

Date: Thursday, 20 June 2013

Location: The Chamber, City Hall

Hearing: MOPAC Challenge - Diversity

Start time: 10:00am

Finish time: 11:30am

MOPAC Panel Members:

Stephen Greenhalgh (Deputy Mayor for Policing and Crime)

Jonathan Glanz (MOPAC Non-Executive Adviser)

Jeremy Mayhew (MOPAC Non-Executive Adviser)

Faith Boardman (MOPAC Non-Executive Adviser)

Helen Bailey (MOPAC Chief Operating Officer)

Metropolitan Police Official:

Craig Mackey (Deputy Commissioner)

Robin Wilkinson (Director of HR)

Clare Davies (Deputy Director of HR)

Guests:

Professor Simon Holdaway (Professor Emeritus of Criminology and Sociology, University of Sheffield, Professor of Criminology (Part Time), Nottingham Trent University)

Ray Lewis (Mayoral Senior Adviser on Mentoring)

Stephen Greenhalgh (Chair): Good morning everybody. We are starting just a few minutes late in the anticipation of the arrival of one of our Mayor's Office for Policing and Crime (MOPAC) Advisers, Jeremy Mayhew, who likes to go to the wire in terms of time keeping and at the moment, clearly, is going under the wire, but we will kick off nonetheless because this is an incredibly important topic where we are looking at issues, in this MOPAC Challenge - which I think is the tenth MOPAC Challenge - of how the Metropolitan Police Service can increase the diversity of talent within the Metropolitan Police Service. I think this is probably one of the most important topics where we do not come with a pre-rehearsed script; we really come with a thirst for knowledge and understanding how we can tackle this incredibly important issue.

There is no doubt that public safety is at the root of the wellbeing of all Londoners. I am just going to go through a couple of slides that express this in numbers. London is changing before our very eyes. We see that from the census data. It has increased. The number of non-white British has increased in the last decade substantially. The number has increased from - I cannot read the slide but I can give you the numbers - 60% in 2001 that had declared themselves white British. In 2011 the figures had fallen to 45%. Basically what that is saying is the number of black, Asian and minority ethnic has increased substantially and there has been a big fall in the number of white British. That has happened over the last decade. Non-white British is now a majority, that is 55% of residents, and in 2001 it was 40%.

Next slide. Over the same period we have seen the number of black and minority ethnic officers rise, but only marginally, from about 4% of the work force to around 10%. Clearly that is some way short of the higher 40% figure that we have seen in London to date. Interestingly the diversity amongst Metropolitan Police Service special constables and police community support officers (PCSOs) is greater at 29% and 33% respectively so a greater diversity of those cohorts.

Next slide. This is new data, certainly for me and therefore hopefully for people in this room. It has been presented by Robin [Wilkinson]. It makes the obvious point that we see the vast majority of minorities in the lower ranks, particularly police constables and some sergeants, and then relatively small numbers in the ranks above. So that 10% by rank. You are not seeing a uniform progression certainly in these figures and this shows you the scale of the challenge. This is also something that is a problem that will not be solved overnight, or even a few years, but this is something that we need to start now if we are going to make a real difference.

That, as I understand it, is the problem. There is one other slide that is not here which is, to my knowledge - and Robin can correct me if I am wrong, or the Deputy Commissioner - around 60% of police officers do not live in London. For various reasons. So not only do we not have the representation of the diversity of London in terms of the people who police our streets for the first public service, but the majority of officers - I think it is at or around 60% - do not live in the city that they police. So quite a way to go.

But there is one bit of good news - and this is why we think it is timely to have this challenge. That is that the Metropolitan Police Service, unlike many other forces up and down the country,

despite the fact that we have a tough budget, is going to be recruiting. Importantly, before we look at how the Metropolitan Police Service intends to recruit, it is important to have the scene set for us by Professor Simon Holdaway, who is going to give us a flavour of not just the problem as set but how we can address these issues and how you recommend the Metropolitan Police Service and MOPAC, as the body that oversees the Metropolitan Police Service, to take the right approach to increasing the diversity of talent within the Metropolitan Police Service. Over to you.

Professor Simon Holdaway: Thank you very much for the invitation. I appreciate it greatly. Shall I just say a little bit, first of all, about myself and what I am going to base my talk on today? I was a police officer for 11 years before I became an academic. Because of a lovely police pension I was able to take early retirement and I am now Professor Emeritus of Criminology at the University of Sheffield. I was Dean of The Law School before that. I am a Professor of Criminology now and mentor academics at Nottingham Trent.

My first piece of work on this was a book called Recruiting a Multiracial Police Force. My second book on this was called Resigners?: Experience of Black and Asian Police Officers, which was interviewing resigners from the police. Denise (Denise Milani) in the 1990s was there then. My last book was called Black Police Associations: An Analysis of Race and Ethnicity within Constabularies. So I am putting all those three books and other projects together - and I have researched women in the police and so on - so that is what I am talking about. I am not talking out of thin air.

Now I am aware that I am talking to a meeting that is concerned with governance and accountability, and strategy and policy should therefore be my focus and it will be my focus very precisely on recruitment and retention of black and minority ethnic (BME) officers and staff. I have got four areas of concern that I want to raise. I will smuggle in more but basically I have got four areas of concern and they lead to four questions for you to think about this morning. I hope they test the adequacy of the governance and accountability that is your task as you try to understand policy to move forward and develop this very difficult subject.

Just one further point. I was until recently an Independent Member of Nottinghamshire Police Authority. I chaired for three years Nottinghamshire Police Authority's Performance Committee. I do know that it is very difficult to talk about strategy on public sector committees. It was a real struggle to get people to understand strategy. Councillors talked about their own area, what was of interest to them and the Independent Members really.

Stephen Greenhalgh (Chair): Let us surprise you in our ability to understand strategy.

Professor Simon Holdaway: Now, as we know, from time to time and for various reasons there has been enormous pressure to recruit to constabularies from BME populations. Interestingly the source of pressure has usually been external. It has not come from within the police; it has come from events outside the police which have led to this question. It was most

intense, and most intense for the Metropolitan Police Service, after the publication of the Lawrence report. It is current once again.

I think it is current right now, this week, because Damian Green [Minister of State for Policing and Criminal Justice] mentioned it at the Home Affairs Select Committee. I did not have time to watch that on television but he mentioned it yesterday and he said the most serious problem is in the Metropolitan Police Service. Then he moved on of course. This is what he said, "I think the pressure is now on because an innocent person asked a question of the Chair of ACPO in the Home Affairs Select Committee's recent conference in London about police leadership and the Chair of ACPO said ACPO is unrepresentative of the population of this country and on we went." The other thing was that Peter Fahy, the Chief Constable of Greater Manchester, said something about positive discrimination which got in The Guardian and elsewhere. So everybody, once more, is drawing attention to it.

I hope you have had a copy of a blog entry I wrote about this some weeks ago where I argued that the only approach to this is a long term strategy spanning years into the future. That does not mean, of course, that we do not start doing something now. We, not them the police, all of us start doing something now. But a long term strategy is needed if anything meaningful - everything I know tells me that - to recruit and retain BME officers and staff.

We should not, first of all, get excited about the present - we should not get excited about the present moment on this at all - and a rush to try to sort out BME recruitment and retention by engaging in this and that new project, this or that initiative and this or that short term thinking. That has been the thinking and action for the last 20 years and we are where we are largely because of it I think.

Everything needs to be done within a strategy and a strategy that the Metropolitan Police Service takes forward with commitment. I would say, in the medium term, is five years and the medium term is probably much longer than five years. You just have to live with that I am afraid. There is no other way round it. That means of course we will not take the credit for it, which is fine because, if it is BME people who are the priority, then it does not matter one iota.

My first question is, given that a long term strategic approach for recruitment and retention is required, do you have an adequate strategy and is it realistic? If you think you do how do you know, given these figures, that your strategy is realistic? Do you think you have the same understanding of the strategy as the senior command of the Metropolitan Police Service has of the strategy? In other words written strategy is one thing, strategy and action is often entirely another thing. So have you probed sufficiently to know what is happening to whatever strategy you have, if it is adequate, in practice? That is essential otherwise we are talking about what is written on paper and that does not get us very far. So that is question one.

Let us stand back and --

Stephen Greenhalgh (Chair): I reckon there are about four questions to question one!

Professor Simon Holdaway: Four parts, yes.

Stephen Greenhalgh (Chair): Anyway ...

Professor Simon Holdaway: I hope those are useful questions.

Stephen Greenhalgh (Chair): It is a useful question in four parts!

Professor Simon Holdaway: Let us carry on in that way. I want to stand back just a little bit. There are different understandings of policies for recruitment and retention and people often talk past each other when they talk about this subject. Very crudely one is based on cultural difference and the other is based on race inequalities. If you want to go back to this I last talked about this when I gave verbal evidence to the Race and Faith Inquiry and it is all there so it is all on record this kind of thing. I do not know what has happened to that discussion or that report.

If you say we need to reflect the multi-cultural diversity of London and need to reflect that within the police work force your assumption is that it is possible to categorise people on the basis that they are different from each other because, so you assume, they somehow carry within themselves, they somehow live, within distinct cultures. That is a highly questionable assumption but that is the assumption when people often talk about representing London in the Metropolitan Police Service.

To say publicly that people are actually different from each other is of course to say we therefore need, because you are different from each other, to bring you into the police force. Then these different parts of London's population will be found inside the Metropolitan Police Service.

Now I do not want to dismiss multiculturalism and all that argument. I am not going to do that because I think it is important. But I do not think that view of culture and representing London inside the Metropolitan Police Service gets you very far. It is not productive, not terribly helpful, to try to reflect the population. You end up like the Chief of Metropolitan Toronto Police, the most multi-cultural city in the world, who I interviewed when I did a research about this very subject in Metropolitan Toronto Police. He said to me, "I've just had an influx of Russian immigrants so I've got to recruit some Russians". You end up chasing the demography -- and your second slide, Stephen [Greenhalgh], demonstrated to us that it is really difficult to do that.

I had to do something in Lambeth the other week and I looked on Lambeth Council's website. They claim there are 150 languages spoken in Lambeth. I do not know how many ethnic groups that reflects but, if it does, you will not be able to keep up with that and you will find, anyway,

that people do not call themselves Spanish, Portuguese or whatever it is; they call themselves Londoners who happen to be Portuguese, or Spanish who happen to be Londoners as well. So I think we are missing a trick here.

It seems to me that we should be looking at race equality as the rationale for a policy. That, straightforwardly, is about justice and fairness for all people in London, recognising the inequalities that have led to the under-representation of BME people within the police. So justice and fairness, emphasising that we are all human, sharing the same London, seems to me to be the basis of why you would want just Londoners, and others, to be recruited into the Metropolitan Police Service. You can include culture in that view. You can include religion in that view if you like. But the fundamental criteria are justice and fairness.

Ideas which drop off my tongue there are very difficult to put into practice and they are always provisional but, nevertheless, my second question is are you clear why you want to increase BME representation in the Metropolitan Police Service? If you think you are clear about it what are the consequences for policy and have you thought them through? Are you talking about one thing at one time, representing London, and, secondly, racial equality? These are different things and lead to different policies.

Now the social world is not one of equality, and we know that. There are racialised inequalities that diminish the retention of BME officers. I do not doubt for one second that everybody would agree with that. It is pretty obvious. We therefore need to give special attention to this subject because we know, at the moment, we have not got justice and fairness because of the first slide you put up, Stephen.

So positive and positive discrimination are talked about, and have been in the press recently. Every time somebody mentions positive action the next person talks about positive discrimination and so we go round and round and round. Positive action and positive discrimination are not best thought of, in my view, as wholly separate and distinct ideas leading to different actions. I do not think it is helpful to talk about positive discrimination. I think it is helpful to talk about positive action but I see positive action as being at one end of a continuum with positive discrimination at the other end of the continuum and any actions you take come somewhere on that continuum. It is not either or. So it is perfectly acceptable because you know you have got an under-representation. It is just like putting extra police resources to repeat victims of crime. It is just like putting extra resources because you know some people are more vulnerable to victimisation than others in the population. Here we know that we have got an inequality which we can demonstrate demographically. So you need to work on a continuum between positive action and positive discrimination.

I think this is what is being reflected in Simon Byrne's [Assistant Commissioner, Metropolitan Police Service] recent interview; it is really good to push along that continuum as far as you can go until people say, "Hang on. What's going on". The trouble is you travel one millimetre along it and people say, "That's positive discrimination" when it is not. So the language here is really

difficult. But I think it is much more helpful and not to get worried, “Oh we might be doing positive discrimination” as my lawyer friends used to say. That is not the point. Push it. Push it all the time and be as brave as you can and then see where you get to, rather than saying, “We can’t do that because that’s positive discrimination”. There is not a separate boundary between these things.

I am a wholehearted supporter of very strong positive action based on inequality and putting resources into healing that inequality, just as the police do routinely every day of the week when they task people to do things. No different from that. So it is a distraction to talk about positive discrimination. Apart from that I have never heard a single BME officer -- and I must have interviewed hundreds of them of all ranks - there may be some but I have never met one - who supports positive discrimination.

It is no good pointing to what has happened in the USA - and this often happens and it is a false argument - because if you look at the history of slavery they needed positive discrimination. That is why they needed positive discrimination. But our history is very different here and you need to put this in context.

So very positive action. Do you have policies based on positive action for recruitment and separately for the retention of BME officers? If you do how precisely do they differ from generic recruitment policies, and why? That’s my third question.

Finally, the recruitment, and crucially the retention, of BME officers are related, sometimes complexly, to the routine policing of London and Londoners’ perceptions of their constabulary. There is no doubt, surely, that stop and search had spoiled the picture, to put it very mildly. I have been involved in a number of industrial tribunal cases as a professional witness of Metropolitan police officers who have taken the Commissioner to industrial tribunal. They have all won and been awarded very substantial damages. Those cases have etched themselves into the history of employment in the Metropolitan Police Service. They have damaged recruitment and retention dramatically.

Just to dampen your spirits even further, I just want to emphasise how deeply they are etched. In my recent study of Black Police Associations we asked them about institutional racism. But what we found was what I call in that book an institutional memory of racism that informs present understandings of BME people and officers in London. So when you deal with this subject of recruitment and now, importantly, retention, you have to remember that you are not dealing with the present; you are dealing with the history of policing in London which lives vividly in the present. You cannot just wipe that away. I tested this out talking in groups of BME people and I am getting increasingly interested in the place of memory and history in present understandings. So when you think about your policy you have got to understand however they describe policing and how they understand the perceptions of it you have to incorporate in your response this long history, which is one of overt discrimination of officers inside the Metropolitan Police Service, of an unhappy history of stop and search and of an

under representation. That is the policy situation you are dealing with and it is very difficult to deal with it.

It is partly because, as people will tell you, they say overt racism has gone but now there is covert racism. We found that was a strong finding with the Chairs and Secretaries of Black Police Associations throughout the country. When you ask what is covert discrimination you get it is voice inflection, it is intonation, it is demeanour, it is the way you answer a question. It is extraordinarily difficult to deal with as a policy if you want to relate it to increasing recruitment and retention.

What are the main stumbling blocks of generic policing race relations within London, remembering its history, and how are they related to your strategy for recruitment and retention of BME officers? That is my last question.

Stephen Greenhalgh (Chair): Say that again so I get the question again.

Professor Simon Holdaway: What do you think are the main stumbling blocks of policing London that affect BME recruitment and retention and how do you cope with the history of policing London, which lives vividly in the present, when you come to think about change? That is my last question.

Stephen Greenhalgh (Chair): I have got to say that we are looking for your experience and clearly you thought about this issue far more deeply than probably any other person in the room just by the amount of time you have put in your life into thinking about these questions. I have tried to note all the points that you raised. Unfortunately I was looking for the answers from you but, in all seriousness, what you have helped to do is pose some pointed questions that can help inform a considered approach to this issue that has to work over time in a way that is going to address the very pertinent points that you make.

I would say, as a reaction to the challenge that you put to MOPAC and in particular to the Metropolitan Police Service, I think the brief is trying to do two things at the same time, and this is partly how I would like to hear what people think in response to this. The objective of today is not just about race discrimination within the Metropolitan Police Service; the brief today is to think about how we can increase the diversity of talent within the Metropolitan Police Service on the one hand, because this we believe will benefit policing in London, as well as remove overt/covert discrimination of any kind - race/gender - that is unacceptable in any work place. How we can ensure that that is consigned essentially to history in a very real sense, where it occurs. So we are trying to do two things here.

On the positive side we believe that increasing the diversity of talent is something that will improve policing in London in and of itself and we also want to remove something that we would deem to be unacceptable. So those are the two things that I am looking --

Professor Simon Holdaway: Okay. That is different from the brief I was given but never mind. Okay.

Stephen Greenhalgh (Chair): Okay. It is not wandering from the brief that I have as the person who has been asked by the Mayor to look at it.

Professor Simon Holdaway: No, that is fine. If you want to know what to do I was going to mention Home Office circular 87/1989 which was written on the basis of my research findings for recruitment and retention. 1989. You can read it and you can put it into practice. In other words what to do is straightforward in looking at Home Office circulars and other things.

Stephen Greenhalgh (Chair): Okay. So in some ways this problem has been thought about and there are some clear approaches that you should take, but they have not necessarily been implemented --

Professor Simon Holdaway: That is right.

Stephen Greenhalgh (Chair): -- and the actions have not followed the statement of intent.

Professor Simon Holdaway: And it has been short term project based thinking, as I said, and unless you understand the assumptions you are working on you are not going to get the long term strategy. That is what I am saying.

Stephen Greenhalgh (Chair): Okay. Well we want a strategy that addresses those two things. On the one hand to increase the diversity of talent that goes beyond the narrow issue just addressing the very real concerns around race discrimination but we want to increase the diversity of talent for a London that is changing before our very eyes because we believe that will improve policing.

Can I perhaps just rattle through a couple of slides before hearing from the Metropolitan Police Service. Does anyone want to ask some questions? Jeremy?

Jeremy Mayhew: I apologise, the room number on the briefing was wrong. I was wandering around City Hall. I wanted to press you about your claim that it is not always useful to distinguish, as I understood, between the terms positive action and positive discrimination. I probably see it rather different; positive action is the spectrum and positive discrimination is actually something very precise.

Let me put this to you; that in the context of all the objectives that Stephen just outlined positive actions means going out, attracting, recruiting, making acceptable, all those words applying to, in this case, the Metropolitan Police Service. All those actions, good thing, need to be done more effectively, completely proper, indeed essential.

To my mind positive [discrimination]

is something very specific. It means that at the point of selection you are allowed to choose somebody because they are black rather than white, female rather than male, gay rather than straight, or the other way round. Not only is that illegal but it seems to me that it is quite useful to distinguish between the whole range of things potentially under the umbrella of positive action, which are good and acceptable and legal, and that specific category of things, ie selection on [anything but] merit at the point of recruitment, which is illegal and which one should say one is not in favour of. Why is that not a more useful way of using the two terms?

Professor Simon Holdaway: Because things are much more fuzzy than that when you work in practice. The criterion of racial identity is one that certainly is at the far end of the continuum but what if you put a huge number of resources into a recruitment campaign solely for BME people? Far more than you would put in to generic recruitment campaigns. You are then saying, "There is some special reason for doing this and that is something to do with inequalities".

Jeremy Mayhew: You have a clear objective --

Professor Simon Holdaway: No, no. The objective is -- well you might as well spend the money on anybody but we are saying on BME people. You would do that because of the kind of data that you have got here. That moves towards saying these people need this kind of special resourcing if we are going to deal with it. Otherwise you are moving along the continuum but you are not as far over as saying, "And we're going to recruit them because of their racial identity".

Jeremy Mayhew: I am saying that what is useful to define positive discrimination in that narrow sense because it is that narrow thing that once you have got the candidates and you have got the candidates before you, at that point, having made enormous efforts, if necessary, to widen the pool of applicants, you select on merit.

Professor Simon Holdaway: You have got to get them to apply first.

Jeremy Mayhew: Correct.

Professor Simon Holdaway: Before you get them to apply you push as much as you can along towards that sole criteria.

Jeremy Mayhew: Okay, well then I do not think ...

Professor Simon Holdaway: Positive discrimination is not about recruitment; it is about all sorts of actions. That is why I talk about a continuum.

The other thing is I do not want this to be prohibitive for policy makers and talking about action discrimination and these legal categories is prohibitive. Lawyers tell you what you cannot do. That is not very useful. In this area it has got to be what you can do and risk the boundaries.

Actually that goes back to my work in 1987 where I interviewed Chief Constables around the country. Those who were successful took this view, "It's our responsibility. We will potter away at the boundaries".

Stephen Greenhalgh (Chair): I am going to provide a very brief full stop to this because we need to hear the plans that are in place with your questions ringing in our ears. I take the point around external pressures versus internal pressures, which was your first point. I like the description of the difference between cultural differences versus racial inequality simply because I describe myself as a white other. My grandparents were married in Prague. My grandfather spoke fluent Czech and German. On the other side was a bloke from Lancashire that moved to London because that is where the money was. We all come to London because it is an opportunity for us to get on in life. My mother was a refugee. She found her way to London. We all have experiences that are rooted in the 20th century that brings us to the metropolis. It is hard to think of things along one dimensional lines and I think it is very, very important that you raised that second point and that was well taken. Chasing the demography is a danger. I think that is a good point.

I personally am an advocate of positive action but it is the actions that count, not the words, so we need to think about what those actions are that are really going to make a difference. Today is about trying to unpick those and we are all ears to things that really can make a difference. As someone who loved history and tries to read and tries to learn from history your point about where we have come from and where we are today are well made so it has been very helpful in what you said. I did not want to sound trite in my summary of a lifetime's work but I have listened very intently to what you have said.

I think it is important now to hear the plans that the Metropolitan Police Service has for recruitment. I have just got a couple of slides that I find interesting. They essentially show some trend lines of police officer recruits. They show an increase in black, asian minority ethnic officers but a reduction in female officers in recent years, but in quite a narrow pool. If we go to the next slide there are some turnover numbers here which are slightly rising. Next slide. There is an interesting slide here around resignations and there is one number that perhaps we need to have some commentary on. We noticed that almost one in five of black, asian minority officers are resigning, dismissed essentially, and that is a number that struck me. I do not know the absolute numbers. I have not had the explanation. But it is a question I have. Because you are absolutely right; we need to think not only about recruiting people into the first public service but how do we retain them and how do we see greater representation through the ranks, from sergeant all the way through to inspector, superintendent and on top chief officers. Over to you guys. I am delighted to have both the Deputy Commissioner and Robin and Clare just to take us through the plans around addressing some of these really difficult issues.

Craig Mackey: Thank you, Deputy Mayor. Clare will take you through the presentation that we have done and then go to questions around it which says where we are at the moment and what we think is coming ahead.

Just to build on some of the points where I think we are very strong there is something about long term strategy. I think that is absolutely right. The tendency in the past has been to have initiatives rather than strategies that build over a period of time, so this is very much around looking at where we need to go around a period of time. I think the point made about institutional memory is a very strong one. I think we absolutely acknowledge that in the organisation and we have to be really open about where we have got it wrong in the past to build on how we go forward.

With that as the context over to Clare to take us through what we think we have done and where we are going.

Clare Davies: Thank you. We have heard from Simon and the Deputy Commissioner about sustainability, which is really important for us. Like Craig [Mackey], I agree that this is not something we need to focus on new initiatives, but we have got a unique opportunity, over the next three years, with the massive intake of new constables, to start to change the mix at constable level. This presentation does focus very much on recruitment, particularly at constable level, but we are happy, during the questions, to take a wider view on some of the initiatives that are available, particularly since Tom Winsor's review, around things like direct entry and how that might help us shift some of the mix at different ranks within the force.

Over the next three years we are looking to recruit an additional 5,000 constables. We actually take our officers from a range of places in terms of our special constabulary, so our internal police family, and members of the police staff, particularly our police community support officers. But for the first time in five years the Metropolitan Police Service will be opening its doors to external recruits which does help us achieve a step change in representation from a wide range of different diverse groups.

The reason why it is so time critical - and listening to Simon's point - is in July --

Stephen Greenhalgh (Chair): The first time in five years that you are opening your doors?

Clare Davies: Yes, absolutely. We have drawn our recruits over the last few years from that internal police staff family, who have a very diverse mix, far higher than we have seen internally, and that has worked well for us. But, in July, we open up for the first time. We are aiming, through a campaign in July, to achieve 650 new recruits which, to put it into proportion, means we are looking for 2,500 applicants and then with our yield rate gets us into the 650. That is quite a big percentage of our overall recruits so this is why we need to act now and need to act quickly.

So some of the initiatives you will see, taking Simon's point, are very much focused on the here and now. Others are actually focused on how we achieve sustainability in our recruitment strategy, particularly how we engage with community and grow our talent over a long period of time.

One of the things I would like to do is just step back for a moment and before we start talking about how we can attract more candidates from a wider BME background I actually want to talk about what is happening to the Metropolitan Police Service and the service as a whole, and particularly what that means for our constables. You will know the Metropolitan Police Service is changing. We have got some enormous challenges to make both in our operational capability, our ability to reduce budget and the way that we actually behave internally towards each other and the community. I think that means our police officers and police staff need a different range of skills and capability than they ever have before. We all need to work differently and one of the challenges for us is the constable role is not a one size fits all. Now the way we recruit officers has very much been a that one size fits all. One of our challenges is to reflect and say the constables we need today are not the constables we needed 20 years ago and actually, if you think about different organisations, there are very few that will have one entry level that is all the same. So why therefore are we recruiting to that one size fits all?

What I have done here is I wanted to show you the way we have been recruiting and the way that I would like us to start recruiting. We will be sharing with Management Board colleagues some of these proposals over the next couple of weeks. We started an awareness campaign this week about pre-join learning and this was something the College of Policing and Tom Winsor suggested; that we start to credit while learning through certificates or other skills prior to individuals joining the police service. One of the things we think we should be doing, both to improve the experience of all individuals wanting to join the Metropolitan Police Service, but particularly our BME candidates, is to start to use external providers to deliver some of our recruitment processes for us. There are people far better than us internally at doing some of this and improving, therefore, the attrition rates in some of our applications. We are looking to move that recruitment on line.

We want to make sure we are setting the scene appropriately. Going back to Simon's point, we are dealing with perceptions about what it is like to work in the Metropolitan Police Service.

Stephen Greenhalgh (Chair): Sorry, can I just check. The CKP. Is that a Certificate of Knowledge in Policing? That is what it stands for?

Clare Davies: Sorry, Stephen, yes, absolutely. One of the things we need to do very early on is make sure that all our candidates understand what it looks like to work in the police service. We are not overly strong at that at the moment and what we do find is some very small attrition in constables once they have joined, where the actual offer has not been what they have been expecting, so we need to do more there.

We have basic eligibility screening, which you would expect. That is things like criminal convictions and residency. That will remain. One of the things we do want to start testing is how capable people are at meeting the new Metropolitan Police Service values. That starts to broaden us not just looking at general competencies in terms of things like communication, negotiation and influencing but far broader in terms of how individuals will actually fit in terms of the expectations when they join the Metropolitan Police Service in terms of their values.

We want to use situational judgement testing so we get an early understanding of how recruits may think as a police officer. Also, this is probably one of the more interesting areas, taking Simon's point about what do we mean by the look and feel of London? What does that mean for capability of our work force? We know very much that policing in somewhere like Richmond would be very different to policing somewhere like Newham. What we need to do is get underneath what that actually means in terms of the individuals we are bringing into the organisation. Now that is where this focus on the one size fits all is really, really relevant because I believe, within the bounds of the current legislation, we can build a case to say that our recruits do need to have different skills. A very simple example of that would be a language skill. If we genuinely believe that some communities would benefit from officers that can speak more than one language then this is the way to legitimise that and start to recruit those individuals. Under the current legislative climate it would be positive discrimination for us to set the black candidate over a white candidate who had been waiting longer in our talent pool. So our only means at the moment of prioritising our current pool is really a taxi rank system in effect. We have to find legitimate ways of then being able to select people from that talent pool, and I believe this may well be the answer.

Now we can link this and make this even stronger by getting more focused on the way that we recruit and deploy so my proposal within this is to start to look and say, "How many new recruits are we going to need in Newham over a 12 month period? What does that mean for those skills?" And start recruiting directly into a borough by borough based area so you get a broader perspective on skills. That is not linked necessarily to gender, to race or religion. Very easily we could see people that have grown up and lived in London all their lives that will bring a different perspective to individuals that have never worked or lived in London. So this is far broader.

The rest of the recruitment process is as you can see. I can talk about some of the positive action initiatives we are taking to support this. We require new recruits to fill out an application form and do some competency based questionnaires online. We have a two day assessment process called search and then, lastly, we obviously have the important element of references and vetting.

So we are not just using our recruitment campaign for our 5,000 just to get more individuals through the door and change our workforce mix. We want to strengthen our workforce for the future and make sure that they can meet the demands that we now need in London.

Getting very practical now in terms of how we are addressing the challenge. Some of these you expected to see and some of these will be new. We are running a range of attraction events and campaigns. These are very, very targeted. One of the challenges for us is how well equipped we are to get out into the community and be seen as trusted advisers and have a brand in the Metropolitan Police Service that encourages people from all different communities to want to work for us. This is something we have done well in the past. We are using some of our best officers from a wide range of backgrounds to be on some of these stands and events working with us. This is an area we can do more to to strengthen. We use a wide range of media. We are very up to date in terms of social media interventions that are available out there and we work with a good company that helps us understand which channels will affect certain groups of the population.

If I just move down the left I have talked about intelligent deployment. That is a very grand title for talking about the fact that I want to recruit borough by borough which is a very new approach. That will help us then to pick the talent that we want that will have the greatest impact on policing in that area.

The Certificate of Knowledge in Policing requires individuals to self-fund. That can be anything from £800 to £1,000. We know that that may well impact some of our BME candidates who may come from more socio-deprived communities. We therefore need to make sure that at the very first opportunity we are not pushing people away so one of the things we are doing is we are working at the moment to look at the range of financial support options that we could offer to candidates. That does not necessarily have to target BME candidates; that could target people from all different groups, depending on their financial situation. One of the things we need to do is look broader and work with faith organisations and other community groups that we know will self-fund some of this on behalf of candidates as well. Financial support is key for us in mitigating some of the potential risks around pre-join learning and that being self-funding.

Moving back to the top in the middle there; recruitment ambassadors. It links to my point about how good are we at attracting people in and how varied are our means. I believe that if you look in many organisations they make great use of head hunters. We have nearly 50,000 people, just over, that could be great head hunters for us in the Metropolitan Police Service so I would like to try to position some of our internal staff to recognise their role in helping us do that. But I also believe that we need to get more linked into the community to have people that will voluntarily head hunt and build that confidence for us. We need to be more informed - taking Simon's point - about the barriers and we can spend a lot of time. We have got great networks at the moment, particularly around youth and some of our community networks, but we need to know more and we need to very quickly know more so that we can adapt the recruitment appropriately.

We are putting more positive action initiatives into every step of the process. I believe quite strongly again this is not a one size fits all and we should not make the mistake of thinking that it is just BME candidates that will need a certain element of positive action. We do need to step

this up. What we have now done is work with an external provider to do more of this for us. That is a range of things like the attraction campaigns and meet the Metropolitan Police Service events. Some of it ranges to more personal interventions such as confidence building during the recruitment process. It is simple things like when we run the search for two day assessment process making sure that we are giving candidates from BME backgrounds the opportunity, if they wish, to come along to a development centre and get to understand what is expected of them and develop those skills. Again, it is not a one size fits all. The company we are going to use will have a one to one conversation at the beginning of a recruitment process with a BME candidate to shape an individual plan based on that individual's capabilities and concerns. We will have many, I am sure, that are really confident and will go through that process.

The other thing we are recognising as well is - this is linked to the knowledge in policing - we are very new to this initiative and we are going to sequence the recruitment process differently for white candidates and BME candidates. That is legitimate positive action. This will mean that if we can attract more BME candidates in but, for instance, were not aware they needed the Knowledge in Policing Certificate, the process will allow us more time for them to complete that. Just staging our recruitment process to mean we capture the widest possible audience and do not start saying no to people from the outset is really important.

I have talked already linked to the recruitment ambassadors about our outreach programmes and strengthening those and really changing perceptions. Some of the best people to talk about that are our officers that are from more diverse communities talking on our behalf. We are learning about that even more.

The Knowledge in Policing Certificate. One of the challenges for this -- one of the original intentions around pre-join learning was actually learning in the community with the community. Our challenge is we have got a lot of private sector providers in this place, which is great, but we know our talent will often come from our local community, further education establishments and universities. So we are doing more, right now, to make sure that we can secure more local London based providers for the Knowledge in Policing Certificate. That will help us identify talent coming through. There are some good opportunities for particularly young people to do the certificate at a time when the Government will fund them. We need to exploit those options as well.

I have talked about outsourcing so working with external providers to deliver elements of the recruitment process that we know they can perform better than us. At a time when we are downsizing that is really important for us to make sure that we are putting enough resource into this and using the people that can do it best.

Lastly we are looking broader in terms of our career pathways. It is linked to that recruitment ambassadors and outreach programmes. We know our special constabulary, our PCSOs and our cadets have a far greater mix from a BME perspective. We need to make them confident that becoming a regular constable in the future is a really great career pathway for them. So those

are some of the areas that we really need to strengthen. We need to incentivise our volunteers, our specials, to become regulars. One of my concerns has been that, as we open our doors now externally, the incentivisation in terms of this being the only way into the Metropolitan Police Service we are losing. One of the things we are doing now is we are challenging the requirement for the certificate of Knowledge in Policing so we are recognising that our specials are already highly trained, they will have independent patrol status so we are trusting them to police on a daily basis, therefore can we accredit that knowledge rather than asking them to undertake the certificate. Very basically that means at the very least they are not having to fund £800 to £1,000 in a certificate and they can join us quicker. It is those very practical things that will get that flow of talent moving. Exactly the same for the cadets. Talked about that and getting them on the CKP and then working with them to mentor individuals and assign them to constables already in the service from a BME background that can give them the confidence then to make that step, and exactly the same arguments there for PCSOs.

That was a very, very quick run through of some of the initiatives that we are doing around the constable process.

Stephen Greenhalgh (Chair): I am going to throw a question. I am interested, before signing off - and Clare, thanks for going through that - to hear a closing summary from the Deputy Commissioner and Robin because what we have heard is you need to have a strategy and, if you do not mind me saying so, I think what has been presented is not a strategy; it is a series of initiatives. Do we recognise that you so far do not have a clear strategy of what is going to drive change or do we think we have a strategy at the moment?

Robin Wilkinson: You are right, Stephen, and the point Simon made, that this has to be embedded in a long term vision. There is a very clear belief, with all(?) colleagues I think, shared with yourself I believe, that this is fundamentally important and this is not a short term gimmick or short term initiative. We are in a 90%/10% position; 90% white organisation and 10% from BME communities. We know, for good policing reasons, we want to shift that and it is going to take effort over many, many years. We have got ambitions under this current scheme that Clare talked about to double the proportion of candidates we are bringing into the organisation from diverse backgrounds. We have been at this for many, many years, the Metropolitan Police Service, but we want to double our success rates and we want to do that because we know it is going to take time and effort.

Our strategy is not built on a Human Resources (HR) strategy. I think our strategy is a policing strategy, Stephen, which is that, in order to police this city effectively, we need people and talent from a diverse range of backgrounds to bring the diversity in London to the heart of our organisation so that we can ensure we are understanding it and therefore continuing to police it with consent. So the strategy - and this comes a bit to Simon's point - is not driven from an HR world to ensure we have got a diverse work force; the strategy is we need a diverse work force to police London effectively. That is our underpinning principle of this.

Yes, we have got more work to do on making this sustainable. Yes, we have got more work to do picking up a slide you talked about earlier, Stephen, around ensuring that we have got a diverse group of people in all our specialist squads at the most senior level. There is a whole range of issues. And we have got to ensure that it is a great place for people to work regardless of your background. Yes, we have got to do all of that.

The reason we have focused in the presentation on the steps we are taking now is because this is real and hard and difficult now. As we approach the recruitment of 5,000 new Londoners, we hope, into our police force we want to ensure that we can go far beyond that which we have ever achieved before in our recruitment to get a diverse work force. As I say, 20% is the maximum we have ever achieved in a year for a diverse work force and we want to double that. That is our ambition; 40% of people coming through police recruits to be from a BME community. Double what we have achieved in the past. That is what we are trying to do. That is where our effort is very much focused at the moment but, as I said, built on a policing strategy, Stephen, not a narrow HR one.

Stephen Greenhalgh (Chair): Obviously you are recruiting to the police service so I understand that. I take questions from colleagues. A reflection that I have. Some of the points around capabilities are well taken because, ultimately, you are going to not see a reduction driving standards. You think about the capabilities required to police within a metropolis that is changing.

I have to also say, just as an outsider looking in, that crime is changing, reflecting the way that the city is changing, and the stories we hear now of organised crime, and not always just violent crime, although that is awful, and some very violent crimes that we see but in reducing numbers admittedly, we are seeing very organised crime that is not victimless but very orchestrated, that effectively is not the smash and grab era of cash in transit but essentially defrauding people of money that basically hollows out businesses and we need strategies to be able to deal with the cyber crime and the internet based crime. Your point about not having a one size fits all approach to crime needs to be reflected in the capabilities that you seek.

The one bit of the presentation that struck home to me, listening to this for the first time, just to prove we do not rehearse everything, is the idea that you cannot possibly recruit just for one role within an organisation that has such a broad remit in maintaining public safety in London. I have never seen defined the types of roles. Defining those at a high level would be a useful thing as part of a strategy. Broadly speaking, what are the range of roles that you need? Rather than just making the statement.

I will take some questions from colleagues.

Faith Boardman: I can well understand why you are starting now, because this is a good opportunity, so I am not knocking that, and I can understand that a lot of the things that you have said could help make a difference. But to my experience recruitment actually is more like a

seven year job. It is about how people settle into an organisation, how respected they feel when they have gone through the barrier and got inside the organisation. That is a mixture of practical things including things that can have a continuing positive action theme to them and it is also the bit which Simon brought out which, as a woman, I would empathise with, which is that it is about the unspoken things and the attitudes and the are you welcome at the table sort of feeling which actually is --

Stephen Greenhalgh (Chair): You can see it in many areas.

Faith Boardman: You can see that all over the place. It is not a Metropolitan Police Service specific thing. It is a human thing.

Stephen Greenhalgh (Chair): It is a human thing.

Faith Boardman: If we are to move beyond the tactical approach to the current recruitment we have got to think that through if we want these people that we are helping to come in really make a difference for the longer term. If we are clever we can do that in a way which helps educate and improve the rest of the organisation and this can be a vehicle for getting some of the messages across that need to be gotten. I am getting nods.

Have you got to the stage, or if not when are you going to get to the stage and how can we help, of getting a strategy which is more like than seven year thinking? What are the other bits that you think are really critical to tackle that over, say, the next 12 months?

Robin Wilkinson: Yes, Faith, absolutely agree. As you know we are in the final stages of putting together a three to four year people strategy that has this at its heart. Front and centre. The first priority is to ensure that we both can attract and retain a talented and diverse work force and ensure that we progress a talented and diverse work force through the organisation. Front and centre. I cannot remember if it was Stephen or Simon now. Words are easy. Actions are the difficult bits. Let's not forget we have got 3,000 people who are from BME communities at the moment operating as police officers in the Metropolitan Police Service and many of those are brilliant, doing a great job and loving working for us.

The point that Clare stated, as part of this issue, is about confidence. We have got a lot of advocates from diverse communities who love working for us and we need to bring that front and centre. Yes, there are people who we may not have treated well in the past historically and of course there may be challenges now in the organisation. We have got a lot of people who are doing great jobs working for us and we have got to bring that our more clearly.

The long term seven year strategy -- it is probably longer than that, Faith.

Faith Boardman: It probably is!

Robin Wilkinson: This will be a generational piece of activity. Just to put it into perspective. We want to recruit at least 40% of the 5,000 people from diverse communities and we think that will make us, in three years' time, bring us up to 14%. Stephen, your point earlier when you said it was only 10% at the moment. In three years' time, despite us putting an unbelievable amount of effort, it will still just be 14%. We have got to keep going --

Faith Boardman: It is not just about numbers is it. It is about attitudes and understanding and --

Stephen Greenhalgh (Chair): Actually improving quality.

Faith Boardman: Improving the quality and actually helping every single existing constable --

Stephen Greenhalgh (Chair): This is not just a numbers game. That is right, Robin. That is what you have to embed in the strategy. We need to make sure this is not just a numbers game.

Faith Boardman: It is about also how we do the training and the expectation setting and the promotion setting for non-BME officers in terms of how they approach not just colleagues but also members of the public and what additional support, beyond the technical training, they need in order to be able to walk into a room of strangers from different cultural backgrounds and be able to really communicate and understand those people.

Craig Mackey: It is also important that we do not just see the people strategy in isolation.

Faith Boardman: That is what I am trying to say.

Craig Mackey: I am with you.

Faith Boardman: What we are here for ultimately is policing.

Craig Mackey: You and I had the conversation before. The work around cultural change is a major part of this so the work going on in the organisation about how we behave towards each other, what are our values, is an absolute key part of this. It was touched on in Simon's presentation. It is very strong; this issue between external service delivery and internally how the organisation feels. We get that and part of the work around cultural change is being very clear that there is a direct link with that. You are absolutely right; you have got to see this in the totality and it will be generational to achieve the moves that people hope and genuinely wish we can achieve.

There are other things coming along. When you look at the issue and the challenge around progression I am interested to see how do we deal with things like direct entry. As we move to a direct entry system how can we use that to supplement and support this work. There will be some real opportunities, as we go forward, to do this. Your point is well made. This is not just

about a people strategy or an HR approach; it is about policing London, it is about legitimising of policing in London and it is about the bigger piece of work we are doing.

Jeremy Mayhew: You need to make those links explicit.

Stephen Greenhalgh (Chair): Coming into this meeting the first line of questioning I wanted to probe a little bit is that at the moment you are saying we have a single point of entry but we must not have a single job description for policing London. You are trying to do that. Equally, there is a leadership question here. There might be multiple forms of entry. How do you embrace that? Is the Metropolitan Police Service going to be in the vanguard of embracing direct entry as a strategy --

Craig Mackey: Yes.

Stephen Greenhalgh (Chair): -- or in the rear?

Craig Mackey: No.

Stephen Greenhalgh (Chair): What are the plans and how can we ensure that we improve the diversity of leadership?

Craig Mackey: We have been very clear on the approach on that. We support the direct entry work. The Commissioner's view is we would like to be in the vanguard of that. We see some real opportunities around it and it is now a case of working with colleagues from the Home Office and elsewhere, as this is implemented, with a view to trying to be at the front of the queue.

Stephen Greenhalgh (Chair): What does the front of the queue mean in terms of implementation of direct entry (inaudible) --

Craig Mackey: The timescales of course are at the moment, to some extent, in the will of the Home Office and the work around --

Stephen Greenhalgh (Chair): You are in there more often than me --

Craig Mackey: I would like certainly within 12 months that we have got something ready to --

Stephen Greenhalgh (Chair): Within a year. Okay. If we can write a strategy that outlines to the Home Office what we think we want to have and you start setting the tenor of the debate rather than waiting to be given instructions that has got to be the attitude surely.

Robin Wilkinson: Sorry, Craig It is absolutely. By bringing people in at a more senior level, superintendent level and inspector level, great opportunities to make a quick impact on those

numbers. I do not want to put a dampener on the parade here but it is really, really challenging for us and really difficult to ensure that we get the right outcomes in terms of a diverse group of talented candidates coming through that process. Even more difficult, in my experience, than the work we are doing on police constable (PC) recruitment.

Even though we have not got these systems in place yet because we are waiting for the Home Office we have got to start the work now to ensure that we are starting to prepare communities and people who are currently working in business, leaders in business, leaders in local authority, leaders in social work, youth work and such like, who might want to think of themselves having a role, so that we can start to position themselves. There is no point, Stephen, if I asked you in 12 months' time saying, "Great. We're now going to have some superintendents. Here you go. There's about three weeks for an advert". Communities would not think of us as a leadership choice.

Stephen Greenhalgh (Chair): It is good that we are thinking -- Jonathan, do you want to ask a question? I am very keen we hear from Ray [Lewis].

Jonathan Glanz: I wanted to ask a couple of very quick questions if I may. The first one. Is the CKP a national based qualification or a London based qualification?

Clare Davies: National.

Jonathan Glanz: So people can study outside London with a view to entering into the Metropolitan Police Service?

Craig Mackey: Yes.

Jonathan Glanz: One point which you touched on was the skills in languages. Certainly most of us if we were abroad would expect to be able to interact with police officers on the street in English and assume that they would answer us back in English because that is an experience that you may have had in Europe or beyond. Do you anticipate, as part of the recruitment, an opportunity to ensure that when people, in an international city, interact with the police they will at least be the opportunity for people who have good language skills in those areas and is that part of the recruitment process to ensure that is brought(?), or do you not feel that that is relevant?

Clare Davies: We need to do two things. We need to make sure that all of our recruits can communicate and be very strong in terms of their written and spoken English. The second thing we need to do is to understand that in some communities it would be really valuable to have broader language skills so we need to map those across and say, "What are they?" and then get in and recruit individuals that can do both for those areas.

I think it is broader than just language. It is interesting. We have talked about this cultural awareness and cultural intelligence. There is something else which is more difficult to define but I want to do it which talks about actually do people understand and can they interact? The point Faith made. Can we get into a room with a diverse group of individuals and actually have confidence in how to communicate and work with them? I want to make it broader than something that just is about language skills. It is a really easy one for me to use as an example. It is more complex. Which is why, actually, looking about how we recruit Londoners is also incredibly important. That is what we are looking at.

Yes, we can do the language piece. I want to make it broader in terms of really understanding the different cultures in London too and finding a legitimate way to use that as a recruitment tool.

Faith Boardman: There is a real issue about that ability to go into a room and empathise like that. I have been to Hendon and I have seen several times how they are taught at that sort of stage. A lot of the skills that they are taught are about taking control of a situation. There are very good operational reasons why that is necessary. But that does not actually often lead to very good listening skills. I think we need to review how we are training people and what sort of developmental activity, not just class room activity, we are putting in place. Because there are elements of the training and the discipline that is legitimately needed in policing that actually is counter productive when we come to these sorts of issues.

Robin Wilkinson: Very much, Faith. As you know, we are about to introduce a new model. Neighbourhood policing is about to be reinforced as the heart of what the Metropolitan Police Service is about. The local policing model goes live next week. So all of these new recruits that we are bringing in, their first few years of work will be working in neighbourhoods --

Craig Mackey: Talking to people.

Robin Wilkinson: -- talking to people and engaging with people. We need to see the training broader than the training school. How we are moving initial training is, yes, people have to be technically competent so the CKP will ensure that they understand the law so they know what the framework is. The time we spend in classrooms in Hendon and elsewhere in the Metropolitan Police Service is about ensuring that they are safe and technically understand their powers and their skills and such like. Then the critical next bit is the bit where they are mentored and buddied and are part of a team on borough. We are very clear there is a partnership now through into the neighbourhood policing teams. It is that bit of their development, which is not the structured bit in a classroom, but it will be fundamentally important to them being able to engage effectively with communities. That is the bit we have probably not made enough of in the past.

Stephen Greenhalgh (Chair): Far be it from me to give bits of advice but here goes! I left university. Ringing in my ears my father did give a speech about becoming a doctor and arriving

at medical school and he was the first person in his family to go to university. He arrives in St Thomas' and the Dean gives a speech in a very posh voice saying, "Two thirds of you are the sons of doctors. One third of you are the sons of Thomas' doctors. The other third have something to recommend themselves in some way or other". That was the welcome into medical school. As he was not the son of a doctor he felt a bit out of place. He was not the son of people who had been educated at university. That is the kind of thing that you get potentially within policing if we are not careful, which is we get a self-perpetuating group of people who are the sons and grandsons of police officers. I am not saying that is a universal attribute. Yet the whole environment of policing is changing and the challenges are very great.

I joined an organisation that is a blue chip company that very rarely did the same thing as policing today; that promoted from within. The single most important thing they did was defined what matters in being successful in that business, recommending the sorts of attributes that would drive success to the shareholders, what matters and really putting it down on paper as a set of values. I do not think I have seen, Robin, in the year that I have been Deputy Mayor for Policing and Crime, on a single sheet of paper, the value set of what counts to be an outstanding police officer on the streets of London today in a way that I can understand. If I could see that piece of paper. I could show you the one that informed Procter & Gamble to be a fantastic blue chip company but I think that is very important. What they then did was they recruited against what counts and progression was always assessed and performance management was assessed against what counts. Importantly, it was not just being very good at building a business; it was all those people skills you eluded to were equally important. 50% of the rating was your ability to communicate which involved listening and then communicating. The ability to work across organisational boundaries in a complex organisation. All of those people skills. Leading teams and leadership was a core skill. Analytical thinking. Problem solving. These are the kind of skill sets we need to be very clearly defined for what we want to see in policing.

Anyway, listen, I am very keen that we also understand the leadership conundrum in real terms as part of the strategy, not just the police constable issue. How we improve the attractiveness of policing as a profession to the different communities. Tom Winsor has done some work on this. Other people have done work on this. You have done work on this. Also how we remove discrimination and escape the history of policing in that background. Also the pathways point is well made as well. It all comes down to a very, very clear direction. The reason I have asked Ray [Lewis] along, apart from the fact that Ray and I get on surprisingly with each other, which is always good to --

Ray Lewis: Quite surprising!

Stephen Greenhalgh (Chair): In all these things it really goes back to the last point that actions speak louder than words and so, in my mind, I wanted someone that has made a career in mentoring young people to think about positive actions that can make a difference and that could help inform -- if I was to ask a question what five actions should we be taking to change

the status quo I look around City Hall at who could help perhaps inform some of this thinking and that is why I wanted Ray to come here. You have heard a lot, Ray. What are your thoughts on how we can move this forward in a constructive way?

Ray Lewis: Well I am really quite excited, Deputy Mayor. I think that this is a unique opportunity and I am really pleased to be able to lead a task force on behalf of the Mayor and the Deputy Mayor for Policing in order to advise, support, challenge and complement the work of Clare and her team and others.

As I got up this morning my wife said to me, "So what are you up to today?" which is always a very useful question in our household! I said, "I'm with Stephen this morning at MOPAC looking at recruitment of BMEs into the police force". She said, "Really?" I said, "Yes. Because we are looking for a police force that looks like London." I said to her, "Could you ever have imagined in your wildest dreams that I would be involved in recruiting BMEs into the police force?" She said to me - helpfully I think Stephen - "Ray, you've never appeared in my wildest dreams so we need to start again with that one"!

The dream and the vision to have the police service look like London is laudable. It is absolutely brilliant. I do not want us to become too bogged down, certainly at this juncture, with the detail. It was very helpful to hear Simon - and he has written more books that I have probably read. But to get confused with the argument -- sometimes the problem looks so big finding a solution can seem almost daunting even before you begin the journey.

What I think I am able to bring to the table is three things. First of all my one genius which is to make complex things quite simple and straightforward. Secondly, I think I come from the kind of communities who traditionally have always had a very difficult relationship with the police service and to rise to the challenge of looking at police culture, police structures and inroads into that is something I find really quite exciting. I was with the Commissioner last week. In-between his long stories about Northern Ireland and other things I could see that this was a man really committed to this and alongside the Mayor and Stephen Greenhalgh I really believe that we have, at the highest levels, people who are passionate about seeing a sea change in the organisation and therefore its values and its culture in order that we can recruit and retain. Stephen, recruitment is the easy part. I have no doubt in my mind whatsoever that the numbers and statistics and the kind of people that we are looking for will be easily sourced, sought and supported. The question becomes about retainment, about promotion and retention. All that kind of thing. Much of our conversation among the roles of the task force that I am putting together is to seek ways that we can sustain and maintain those numbers within the service. It is quite disturbing. We do not know the reason. Is it 20%, 25% resign, for whatever reason. That is quite a worry.

One of the things that I am concerned about listening to the conversation today is the perspective we have of the problem and, whilst I do not disagree with very much of it, I like to

take a different view in part. Stephen said, rightly, that we want to increase the diversity of talent and remove discrimination from within the service. Brilliant. Absolutely brilliant.

My concern is where the discrimination lies. Because, Chair, one of our problems is amongst the people of colour, the minority groups themselves, and their own self-perception because coming to the table -- and I come to a table within the Mayor's office where there is only one person that looks like me. Stephen is getting there but he needs a few more holidays and probably a pay rise! I need to do the kind of mental exercise of exorcise in order to stay at that table and make a meaningful contribution. Our officers to the Metropolitan Police Service, and others, need to do exactly the same thing. Some of our challenges, Clare, are for us to look at ways that we can recruit but also do the business of training so that people recognise that whether they are on their own or in a team of hundreds they are valid, valuable and have a unique contribution to make. Often times I think people of colour particularly come to the table feeling that they need to become like the rest of them round there and if they cannot do that they do not feel they have anything to bring. So part of the conversation, the background noise, is to influence the way in which people see themselves, see the service and see their contribution to that.

I realise that life did not start when I got here and so I recognise the role, as Simon talked about, of history. We carry our history in our bodies and in our DNA even. But I do not think that we are going to find our future and our solutions by looking in a rear view mirror all the time. We need to capture and be aware of where we have come from but also looking ahead at where it is we want to be going. With no disrespect to the tremendous work that has gone on. I said life did not start when I got here but I am mindful that we must have a view out as well as glancing back - driving our cars - to make sure that we are conscious of what has gone behind us as we look towards the future.

I am going to do what Stephen has pressed me to do, even from the beginning of his introduction, which was to shut up and leave it open to any questions that you might have.

Stephen Greenhalgh (Chair): I think that is great. You have announced it better than me, Ray, but also with a bit of humour. It is a serious issue and we all recognise that. What I asked from you is this is not a task force that looks at issues that we looked at before. It is a positive action task force essentially to define - I would love at minimum - five positive action programmes that are going to look at this issue from a point of view of recruitment and retention but not just at the issue around police constables but also leadership. If you can define five positive actions that would be a good thing.

Professor Simon Holdaway: I am amazed at this actually. Sorry. But this has been done. You are asking the wrong people to do it. I am sorry. The Metropolitan Black Police Association has done this definitively over many years. Leroy Logan [London Black Police Association], for example, whose retirement do is in a couple of weeks' time. David Michael [National Black Police Association]. Ask them. They have done this. You cannot start again on

this, Stephen, because the black officers in force are going to say, "Here we go again. Another one." I would say that is the last thing you should be doing. The Black Police Association is in the Metropolitan Police Service. They are the experts. They are the ones who know what happens. They understand the culture and they are the ones who must make the difference. Not somebody from outside.

Stephen Greenhalgh (Chair): I think you misunderstand the --

Professor Simon Holdaway: But if the task force is not mainly black police officers I do not see how its credibility --

Stephen Greenhalgh (Chair): It is not excluding black police officers. I am asking Ray to come forward with some recommendations. I have met Leroy frequently. I have quarterly meetings. I am a personal friend of Joy Nicholls(?) who is a trustee of the --

Professor Simon Holdaway: They will tell you won't they.

Stephen Greenhalgh (Chair): They are going to be involved. This is an issue that also requires us to think about the diversity issues in the round about how we meet the challenges for London that takes on board and works together in partnership with the Black Police Association (BPA) but not solely through the BPA. The remit is looking wider than that. It is not excluding the BPA.

Ray Lewis: Simon, I really do take the point. I was speaking last night to Bevan(?). He called me. He said, "Ray, I'm delighted that you will be chairing this task force". I said to him, "Bevan, I don't want to reinvent the wheel. I don't want to go over conversations". Bevan and I have been in conversation about this for years. I said, "Do you see a role - because I am not the patron saint of wasted time - for such a group?" He said, "Absolutely." He was with the new Chair of the BPA. He said, "I really want to work closely with you on this so that we deliver the objectives that the Deputy Mayor and Boris Johnson [Mayor of London] are interested in". But I take your point. I think it is a valid one. Nonetheless, my recent conversations with the BPA, for example, are such that they are really pleased that this is happening and want to be included and involved in this.

Professor Simon Holdaway: Okay. I just think there is an awful lot of learning that is there.

Ray Lewis: Yes.

Stephen Greenhalgh (Chair): You made that point. We are not excluding the BPA. We have very, very good relationships actually with the BPA that have been fostered over just the last year that I have been in public office. We certainly do not want to reinvent the wheel. Anything you have got that is written down that can inform a strategy that will take place and

unravel itself over not two or three years, as you put it, seven, ten years. We want a strong strategic document that encapsulates that thinking.

Jeremy Mayhew: Stephen, I would have thought, out of some of the discussion we have had this morning, there are at least two things that might be brought about by Ray's task force. One is to bring the story together in something which is not a set of individual plans but is strategy. The other is to give it new momentum. So even if quite a lot of it exists already the need to tell the story in a way which is coherent which links back to the policing objectives and gives it new momentum seems to me valuable in its own right.

Stephen Greenhalgh (Chair): The point is taken. The point is, however, to capture and make it simple. Actually that is the first point. It is not to try to get a commission of evidence that does not lead anywhere, it is to define five actions that can support the programme that is going to have to happen now because we are recruiting now. That is why the remit of this is relatively short. We would expect to have a report back in a relatively short period of time. This is not something that would last more than a couple of months and there is no intention of reinventing the wheel or taking a long time over it, but being very clear about those five very clear actions and programmes that will make a difference.

It is not the whole story. I do not think Ray can own the strategy. That is something that is owned by the people that have presented today. But it certainly could inform it with some programmes.

Anyway, Craig?

Craig Mackey: Just a quick one if I may, Chair. We have talked a lot about resignation rates and people have quoted 20%.

Stephen Greenhalgh (Chair): Dismissal was 17% I think on the chart I saw.

Craig Mackey: The resignation rate is 1.2%.

Stephen Greenhalgh (Chair): No, no, no.

Clare Davies: Of that 1.2% 17% were dismissed

Stephen Greenhalgh (Chair): 17% of that 1.2%. Okay. So you have got percentages of percentages, is that what you are saying. Not absolute numbers.

Craig Mackey: Where there has been some real progress, the bit we do not understand, and Denise(?) knows this from some of the work we have done with colleagues elsewhere in the country, is around misconduct and professionalism issues, but the actual resignation rates have

dropped to 1.2%. For white constables it is 1.4%. It might be helpful if we have got some up to date data we can share with colleagues and put into the public domain.

Stephen Greenhalgh (Chair): We need to have the clarity around the figures that are expressed as percentages so we can understand that. That is a helpful explanation.

We have just about hit the one and a half hours so that has been a very difficult problem that has had decades of thought applied to it by Professor Holdaway. Thank you for your contribution. It is good to understand where we are with the plan. We have some work to do, collectively, as MOPAC and the Metropolitan Police Service to have confidence that we have encapsulated that into a strategy that will last beyond the series of initiatives.

We recognise that there can be programmes that will make a difference that the Metropolitan Police Service should apply. That is not a replacement for a strategy but that will make a difference. For instance, you mentioned in your evidence, Simon, the Police Minister. I visited the Stephen Lawrence centre with him and it became quite interesting about how other professions approach the issue around increasing their diversity of talent. One of the leading law firms is going through an interesting programme about how they go and recruit people that are likely to be partners from diverse backgrounds. It may be a programme that may or may not have applicability to the Metropolitan Police Service but I think we can learn from other professions about how they approach increasing the diversity of talent and see whether there is an applicability to that within the Metropolitan Police Service. So that is the kind of area -- I would like a very expansive view of the problem of how you increase talent but also remove discrimination that looks beyond just within the world of policing because other professions are dealing with these issues as well.

Thank you very much indeed for your points. Simon, you wanted to say something?

Professor Simon Holdaway: There is YouTube video on. Gay police officers. Constabularies win prizes for being gay friendly employing organisations. We have this discussion about race and it has gone on for over 20 years. So talk to the Black Gay Police Association. Look at that video which is put out by -- ACC Steph Maldon in Leicestershire is the lead on this. You will see gay police officers saying, "I work in a very friendly place. Come and join if you are gay". They are actually doing that in public. Can you imagine? You have got a lot of learning there, again.

If you want me to give you five things I will write to you with five things. I could have done that this morning if you had of asked me to. But I will write to you with five things because they are all set out in Home Office circulars and other policy documents.

Stephen Greenhalgh (Chair): That should always inform strategy --

Professor Simon Holdaway: But there is no golden bullet, as you know.

Stephen Greenhalgh (Chair): We will try to fire as many sensible bullets as we can. If you have got five things. The task force may be redundant but we will take all submissions. Thank you very much indeed.

Professor Simon Holdaway: Thank you.

Stephen Greenhalgh (Chair): Thank you. Good bye.