

# The Leadership Journey of Sultan Taylor

THROUGH THE METROPOLITAN POLICE TO NELFT



NHS Foundation Trust

# The Early Years

- ▶ Trinidad
- ▶ Post Windrush
- ▶ Barriers - Teacher to Secretary
- ▶ Comprehensive Schools
- ▶ Sport- breaks down Barriers enhances leadership
- ▶ University- Royal Holloway College Chemistry and Management
- ▶ 1980s Scarman
- ▶ Choosing a Career -Leadership
- ▶ ITT /Met Police



# Metropolitan Police Career

- ▶ 1983 – Hendon very few Black and Minority Ethnic staff
- ▶ 1984 - Constable Finchley welcomed by Margaret Thatcher
- ▶ Barriers - Race, Graduate, Short, Culture, Name Calling, Jokes
- ▶ The feeling of isolation
- ▶ 1987 - Sergeant Kentish Town – The Special Course- self development
- ▶ Custody Officer, Racism internal and External
- ▶ The Bristol Seminars- Need your own belief/values



# The Career

- ▶ 1996 - Detective Chief Inspector Barnet and Hertsmere 30,000 crimes
- ▶ 1999 - Superintendent Enfield -500
- ▶ 2001- Chief Superintendent – vehicle fleet, MBA -Development
- ▶ 2002 – Metropolitan Police Authority
- ▶ 2003 - Borough Commander Havering – 500
- ▶ 2005 - Borough Commander Ealing - 700
- ▶ 2007- Senior Command Course- Leadership 360 feedback
- ▶ 2008 - Area Commander SW - 5000
- ▶ 2009 - Operational Commander Safer Transport- 3000
- ▶ 2015 - Borough Commander Barking and Dagenham
- ▶ 2016 - Retired
- ▶ 2017- Joined NELFT as a NED and in 2019 became Vice Chair

# NELFT – Non Executive Director

After an exemplary 33 year Career in the Metropolitan Police I decided that it was time to leave and to look for a role whereby I could use my previous public service to good effect and add value.

In the Police I was particularly interested in mental health, building community engagement and community confidence. I became aware of the role of the Non -Executive Director in Health Trusts. When I reviewed the role description I immediately saw that it was an exciting and interesting role; whereby I could learn about the Health Service, and use my experience to influence and help improve the experience of users of the service and the engagement of our communities we serve.

I was successful in becoming a NED in the North East London Mental Health Trust (NELFT). I have found being a member of the Quality and Safety Committee for the past 4 years has given myself a good grounding of some of the key issues and challenges.



# Issues and Solutions

## ▶ Issues - Isolation

- ▶ - Lack of support
- ▶ - Treble Managing
- ▶ - Institutionalised racism
- ▶ - Overt/Latent

## ▶ Solutions

- ▶ - Leadership NELFT excellent e.g. WRES standards
- ▶ - Resilience
- ▶ - Challenge
- ▶ - Keep Values
- ▶ - Strive for success
- ▶ - Support others
- ▶ - Network (join the Seacole Group!)
- ▶ - Self-development



# My NED role...

- ▶ Being a Vice Chair has enabled me to have a real insight into the role of the Chair. I have found the role to be most enjoyable and feel that I am adding value to improve services. More recently I have become the Chair of our People and Culture Committee. Having gained the insight of the Chair role has led me to apply for the Aspirant Chair Development Course.
- ▶ I am pleased to be part of the NED Seacole group whereby I have met many NEDS across the country and learnt a great deal from this network.
- ▶ I have now been a NED for over 4 years; I have thoroughly enjoyed the role and would recommend it to people who want to continue public service and make a difference.
- ▶ I would also like to say that it is important for colleagues from ethnic minorities to apply, as I would like to see more ethnically diverse Boards in the NHS.

# Final Thought...

*“If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning”*

Mahatma Ghandi

