some of these issues are confidential.

**Jeremy Mayhew (MOPAC Challenge Member):** No, I meant everybody (inaudible)

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Yes, sorry my apologies. It is on the front page of our Intranet sites so it is there in plain view for everybody.

**Jeremy Mayhew (MOPAC Challenge Member):** That is it.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Just in case there are individuals and there may well be individuals within the organisation who have lost confidence in the organisation to the extent that they do not want to use an internal whistleblowing line, we are in the process of setting up an externally-managed whistleblowing line as well, Jeremy, which will be set up by a third party and which members of police officers and police staff can come into and that will be handled entirely independently from the MPS. But their concerns will obviously be fed back into us.

**Boris Johnson (Mayor of London) (Chair):** Good, thank you. Thank you very much. My own feeling about this side of things is the situation will gradually start to improve as the numbers get better and as confidence generally gets better. Stephen just pointed out to me we have 50% of BME officers in the MET in the whole country so that is credit to the work that is being done. Clearly, there is more to be done at every level and I am very, very encouraged by a lot of the stuff I have heard this morning. Stephen, is there anything you want to say by way of summing up?

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Yes, I think today has reiterated that we start off with the intuitive feeling that there is a moral case for diversity but actually I thought the points that had been raised around the professional case about the ability to gather intelligence, connect with communities police effectively, I think that is a very strong case. I think getting some more underpinning of that point I think is really important because I think that professional case and the issue around competence being at the heart of this and culture competence being important I think needs to be developed.

I think, you know, we continue with a series of actions not one single thing. We announced today, Mayor, you also put the policy of London-only recruitment but it is a series of positive

actions including the fantastic community ambassador scheme which I think really make a difference. We have a resilient city, we need more police officers that come from the city that they police.

**Boris Johnson (Mayor of London) (Chair):** Yes.

**Stephen Greenhalgh (Deputy Mayor for Policing and Crime):** Going back to the Peelian Principles.

**Boris Johnson (Mayor of London) (Chair):** Correct. Thank you very, very much everybody. Thanks all of you for coming and spending so much time with us. Thank you very much.

**Fiona Taylor (Deputy Assistant Commissioner, Metropolitan Police Service):** Thank you.