



# Influencing and Managing Change

Celebrating Black History Month 2013



## Keith Smith - MetBPA Executive and Treasurer



## Foreword

This publication is an enthusiastic celebration of their many achievements and is a unique tribute to the many BME members who have actively contributed over many years, some of whom are pictured on our pages.

We celebrate Black History Month to remember our history and our culture. We remember the individual achievements of black men and women, our families and our communities. This year, we reflect on our own achievements, as senior BME staff and officers, within the Metropolitan Police Service (MPS).

This publication is an enthusiastic celebration of our many achievements and is a unique tribute to the many BME members who have actively contributed over many years, some of whom are pictured on our pages.

As the MPS goes through significant financial restrictions, its position has become very serious. The single largest impact is likely to be on the loss of police staff posts, and particularly BME staff at the lower end of the ranking structure. The expected reductions are outlined below:

- The number of police staff doing front-line duties would fall by 2,300 by 2015
- The number of non-front-line officers would fall to 7,600, with the total police workforce expected to shrink to 32,400

The MPS recognised that more savings are needed and is committed to making reductions by considering how we do things differently and prioritising our service to communities.

As we go through this period of difficulties, we reflect on the generation that fought and made a difference to our lives, in all forms, from all backgrounds. Our generation and the generation that follows, will use their knowledge and skills to influence changes in society for the better.

We acknowledge the MetBPA for its significant contribution to the modernisation of the MPS as it endeavours to provide an equitable service to the diverse communities of London.

This year the MetBPA made history by selecting Janet Hills as the first female chair of the Association. Janet has settled in the post and is excelling in the delivery of our service. I hope everyone enjoys reading the inspiring stories of personal achievements and of individuals realising their potential, thereby inspiring people to believe that they too can achieve their own potential.

**Keith Smith**  
MetBPA Executive and Treasurer

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## Janet Hills - Chair of the MetBPA



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As we celebrate Black History Month there are two anniversaries that were marked this year that have impacted on the theme of 'Influencing and Managing Change'.

The first was the Steven Lawrence 20th anniversary; the legacy that Doreen and Neville Lawrence have worked so hard for has been influential in shaping our modern day police service.

The second event was the 50th anniversary of the 'I Have a Dream' speech by Dr Martin Luther King Jr at the 'March on Washington' on the 28th August 1963. This speech has inspired generations of black people to reach for the stars and to the realisation that anything is possible, hence why the USA can boast its first ever black President. Dr Kings' speech reflects so much of what still needs to happen today and that equality should not be negotiable.

These two lasting legacies have influenced us and our thinking over many years and will do so for many more. Our destiny is ours to manage and our vision is ours to see that all things are possible.

**Janet Hills**  
Chair of the MetBPA

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## Commissioner, Sir Bernard Hogan-Howe



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I am pleased to once again offer my support to Black History Month; I hope that everyone enjoys the celebrations. This year's title of 'Influencing and Managing Change' is extremely relevant, given the huge changes the Metropolitan Police Service currently faces. The task of finding savings of £500 million, whilst continuing to provide - and improve upon - the service we deliver is a challenge to say the least. However, I am confident that we can achieve this, and in fact, we are already doing so with significant savings being made and our performance improving in key areas.

An important aspect of the continuing development of the organisation is the recruitment of new officers, and we plan to recruit a significant number over the next three years. This presents a real opportunity and will take us to approximately 32,000 officers in 2015/16. I want to attract the very best people to join our service, people with a commitment to public service and with a knowledge and understanding of the uniquely diverse environment of London. The Met has made good progress in diversity over the last ten years, almost doubling BME representation amongst police officers, from just 5.5% in 2003 to 10.6% today. We are committed to doing all within our power to encourage

people from different communities to join and then progress their careers, either through the ranks or into specialist roles.

I want a Met that treats everyone with equal respect, where officers behave with **integrity** and **professionalism**, showing **courage** when they tackle criminals and **compassion** when they support victims. These are the values which our own officers and staff have chosen, and which I fully support. Not only do we need to look like Londoners and reflect the population we serve, but we also need to respect differences and treat people according to their needs. I believe that this will create an even better Met and deliver the best possible service to the communities of London.

**Sir Bernard Hogan-Howe**  
Commissioner



## Stephen Greenhalgh - Deputy Mayor for Policing and Crime



The Met's Volunteer Police Cadet scheme goes from strength to strength, with new supervisors recruited and one in every two cadets now from a black or minority ethnic background. The aim is to have 4,000 teenage police cadets by 2014

In March, the Mayor and I launched the first Police and Crime Plan that sets out our strategy to make London safer whilst cutting crime, cutting costs, and importantly, boosting confidence.

Crime is dropping fast in London and the number of victims of serious youth violence was down by over a quarter last year, meaning over 1,900 fewer victims. But the Plan is clear – cutting crime is not enough, we also have to build confidence.

We want to see confidence increase by 20% and we know that there remains a big gap between white and black Londoners in the trust they have for the police and we must address that. Part of the answer is to make the Met more representative, firstly by encouraging young people from all backgrounds to join the wider policing family and secondly by recruiting more black and asian officers.

The Met's Volunteer Police Cadet scheme goes from strength to strength, with new supervisors recruited and one in every two cadets now from a black or minority ethnic background. The aim is to have 4,000 teenage police cadets by 2014 and we want to encourage as many as possible to go on to join the police as adults. We also launched the first junior cadet branch for 10-13 year olds in Haringey in June. This is a fantastic initiative that gives younger children the chance to become cadets, learn new skills and support their community.

On recruitment, I have worked closely with the MetBPA and in June, I convened a public meeting at City Hall to challenge the Met on the progress they had made on promoting a diversity of talent in their workforce. We agreed that more must be done to encourage black Londoners to join the Met Police, and the Mayor's Advisor, Ray Lewis, is now leading a taskforce to set out some concrete steps for the positive actions we need to take.

The huge opportunity the Met has to recruit many more black Londoners came with the launch of the new recruitment drive in August, targeted at London's BME communities. The Met is offering support to BME applicants and with 5,000 new police posts to fill over the next three years, this is an historic opportunity we have to get right. The priority is to create a police force that is fit for the future and that means one that truly reflects the diverse city it serves.

Policing a diverse city like London has always been a challenge but important progress has been made this year. My thanks go to the many individual MetBPA members in the Met Police who are working hard on the ground to cut crime, boost confidence and serve all Londoners.

**Stephen Greenhalgh**  
Deputy Mayor for Policing and Crime

## Tracy Ampah - Head of the Leadership Academy



When I applied for a job as an admin assistant on the Crime Desk at Kennington Road police station in 1986, nobody - least of all me - could have guessed that over 25 years later, I'd be heading the Met's Leadership Academy. I'd considered joining as an officer but decided I'd be better suited to a support role, and I've never regretted my decision. My career has been a diverse one; I've worked for the Regional Crime Squad, delivered promotion courses for Sergeants and Inspectors, led the Met's 'Gender Strand' and had a secondment to the Prince's Trust supporting disadvantaged young people, amongst other things. But whatever my role, I've always had a clear sense of how I contribute to making the Met the best police service in the world.

My progression has been a little unconventional in that I was promoted twice in my first four years of service, then took another 20 years to do the same again. That was because I'm not driven by money or status, so I've only ever applied for roles where I believed I could make a real difference and if they happened to be at the next level, that was a bonus. Something that's helped my development is proactively exposing myself to different perspectives; for example, being an OSPRE (national police assessment)

assessor and board member for senior officer promotions has given me a much better awareness of the expectations of police leaders. I also believe that personal can be just as influential as positional power, and some of the most rewarding projects I've worked on came about as a result of putting myself forward rather than because of the role I held.

I've seen a huge amount of cultural change during my service and although there's still a way to go, I've tried to shape the Met for the better through my involvement in programmes such as the 'Hydra' immersive learning for critical incidents following the death of Stephen Lawrence and the Total Professionalism strand developing the organisation's values. These are particularly challenging times for the Met and its people but I find that focussing on being part of the solution rather than part of the problem helps me to keep things in perspective. I know from personal experience that some of the messages our leaders have to deliver can be unpopular and I see it as the role of my team to support them in having those difficult conversations. I also believe that we need to develop our culture to be better at rewarding those leaders who clearly demonstrate our values and challenging those that don't.

“ I hope I've been a role model for some by showing that if you work hard and strive to do the right thing, you can be successful in this organisation. ”

I hope I've been a role model for some by showing that if you work hard and strive to do the right thing, you can be successful in this organisation. There are those who think you can only get on at the expense of others but I believe the opposite is true - in my experience, supporting your colleagues to be the best they can be benefits everyone. I've coached and mentored many officers and police staff over the years because I know how important it is to have someone to trust as a sounding board.

If I had to give one piece of advice on how to deal with change personally and professionally, it would be to look to yourself rather than others to have a positive influence on the culture of the organisation in whatever way you can. I'm really proud of what I've achieved in the Met and whatever the future holds, I hope that I continue to make a contribution to its success for a long time to come.

**Tracy Ampah**  
Head of the Leadership Academy

## Commander Neil Basu



Of course there is much more to do, not least to become a 'profession' and one that properly reflects the diversity of modern London. That will take political will and moral courage from all our leaders.

I joined the MPS in November 1992, having waited 18 months during a recruitment freeze and in the year following a very damaging documentary called 'Black & Blue.' This programme seemed to underline many people's thoughts that the police were unreconstructed racists. Friends thought I was mad. I was a graduate who had worked in two major private sector industries; banking and sales, and was taking a huge pay cut. But I was not motivated by profit - I wanted to help people and if it sounds like a cliché it's exactly what has sustained me for the last 20 years. I have never regretted a single day and know now that the vast majority of police officers and staff feel the same way I do.

A few days after I stepped out onto the streets of Battersea for the first time, in April 1993, Stephen Lawrence was murdered in Eltham. I was later, as a young Sergeant from Brixton, to work on the Stephen Lawrence Inquiry team and I watched the moral panic that spread through the organisation and the years of hurt that followed. Yet curiously I know of no other organisation that has done so much; changed so much; and tried so much to overcome its image and develop the idea of diversity.

Of course there is much more to do, not least to become a 'profession' and one that properly reflects the diversity of modern London. That will take political will and moral courage from all our leaders.

Much later in my career I was, for 14 months, the Detective Superintendent in charge of the superb Major Investigation Team that secured the first convictions in Stephen's case. What a privilege, and it seems like the legacy of Lawrence has shone a light on my career ever since. Because of that first posting I was later head hunted to join CIB3 as head of surveillance in 2000; became an Senior Investigation Officer that year and later a Detective Chief Inspector who helped remodel how we dealt with Deaths in Police Custody, advising on the formation of today's IPCC in 2002.

In 2003 I established the third murder squad in Trident and went on, in 2006, to secure the first 40 year sentence without parole, when Joel Smith was convicted of the 2003 murders of Tony and 7 year old Toni-Ann Byfield. From here I went to the Serious & Organised Crime Command; establishing an OCU called SCD7/12 that helped Boroughs deal with gangs, guns and drugs problems they could not service. From here I became Sir Paul Stephenson's staff officer as Deputy Commissioner and later stayed with him for his first 100 days in office as Commissioner.

In 2006 I became borough Commander of Barnet and having been selected for and passed the ACPO Strategic Command Course in 2012, was Commander of South London for a year, before being asked to oversee the MPS Inquiry into corruption

in the media industry and public service, caused by the public outcry that Milly Dowler's phone had been hacked. In addition I have the great privilege to be the Professional lead for Armed Policing in London and the head of SCO19, the Specialist Firearms Command.

The reason I outline these postings is not through ego but to make a point. In every case, the posting was offered by progressive leaders who believed in spotting and nurturing talent. I had no experience for the roles, was always promoted young in service, and I was offered postings that were always at a critical point in MPS history, when these roles were front page news and a major priority. My job was, and still is, to have the confidence to accept the role and then do the very best that I could do to deliver once I was in it.

If I had to sum up the problems of BME staff trying to progress it is, in my experience, a lack of confidence coupled with an absence of a mentor and leaders willing to take a chance on raw, undeveloped talent – that is why we are taking so long to become more representative through the ranks. You have to get yourself noticed and that means delivering in high stress, high profile environments constantly; getting yourself a mentor who cares; and taking the opportunities when they are presented.

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In what is left of my career, I am confident that we will continue to develop into a professional service that is the recognised international expert on evidence based policing; that understands that it is all about serving the public with honesty, bravery and compassion and most importantly fully represents all the people in this most amazing of cities.

**Commander Neil Basu**



## Commander Mak Chishty



I have always been very proud of being a police officer and one of my most memorable times was getting married in full uniform, which is still very special to my family and I.

I was born and grew up in the inner city area of Small Heath in Birmingham.

In 1986, at the age of 19 I joined Warwickshire Police and it immediately dawned on me just how incredibly proud my family and the wider community were that I was wearing the Queen's uniform and serving communities. Although still very new and inexperienced, like every police officer I had instantly become a role model, which is very humbling and a huge privilege. I have always done my best to fulfill that role and not let my family, community or the police service down.

I have always been very proud of being a police officer and one of my most memorable times was getting married in full uniform, which is still very special to my family and I.

During my probation I was given the opportunity to work in a detective role on a serious incident. I must have impressed someone because even with less than two-years' service I was selected to become a Detective Constable. My progression through the ranks thereafter was always in detective roles, from Constable through Sergeant and Inspector, to Chief Inspector as Head of Major Crime, then Superintendent as Head of Intelligence and Scientific Support.

In 2003 I was appointed Borough Commander for Rugby in Warwickshire at a time when crime was rising, communities were scared, connections between public service agencies were not effective and local media were becoming openly hostile to the police. There was a real risk that community consent for policing would break and it was my responsibility to turn the situation against the criminals and return ownership to communities.

My approach was to return to the principles of local policing and I worked directly with communities to create a new structure to empower local people to take ownership of local crime and disorder issues. I learned that, since all incidents occur in local neighbourhoods, the only people who can really deal with local issues are local neighbourhood officers working closely with local communities. As the lead for the Neighbourhoods within the Local Policing Model, I am passionate about the importance of neighbourhood officers and staff and local ownership of neighbourhoods. This is something my officers and I always continue to learn about and develop.

I have had some fantastic opportunities to influence change in the service; I set up the Warwickshire Black Police Association in 1999, which I chaired until my move to the

MPS. I developed a recruitment, retention and progression programme to make a real effort to understand and address the lack of full BME representation within the police service and one of the things that I am most proud of was setting up the Natural Born Leaders (NBL) programme. I set this up in 2007 to provide an opportunity for young people from hard to reach communities with the core aim to empower young people to recognise their own abilities and worth. Over 500 young people have graduated through this programme and we regularly receive updates on how they are doing in life.

During my career I attained a LLB (Hons) Law Degree, a post graduate diploma in Forensic Human Identification and I was awarded the Queens Police Medal (QPM) in the New Years Honours 2009.

My dream was always to work as a police officer in London, one of the world's greatest cities, and I believe, by far the most diverse. It was with immense pride and excitement that I took up my role as Commander in 2011. I could not wish for a more challenging, diverse and rich environment. In my very first week London experienced the riots in Tottenham, televised around the globe, and I spent my first year in London working with communities to rebuild relationships and

regain safe and strong neighbourhoods. I am very proud to be the chair of the London Muslim Community Forum, who are creating a pioneering strategy to tackle extremism by empowering local Muslim communities to take greater ownership and control.

I am also the national lead for Honour Based Violence, Forced Marriage and Female Genital Mutilation. My work in these areas is on a number of levels; it addresses the immediate risks to vulnerable people and goes on to challenge mindsets to develop a new culture in which forced marriage becomes unacceptable, not just in Britain but across the world. It is my vision that, over the next decade, honour will no longer be associated with violence.

**Commander Mak Chishty**

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## Patricia Gallan QPM - Deputy Assistant Commissioner, MPS



My message to you is come and join a fantastic organisation and you too can have a rewarding career in policing

I joined the Metropolitan Police Service as a graduate entrant in 1987 after four enjoyable years at university studying in Scotland and the United States. Beginning at Stoke Newington, North East London, policing and the policing culture were different from anything I had experienced before. The variety of work was diverse and interesting and at that time policing was significantly more male and white and was not always as professional as I had envisaged it would be.

Through the years I have witnessed the Metropolitan Police embrace diversity and we have developed over 25 years into a policing service that all of London can be really proud of.

The Macpherson Report undoubtedly had a seminal and positive impact on policing. We are a far better, responsive and caring police service as a consequence of the sad death of Stephen Lawrence. Of course that was a challenge for us all in the Met at the time, but we are an organisation that learns and develops and that is what we did then and what we continue to do now. Yes, of course we do on occasions make mistakes, but as an organisation we are far more willing to recognise this now than perhaps we were in the past.

The scale of change in policing over the last 25 years has been considerable and that change should not be underestimated. I am immensely proud of the journey that

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the MPS and indeed I have been on during that time. Of course we have not reached our destination, change is ongoing. We do need to reflect more the society we police and I believe that this is critical to public confidence and policing. However, as I look back over 25 years in policing, I have had some wonderful mentors who have been, for the most part, white men that have both encouraged and supported me. In the future I hope that there will be more women and people of colour who can be mentors for those that are now joining.

I have worked in a variety of detective roles that have been challenging and interesting and this has given me an immensely fulfilling and rewarding career. Finally and most importantly, having worked in the Met, the National Crime Squad and Merseyside Police, I have found it immensely satisfying and a privilege to be a public servant working in our communities.

My message to you is come and join a fantastic organisation and you too can have a rewarding career in policing.

**Patricia Gallan QPM**  
Deputy Assistant Commissioner - MPS

## Shaun Kennedy - Strategic Manager, HR Directorate



The past 14 years have been tremendously rewarding and I have been privileged to work in the best police service in the world and with colleagues that demonstrate the very best of professional standards, at all levels, and from every background.

I was invited to join the MPS in 1999, to lead the development and delivery of a diversity training strategy in response to the training recommendations of the Stephen Lawrence Inquiry. Prior to joining the MPS, I served as an Army Officer and had worked in senior roles in the Commission for Racial Equality and local government. The challenges for the police service at the time of the publication of the Stephen Lawrence Inquiry were not insignificant. In particular, the description of the service as 'institutionally racist' was not universally accepted and seeking to address this issue within the context of a training programme, initially delivered to front line officers, was not always popular with participants. For the first 4 years of my career I was based at Hendon Training School as Head of Diversity Training and the initial challenge involved recruiting a cadre of police officers and police staff trainers with the right skill set and experience to confidently facilitate programme delivery. In addition I was keen to recruit a network of external associate trainers from a range of BME groups which would bring into the programme a unique community perspective. In 2001, 32 police trainers and more than 60 associate trainers were recruited to support the programme's delivery. The programme itself, delivered over a 2 day period, sought to provide participants with knowledge and awareness of discrimination and to engage them to confront their attitudes and behaviours. By the end of 2002, the programme had been delivered to more than 34,000 police officers and

police staff in operational roles. Whilst, in my view, the delivery of the programme represented a considerable achievement, its impact on the attitudes of officers and staff and on the culture of the organisation is less easy to assess. I have often felt that training alone can never fully address issues as complex and deeply embedded as institutional racism unless there is a more holistic sustained approach and as at that time the programme was not part of a comprehensive diversity and equality strategy, this represented a considerable barrier to success. Nevertheless, whilst acknowledging that at times those delivering the programme encountered challenges from participants, a significant majority of officers and staff engaged with the programme positively. This was borne out by the results of the programme evaluation conducted in 2003 which showed that 2/3rds of participants felt it had increased their knowledge and understanding of the issues, and almost half felt that the programme had positively impacted on their attitudes and behaviours.

In 2003, with this phase of the diversity training strategy complete, the programme was expanded to include a focus on enhancing trainer standards and on improving the diversity and equality content of the core curriculum (including the Recruit Foundation Course, Detective Training and training for Sergeants and Inspectors). I was privileged to lead this work as part of the senior command team within the newly created Diversity and Citizen Focus

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Directorate and from 2003 to 2008, my team continued to have a key role in improving diversity and equality training standards within the organisation and nationally through the development of the Police Race and Diversity Learning Programme.

In 2008, following an internal restructuring exercise, I was transferred with my team to the Human Resources Directorate to help enhance the diversity training capability of the directorate at that time. From 2009 to the present day, I have continued to work in Human Resources (HR), as a Senior Strategic Manager with responsibility for HR Organisational Development (OD). This has been an immensely rewarding and at times challenging role which coincided with the first phases of police staff Early Departure in 2010. A key focus of the HR OD teams work has been to ensure that corporate and local change activity is managed consistently to the required standard and that staff impacted by change are treated fairly and consistently. The team has been instrumental in the development of the organisational change standards and has led the development of a wide range of initiatives including the MPS Workforce and Working Culture Action Plan, positive action to support the retention and progression of staff with a

protected characteristic, our performance frameworks, exit survey processes and putting in place support for those leaving the MPS as a result of Early Departure.

Throughout my time in HR I have continued to retain a strong commitment to supporting equality and diversity issues and to helping to improve the internal culture of the organisation. Since joining the MPS in 1998, I feel that the culture of the MPS has improved significantly, although there are challenges that remain. Whilst there has been tangible progress in the recruitment of BME officers and staff over the past 10 years, BME representation at the more senior levels remains low with only 6 BME officers at Chief Superintendent and above and 14 BME police staff at Band A and above currently in the organisation. I am confident however, that given the organisation's commitment to the progression and retention of BME officers and staff, HR led work to recruit more BME officers into the MPS, and work led by the Commissioner and management board to improve the internal culture of the organisation, progress will be made.

Over the next 12 months the MPS will continue to face considerable challenges to address its funding cuts. Inevitably, this will lead to more police staff reductions and

whilst at the time of writing this account of my experiences, I do not know what my future role in the organisation will be, I hope to be able to continue to contribute in some way. The past 14 years have been tremendously rewarding and I have been privileged to work in the best police service in the world and with colleagues that demonstrate the very best of professional standards, at all levels, and from every background.

**Shaun Kennedy**  
Strategic Manager, HR Directorate

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## Commander Alison Newcomb



I get a lot of satisfaction out of seeing others grow and develop. Sometimes it is about helping with the practical bits like giving advice for applications and interviews, but more importantly its about also helping people to realise their potential through setting challenging objectives and working out a plan to achieve them.

I have served in the police for 26 years, but I transferred into the Met last year as a Commander. I have wanted to work in London for many years, so to be given the opportunity to do so as a chief officer feels like a real privilege.

My career began in Cambridgeshire, which is where I was born to West Indian parents. I am the youngest of five children and, as my father died when I was a baby, we were raised by my mum. With five small mouths to feed on a very small income, she could easily have given up, but instead she strived to make sure we had a decent education and secured good jobs. Mum taught us so much as we were growing up. Her overarching message was that we should have a strong work ethic and be 'the best we could be' in whatever we chose to do. All of this was built on the foundation of Christian values. She also taught us that, 'what goes around comes around.' This was her way of saying that if you are good to other people then good things will come back your way. These lessons have served me well and are the things that I have carried with me throughout my service and throughout life generally. Mum really is a matriarch in the true sense of the word and having her as a role model has really helped me in my career, particularly when things have been tough.

I joined the police in the late eighties and was accepted onto CID soon after my probation ended. I loved being a detective

and learnt a great deal, even if it was a bit like 'Life On Mars' some of the time! Working in an environment where being a black female was challenging for some colleagues, just because it was unusual, helped develop my sense of being a role model. Even at that early stage I felt that others were watching me, (not necessarily in a negative way) to see how I conducted myself. Being conscious of this and what I represented for black people, helped to shape me as an officer.

Since then, I have been promoted a number of times and I have had some huge opportunities to develop my skills as a leader, both professionally and operationally. I have worked in training, covert policing, been a Senior Investigating Officer (SIO) and a public order and Firearms Commander as well as a BCU Commander. I have been fortunate in that wherever I have worked I have always felt supported and been encouraged by colleagues. Since I joined the Met, I can't tell you how many black officers and staff have gone out of their way to congratulate me or to just say 'hello' - its been really overwhelming!

Since December 2012, I have been the Area Commander for Westminster. All Area Commanders in Territorial Policing have lead responsibilities in addition to managing the performance and operational delivery of the area. My main portfolios are Emergency Response and Patrol, Counter Terrorism, Missing Persons and

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Integrated Offender Management (IOM). The type of decisions I am responsible for relate to performance improvement in crime reduction and detection, satisfaction and confidence; reducing risk and harm to communities through critical incident management and bringing about policy changes. It is really important that everything I do has a positive operational impact by either making it easier for officers and staff to do their job and/or by ensuring there is benefit for the community. For example, through my IOM work I am in the process of developing with partners a new process which will identify the cohort of offenders that are most at risk of re-offending or causing harm to communities across London. This process will inform the way London agencies manage these offenders out of crime, and for those that won't stop committing crime, that there is robust enforcement activity that will disrupt their activity. Success looks like less victims of crime across a range of offence types.

Throughout my service, I have always tried to support colleagues, particularly female and black colleagues through mentoring and coaching. I get a lot of satisfaction out of seeing others grow and develop. Sometimes it is about helping with the practical bits like giving advice for applications and interviews, but more importantly it's about also helping people to realise their potential through setting challenging objectives and working out a plan to achieve them. Black officers and staff need to support each other in order to 'get on' and achieve their goals. Always remember that, 'what goes around, comes around'.

**Alison Newcomb**  
TP ACPO - Commander Westminster

“ Black officers and staff need to support each other in order to 'get on' and achieve their goals. Always remember that, 'what goes around.' ”

## Keith Smith - Head of ANPR Services



The Association agreed that our strategy would have two main strands, in that we wish (i) to provide support to black colleagues and to work more closely with the MPS, in general and (ii) to work to bring about change when policies or practices are discriminatory.

I spent my early working years in the electronics industry working for British Relay and Radio Corporation of America, to name a few. I applied for a post with the Metropolitan Police, Chief Engineer's Department, in the summer of 1982. I was interviewed and offered the post of radio technician working within Special Events. After six weeks of deliberation I accepted the post although it meant a significant reduction in my annual salary by joining the police service.

Luckily, I was not motivated by the money but I wanted a change in career which would last me possibly until my retirement. I never regretted the decision to join the Metropolitan Police Service (MPS) and I have personally encouraged many BME colleagues to join the service.

I applied for promotions during 1984, 1986 and 1989 and was successfully promoted on each occasion, leading to the rank of Grade 9 (HCEO) in 1989 to head the Security CCTV group which had the responsibility for the security of the MPS accommodation across London.

In 1993, I was one of a small number (16) of black police staff and officers who met to consider the setting up of a support network. Those present had a wide range of views and experiences within the Service, which would need to be reconciled. However, there was an early agreement that there were issues which needed to be tackled and that we could do

so most effectively as a formally structured group. This was the beginning of the formation of the Black Police Association (BPA).

These early meetings and lengthy discussions were particularly important because they helped us to develop a shared understanding of the issues to be tackled and how best to do so. As a result of these discussions we set ourselves the primary aim: "To improve the working environment of Black Personnel within the MPS with a view to enhancing the quality of service to the public".

The Association agreed that our strategy would have two main strands, in that we wish (i) to provide support to black colleagues and to work more closely with the MPS, in general, and (ii) to work to bring about change when policies or practices are discriminatory.

On April 22nd 1993, Stephen Lawrence, a young Black British man from Eltham, South East London, was murdered in a racist attack while waiting for a bus. A memorial plaque was installed at the spot where Stephen was murdered.

Vandals later daubed the memorial plaque to Stephen Lawrence with white paint during the night - but escaped unseen because a police surveillance camera had no film in it.

I was immediately tasked to urgently install real CCTV to provide a view of the plaque in Well Hall Road to enable police to identify suspects damaging the plaque. Within 7 days the cameras were installed and operational due to the hard work of our suppliers and contractors. The installation was record breaking in terms of the implementation timescale; the cameras still remain operational today.

In September 1994, in a packed briefing room at New Scotland Yard, I attended the launch of the Black Police Association (BPA) which was finally realised. The launch attracted considerable media and public interest. The BPA had been described as divisive, which was really untrue, but I hope that after nearly 20 years the MetBPA has proved that its formation was not about division. We are black members of staff who are professional in our approach to our work and who wish to contribute more to the MPS in those areas where we feel that there is a need for real change and improvement.

In October 1995, I was promoted to the role of Senior Engineer (SCEO) within the Operational Technical support Unit (OTSU) with responsibility for the Operational Support unit, which provided CCTV coverage for public order events across London. This promotion was exceedingly timely, for during the summer of 1996 the European Championship was being held in London and I was briefed to provide CCTV support to the event. The slogan for Euro '96 was "when football comes home" and, for one glorious month, it felt like it actually had. England failed to triumph on their own turf but that did not stop the tournament from being a magical experience for their players and fans.

On the 9th February 1996, the Provisional Irish Republican Army (IRA) detonated a truck bomb in South Quay (Canary Wharf) one of London's two main financial districts. The bombing brought an end to the IRA's seventeen month ceasefire. Although the IRA had sent warnings 90 minutes beforehand, two people were killed and the bomb caused significant damage. I was tasked to attend the office of the Assistant Commissioner of Specialist Operations (AC David Veness) on the morning of the 10th February to review the MPS technical capability to initially secure South Quay and then to work with the local authority and Canary Wharf senior executive to deploy CCTV and develop ANPR capability for future deployments within Docklands.

The CCTV installation occurred fairly quickly but the ANPR development and deployment was not completed until early 1999. AC Veness and all concerned with the security project were so pleased with the result obtained that I was awarded the Assistant Commissioner's commendation for the excellent and timely work delivered and its timely impact on the security of London.

In 2002, the OTSU was split into two sections; Overt and Covert Technical Support. I was successfully promoted to Grade 7 to head the Overt side of the OTSU. The new setup consisted of the Electronic Forensic Laboratories, the Electronic Security Branch and the Operational Support unit with a total staffing compliment of 163 technical and administrative staff.

On the 7th July 2005, four suicide bombers struck in Central London killing 52 people and injuring more than 770. The co-ordinated attacks hit the transport system as the morning rush hour drew to a close.

Three bombs went off at around 08:50hrs on underground trains just outside Liverpool Street and Edgware Road stations and on another train travelling between King's Cross and Russell Square. The final explosion was around an hour later on a double-decker bus in Tavistock Square, not far from King's Cross.

At the time of the bombing I was in Edinburgh House on a training course. I was immediately requested to attend the Special Operations room in the role of Technical Liaison initially co-ordinating the support teams through gold. It was a really frightening time for all of us and for the people of London.

The special SIM cards issued to key stake holders, like myself, to provide priority across the network did not work. The whole network was jammed solid. My tour of duty began at 09:30hrs and lasted until about 23:00hrs that night but I felt really positive that I had contributed something to that day.

In October 2008, due to my knowledge and experience in the electronic security industry, I was transferred to the Olympic ICT team to take responsibility for the ICT security for the London 2012 Olympics. I was in a privileged position to deliver the ICT security for the London 2012 Olympics leading on the following work strands:

- Closed Circuit Television,
- Automatic Number Plate Recognition Systems,
- Geographic Information Systems,
- Control Rooms (Hendon & Lambeth) and Forwards Control Posts and Covert Assets.

The Olympic programme was time critical. The teams' responsibility was to provide ICT technology across all venues which managed the fast time operational threats of terrorism, organised crimes and significant crowd control at all venues. It was a really demanding time for the team, yet they succeeded on all tasks within the given timeframe. The London 2012 Olympics was declared as a spectacular success. The team and I were individually commended by AC Allison for our contributions to the success of the event.

In October 2012, I was appointed as the Head of ANPR Services with the Metropolitan Police managing the technology from procurement to implementation and support.

ANPR technology has huge potential for the Police in terms of intelligence gathering, surveillance, security and law enforcement. I have been involved with the technology since 1999, so going back into ANPR was like returning home after a holiday.

Finally, as I approach 31 years in service, I hope those of you reading my story may be inspired by it and rise to become someone like myself, who can serve as an example, whose behaviour is emulated by other people and consistently leads by example. Many of us have leadership roles, even though we see ourselves as specialists or professionals.

**Keith Smith**  
Head of ANPR Services

## Superintendent Gideon Springer



I have been public order trained in each of these ranks and had the opportunity to promote equality and diversity within this area. In 1998, in the midst of the Macpherson enquiry, I was selected to lead a project reviewing the way the MPS dealt with hate crime and domestic violence

I joined the MPS in January 1988. My first posting was to Tottenham Division where I spent 5 years working in a variety of roles including response, crime squad, burglary squad and street duties tutor. Whilst at Tottenham I was successful in my application to the then High Potential Development Scheme (HPDS). After passing the Sergeant's exams, I was promoted to Sergeant in June 1994 and started on the personal development programme run at Bramshill. This was a 8 week residential course which helped me start to develop as a future leader of the MPS. Following this, I was posted to Golders Green where I led a small sector team and also performed the custody officer role. Being on the HPDS scheme afforded me a number of development opportunities so I was seconded to the then 'Area Major Incident Team', where I was involved in a number of murder investigations. This was a great opportunity to develop my skills and also provide some direction and insight for others working on investigations which involved some members of the BME community.

I spent a year in this role before returning to Golders Green to run the Burglary investigation unit leading a small team to ensure victims of Burglary were provided with a quality service. I passed the Inspector exam that year and in 1996 I was promoted to Inspector and moved on promotion to Kentish Town Division, another challenging inner city diverse Borough. This was my first real

opportunity to lead and influence a team to deliver quality policing to a very diverse community. I have always prided myself in setting high standards for my teams, with an expectation that they deliver a fair service to all. Much of my time was spent influencing officers to improve the quality of service and to reduce discrimination in the quality of service that they delivered. I have been public order trained in each of these ranks and had the opportunity to promote equality and diversity within this area. In 1998, in the midst of the Macpherson Inquiry, I was selected to lead a project reviewing the way the MPS dealt with hate crime and domestic violence.

The work I undertook within CO20 led to the implementation of Community Safety Units across the MPS and embedded good practice form across London into the working practices of these units, putting victims first. In 2000 I returned to operational policing in Islington Borough and managed various teams. My experience and learning helped me to gain selection for the rank of Chief Inspector (CI) whilst at Islington but I was not posted that year, so I applied for a post as the staff officer to the Area Commander. This strategic posting provided me with the opportunity to look at wider strategic issues impacting on the whole of the North West Area and I was able to provide operational advice and guidance to a number of policy areas. In 2002 I was promoted to CI and my first post was as the Operations manager within the



Secondments Branch of the MPS. At that time the MPS were undergoing a restructure, losing responsibility for all areas outside of the M25, however the officers posted to these areas were then seconded to the relevant forces. This swelled the number of staff I was managing to around 4 thousand officers, quite a challenging but satisfying role. I have also had a number of short postings in other non operational business areas such as the Human Resources and Policy department. Between 2005 and 2007 I was seconded to ACPO (TAM), where I was part of a small national team that developed and implemented an enhanced Counter Terrorism capacity in the ACPO Regions outside of the MPS. This was in support of the Governments 'Four Ps' strategy. Here, I was able to shape and develop the country's policing capacity in this key area of national security. However whilst undertaking this role I had twice applied for promotion and been unsuccessful, so I decided to return to the MPS in 2008 where I took up a role as partnership CI in Westminster.

Recognising the lack of diversity within the Public Order Cadre, the MPS ran a BME and female only selection process. I was selected as a Cadre officer and was able to perform command roles within the public order arena. As I had always been public order trained, I relished this role. I applied for promotion and was unsuccessful for the fourth time so after much thought I made the decision to apply for promotion

to another force. I was disappointed but motivated to continue to strive for promotion. I was successful and in 2009 I transferred to Northamptonshire Police on promotion to Superintendent where I undertook a number of operational roles. This was a challenging and exciting time which provided me with a renewed sense of purpose and motivation. I returned to the MPS in December 2011 and was posted to Brent Borough. I undertook a six month secondment to the 'Met Change' Team leading on the development of the BCU concept before returning to the Operational Superintendent role at Brent where I am currently.

I remain part of the Public Order Cadre and am part of the Command team for Wembley Stadium.

**Superintendent Gideon Springer**

“ Much of my time was spent influencing officers to improve the quality of service and to reduce discrimination in the quality of service that they delivered. I have been public order trained in each of these ranks and had the opportunity to promote equality and diversity within this area.”

**Chief Superintendent Sultan Taylor**



Throughout my career I have faced numerous challenges and barriers to promotion. I quickly learnt that you have to be extra resilient, stick to your core values and work that extra bit to overcome these barriers.

I joined in 1983 (post Scarman Inquiry). Many friends and family tried to put me off joining the Metropolitan Police, however having assessed the job and future opportunities I took the decision to join.

The main reasons were I loved participating in sport (the job encouraged this), it appeared to me that the promotion prospects were good and fair and lastly, I enjoyed working with people and believed I could make a difference.

I was posted to Finchley where I was surprised by Margaret Thatcher who made a personal visit to the station and welcomed me. I thoroughly enjoyed my first few years at Finchley and Golders Green where I was lucky enough to become a home beat officer. I reflect back and this was a thoroughly enjoyable role. I quickly moved on to Kentish Town as a Sergeant and learnt the art of supervision and the custody officer role.

In 1991 I joined Wembley as an Inspector, I thoroughly enjoyed a variety of posts, response team, Chalk Hill Sector Inspector and acting Chief Inspector for Criminal Justice and Operations. This posting enabled me to police Wembley and I was also fortunate enough to play football on the hallowed turf. In 1994 I level transferred across to the CID as a Detective Inspector and in 1996 became the DCI for Barnet and Hertsmere. I was very pleased to join the CID which gave me a great insight into another important function of Policing. In 2000 I was seconded to the MPA

transition team and supported the development of the first Metropolitan Police Authority.

In 2001, I joined Enfield Borough as the Superintendent OPS. In 2005 I proudly took over my first command post at Havering as the Borough Commander, which I thoroughly enjoyed. I made a real change to the policing style bringing toe police and the community closer together.

In 2007 I became the Borough Commander for Ealing. I enjoyed the complete change in demography and again I believe I brought a new approach bringing the police and community together.

Throughout my career I have faced numerous challenges and barriers to promotion. I quickly learnt that you have to be extra resilient, stick to your core values and work that extra bit to overcome these barriers.

I have faced overt and hidden racism both from the public and sadly to say internally. The MPS has moved on since I joined and there is far more support from the organisation.

In 1988 the ACTP at the time was concerned why BME officers were leaving the organisation at four times the rate of white officers. He therefore sent all BME officers and a control group of white officers to Bristol to find out more about the barriers.

Continued overleaf

At the seminar I volunteered to write up the report. I have to say I was very sad to see the range of barriers our staff had to face, from name calling to overt racism. The report was used by the MPS to develop initiatives to improve the working practices. A real positive outcome of the seminars was when I and seven other participants decided to meet informally. This was the birth of the Black Police association (BPA), that was set up to support BME members of staff, change the organisation and improve police community relations.

I was an active member in the early years and gave support, advice and guidance to several members of staff. I am convinced that the BPA has significantly contributed to cultural change and driven the organisation forward.

I also developed an active career development programme and have personally mentored many staff over the last 20 years.

I have given evidence at several Inquiries to ensure that the change continues and that this influences the Home Office and ACPO to ensure that the issues faced by BME are actively pursued.

Throughout my career I have tried to positively change the culture by consistently challenging areas, and positively promoting good work in this area.

I have worked with a number of key stakeholders at the Home Office and ACPO to ensure that the issues remain a high priority for the MPS

As I now approach 30 years service, I look around the organisation and proudly see many people I have mentored and supported to achieve their goals. I have always supported BME officers and will continue to offer advice and guidance.

My vision for the future is a police service that really reflects our community that provides fair opportunities and that externally enhances the cornerstone of British policing; that is confidence and policing by consent.

I have seen the MPS move forward, but there still remains a lot more to do. I want to look around at management board, to all levels within the organisation and see BME staff at all levels.

My Parting message :- The MPS is a great organisation to work for, our BME staff need to be fully valued, nurtured and developed to ensure that all achieve their potential, driving forward the organisation to continue to deliver policing for our community and customers we serve.

**Chief Superintendent Sultan Taylor**

“ I was an active member in the early years and gave support, advice and guidance to several members of staff. I am convinced that the BPA has significantly contributed to cultural change and driven the organisation forward.”





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