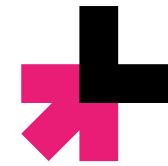


Gender Equality in UK Policing

Third Annual Report



In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality



www.heforshe.org



ANNUAL
REPORT **2021**



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Foreword

Chief Constable of North Wales Police

Carl Foulkes

It has been just over a year now, since I took on the role of the HeForShe UK Policing lead. A role that oversees the incredibly important work being undertaken to improve gender equality within policing and sits perfectly within the National Police Chiefs' Council Gender Portfolio. HeForShe is a United Nations led worldwide movement and we are proud to bring its focus to UK policing; eradicating the gender inequalities that exist in our forces will enable us to better serve our communities.

The last year has seen an unprecedented impact on policing due to Covid-19 and whilst we are in a much improved position, the pandemic still continues. The last year also saw the tragic murder of Sarah Everard by a serving police officer which brought conversations to the forefront around the police response to violence against women and girls (VAWG).

HeForShe creates a clear link between gender inequalities and gender-based

violence and the work being undertaken by forces to eliminate this will continue.

The National Police Chiefs' Council is clear that tackling VAWG is an absolute priority for policing and recognises that whilst there is lots of work ongoing, there is still a significant amount of work to be done to ensure confidence in policing and that women are safe in our communities. Not all of this is the responsibility of policing, but we do play a pivotal role in preventing harm and bringing perpetrators to justice, influencing what society is prepared to allow as being acceptable behaviour. Everyone has the right to feel safe, and women should never feel that they are to blame for the behaviours of others. Whilst policing must focus upon the safety of women, we must also ensure that considerable attention is paid towards perpetrators of VAWG, either through intervention or prevention, as they are solely responsible for any harm that is caused.



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I urge all police forces in the UK to review this report, to view where they sit in the data and learn from other forces as to how improvements can be made.

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This report brings together nationally reported data showing the representation of women throughout UK policing. It is supported by best practice from forces demonstrating the steps they are taking to tackle gender imbalances. I urge all police forces in the UK to review this report, to view where they sit in the data and learn from other forces as to how improvements can be made.

The data from this year shows that we still have a long way to go before gender equality is achieved in policing. Great steps have been taken to increase the number of women joining as police officers, in addition to this we have seen growth in representation of women at Chief Officer level. However it is now important that we do not lose focus, we need to ensure that the increased number of women who have joined policing through the uplift feel included, supported and have the right development opportunities to address the gap of women, who are

under-represented within middle and senior management posts.

I look forward to the year ahead, where the United Nations are moving to their second phase of HeForShe, allowing UK policing to reconfirm their commitment and set objectives for the next five years. The national work for HeForShe will support forces into this second phase and will assist them in working together to improve gender equality throughout policing. Thank you for your hard work and commitment to HeForShe so far, now, more than ever we need to continue the momentum and accelerate change towards gender equality.

Carl Foulkes



Foreword

Global Head of HeForShe

Edward Wageni

As the HeForShe movement and the new Alliance programme shifts focus from awareness to action, it has been great to see this already taking place across UK Policing. We are greatly inspired by the launch of a development programme pilot aimed solely at addressing the confidence for women within the police going for promotion. This holds great promise as it will inspire more women to aim for senior leadership levels and serve as a great attraction, as the force builds on its progress and commitment to recruit 50/50.

The HeForShe movement and its Champions are not only dedicated to achieving gender equality but also to creating and sharing solutions. They embody a practical and inclusive approach to change. Through their work, they are demonstrating that there are many ways to achieve our shared goal, and that each one of us can make a difference. We are proud to include UK Policing in this cohort of unique partners.

We live in a male dominated world. That is why HeForShe is so important. There is still a lot to be done and I am greatly encouraged by the progress to date and thank you and all those who are devoting their energy and creativity to build the equitable future we want and need.

I would also like to thank Chief Constable Carl Foulkes as the HeForShe Champion and look forward to continuing our work together and sharing best practices with other global police forces who wish to do their part for gender equality.

Edward Wageni



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Executive Summary

Detective Superintendent

Miles Ockwell

This year's report is written in the aftermath of the murder of Sarah Everard, a 33-year-old woman who was kidnapped in South London and murdered by a serving police officer. This murder has shocked so many, not least serving police officers across the UK and beyond. It has prompted a wide-ranging public debate about violence and intimidation of women and girls and the role that the police play in addressing it. The link between gender equality and the police's role in dealing with gender-based violence and abuse has never been clearer. This report seeks to highlight work that police forces are doing in this space, in the hope that they can learn from each other and share best practice as they all seek to fulfil their HeForShe commitments of addressing gender inequality within their organisations and doing all they can to reduce gender-based violence and abuse within the communities they serve.

Rebuilding public confidence and trust in their ability to protect women and girls from harm has to be a priority for police forces

right now and the HeForShe movement can play a key role in this; supporting forces to address gender inequality, in particular through engaging with men to work with women at all levels to deliver the cultural change needed to support wider initiatives.

It is highlighted in this year's report that the national recruitment drive for police officers has had a positive impact on the number of women within the police service and there are now more women than ever before serving as police officers. This is, of course, a positive step towards becoming more representative of the communities they serve. However, it also highlights that the growth in the number of women at senior levels has not kept pace with the growth at the grassroots, which is increasing the proportion of men in senior positions compared to their wider organisation. It suggests that forces need to accelerate the work they are doing to address the gender-imbalance that exists at senior levels.



Our Report

UK police forces are each undertaking a programme of work to meet their HeForShe commitments and improve gender equality within policing. This report highlights best practice examples from a number of forces. The key themes from their work is detailed below.

Women as role models

Several forces spoke about the impact of having women in senior roles and the benefit that this has on women throughout the organisation. The data shows that there is a lot of work to be done until we have a reflective number of women in senior roles but the impact of women who are already seen as role models cannot be underestimated.

Furthermore, forces are proactively updating their recruitment materials to better reflect the diversity of their communities with successes in the number of women being recruited. This is part of a larger piece of work that forces are undertaking to recruit more women, including, for example by holding recruitment events in school holidays and providing activities for children at the event to encourage more women to attend.

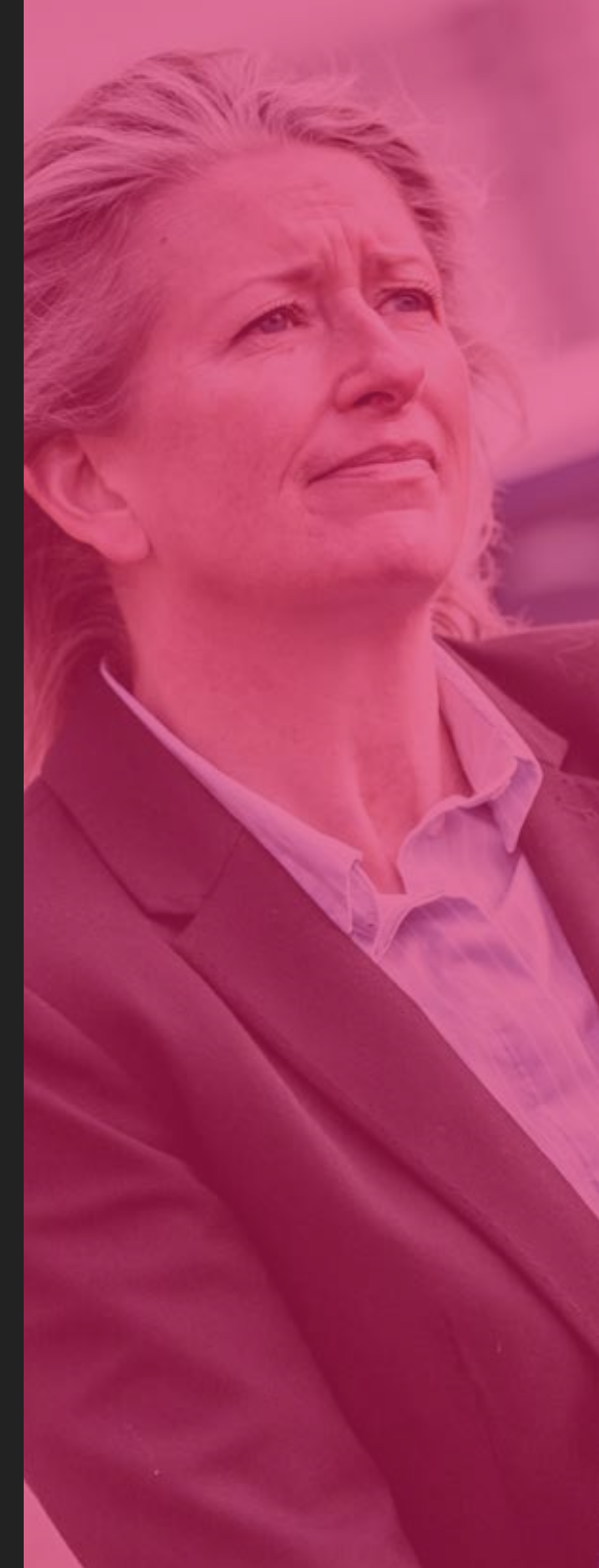
Several forces also mentioned successes in recruiting women into direct entry and fast track detective posts, which appear to be a more attractive entry route for women compared to men.

HeForShe Ambassadors

A large number of forces have introduced HeForShe Ambassadors or Allies to help prompt and encourage discussions around gender equality. The role of these individuals varies across forces with some taking part in key force discussions around issues that impact gender equality to others promoting HeForShe. Nationally, work is being undertaken to support forces in adopting such a role and will continue over the next year.

The work of HeForShe tactical leads has also been highlighted through the report. These dedicated individuals show a true passion for gender equality and are working hard to accelerate change. The forces who have these roles in place can clearly demonstrate the progress they are making.

The introduction of Ambassadors has often been timed with a 'relaunch' of HeForShe and again, national work is being undertaken to support forces who wish to reinvigorate their efforts towards the movement. The timing of work by the United Nations to move to their second phase of HeForShe will support those forces reconfirming their work.



Sexual harassment in the workplace

There is a key focus of HeForShe work within forces to eradicate sexual harassment in the workplace. Forces have provided examples of events, videos and toolkits being used to educate individuals on what sexual harassment in the workplace is and what should be done to respond to it.

This work often forms a larger piece of work around eliminating violence against women and girls and the link between gender inequalities and domestic abuse.

Sergeant and Inspector Ranks

Across policing, forces are identifying the ranks of Sergeant and Inspector as being key to improving gender balances. These ranks, typically, have the lowest numbers of women in post and the first step into line management generally sees the biggest drop in the proportion of women from the previous rank. These ranks provide the pipeline into more senior roles and failing to focus on them now, creates a challenge later when it comes to addressing representation at a senior level.

Next Steps

Two of the forces that provided best practice examples spoke of their desire to learn from other forces and share best practice in relation to HeForShe where possible. Over the last year there have been a number of best practice sharing events which have had engagement from forces across the country. This, coupled with a devoted network of HeForShe single points of contact, is helping forces to share their knowledge and experience and this will be built upon in the coming year.

This report should be used by police forces as a resource to support them through learning from each other and working collaboratively to bring about meaningful change and achieving gender equality.

The data in the report clearly shows that more must be done to support and encourage talented women officers to gain promotion and reduce the overrepresentation of men in senior roles. Forces must intensify their efforts to overcome this problem and improve the picture of next year's report.

Miles Ockwell



Police Staff

Police staff provide an essential part of UK policing and undertake a wide range of roles from Crime Scene Investigators to analysts and roles within HR.

The Home Office annually produces national data, looking at the gender breakdown of police staff. This data includes all police staff roles, Police Community Support Officers, designated officers, Special Constables and police support volunteers.

When compared to police officers, police

staff and designated officer data provides a more positive picture, with the gender imbalance actually in favour of women. As of 31 March 2021, women made up 61% of police staff and designated officers. This is a similar picture to the two previous years where women made up 62% of police staff roles. It is worth considering what elements of police staff roles attract women over that of the role of a police officer. Likewise, the underrepresentation of men within particular teams may require action.

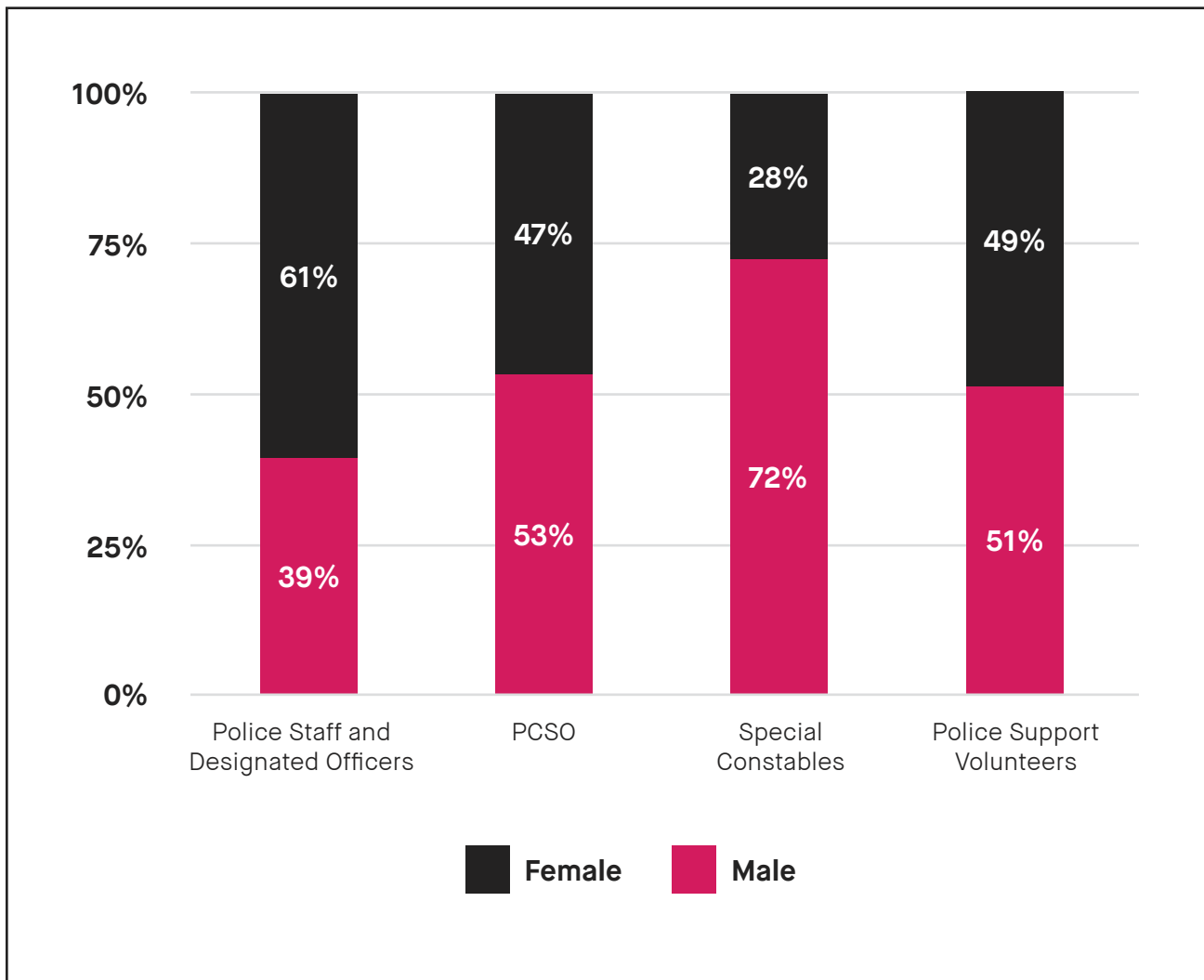
The ratio of men to women as Police Community Support Officers and police support volunteers is almost gender balanced. Again, this is a similar picture to the previous two years' data. Police Community Support Officers provide an operational role and again, it would be pertinent to consider what elements of this role women prefer to that of being a police officer.

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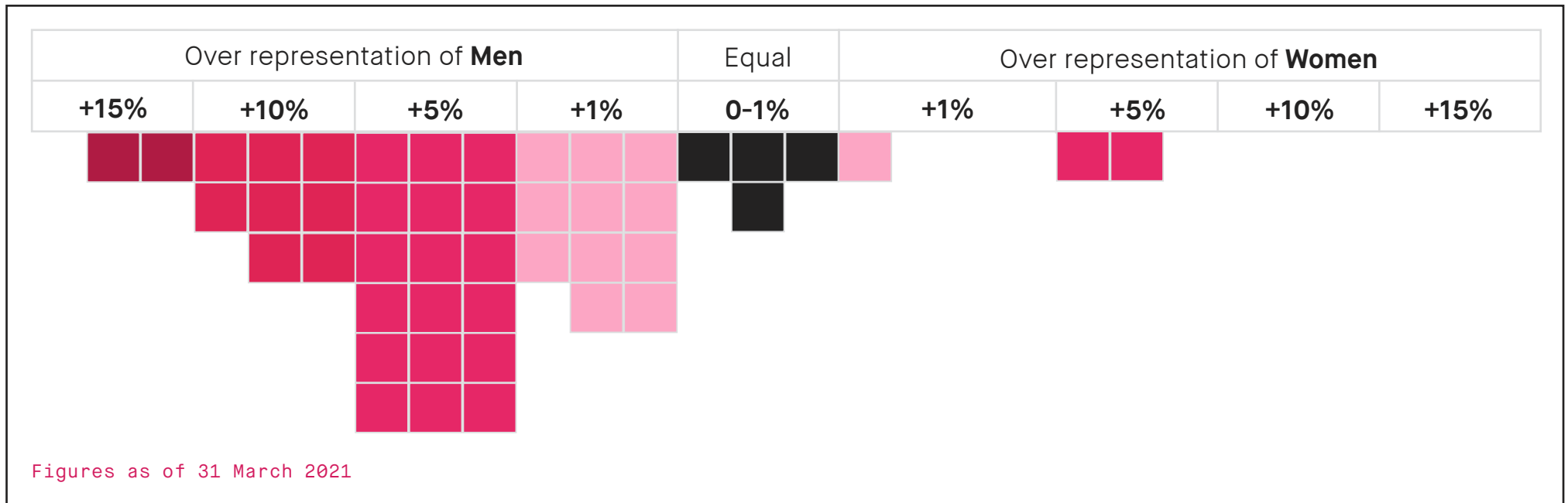


Figures as of 31 March 2021

However, it must be considered that these national figures are unable to reflect how the gender balance varies according to grades and pay scales for police staff roles. The police staff gender data for Surrey Police and Sussex Police, where grade and pay scales are taken into consideration, shows that although there is an overrepresentation of women, the highest number of women are still in the lowest paid roles. It is believed that this is likely to be replicated across the majority of forces and goes some way to explain the gender pay gap within policing.

For the purpose of this report the representation of police officers per force has been the main focus, as the gender balance of officers by rank is more readily available than the equivalent police staff data. There is also less structure around police staff recruitment and promotion processes. All forces are encouraged to review their police staff data, focusing on areas of gender imbalances and look to identify the reasons for this.

Data Analysis



The table above is a visual representation of the national picture in relation to the over or under representation of women at senior levels within police forces across the UK. Each coloured box (which is not weighted by size) represents a police force.

Despite forces publically committing to a proportionate representation of women at senior levels (Chief Inspector and above),

89% of forces have a higher proportion of men at senior levels than within their force overall. This is up from 76% of forces last year. In two thirds of all forces, the difference is greater than 5%. This data is affected by the higher proportion of women being recruited, with the vast majority of forces showing a significant increase in the number of women officers overall.

This highlights the need for forces to intensify the work they are doing to ensure that they are providing the right infrastructure and culture for women to realise their talent and progress throughout the organisation should they wish to do so.



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National Workforce Representation Data

	% CHANGE IN NUMBER OF WOMEN OFFICERS	% CHANGE IN NUMBER OF WOMEN IN SENIOR ROLES	% WOMEN OVERALL	% WOMEN IN SENIOR POSTIONS	% DIFFERENCE
Avon & Somerset	18.25%	5.26%	34.93%	29.85%	-5.08%
Bedfordshire	10.60%	13.33%	37.11%	37.78%	0.67%
British Transport Police	-6.79%	-6.25%	21.50%	20.83%	-0.67%
Cambridgeshire	13.90%	22.22%	32.93%	22.45%	-10.48%
Cheshire	8.59%	0.00%	35.26%	30.91%	-4.35%
Cleveland	18.79%	41.67%	29.98%	32.08%	2.10%
Cumbria	6.72%	-11.11%	41.27%	29.63%	-11.64%
Derbyshire	11.05%	33.33%	36.89%	34.78%	-2.11%
Devon & Cornwall	18.26%	23.81%	34.05%	27.66%	-6.39%
Dorset	18.80%	10.00%	32.75%	20.75%	-12.00%
Durham	15.70%	10.00%	33.69%	28.21%	-5.48%
Dyfed-Powys	6.84%	-16.67%	34.96%	21.74%	-13.22%
Essex	12.30%	10.00%	34.55%	26.51%	-8.05%
Gloucestershire	15.70%	0.00%	35.66%	28.13%	-7.53%
Greater Manchester	10.70%	12.50%	33.50%	29.72%	-3.78%
Gwent	10.12%	25.00%	36.29%	28.30%	-7.99%
Hampshire	27.05%	17.39%	35.27%	30.68%	-4.59%

	% CHANGE IN NUMBER OF WOMEN OFFICERS	% CHANGE IN NUMBER OF WOMEN IN SENIOR ROLES	% WOMEN OVERALL	% WOMEN IN SENIOR POSTIONS	% DIFFERENCE
Hertfordshire	11.59%	11.76%	34.59%	28.79%	-5.80%
Humberside	10.81%	-8.33%	36.34%	22.45%	-13.89%
Kent	12.79%	20.83%	32.48%	28.16%	-4.32%
Lancashire	16.69%	-4.17%	36.99%	27.71%	-9.28%
Leicestershire	26.52%	33.33%	33.64%	27.27%	-6.37%
Lincolnshire	-8.33%	-28.57%	31.79%	21.74%	-10.05%
London, City of	22.74%	45.45%	24.48%	29.63%	5.15%
Merseyside	15.72%	11.54%	31.90%	28.71%	-3.18%
Metropolitan Police	11.26%	2.96%	29.77%	23.24%	-6.53%
Norfolk	16.95%	-7.69%	32.47%	27.91%	-4.57%
North Wales	8.31%	25.00%	37.48%	22.73%	-14.76%
North Yorkshire	9.03%	-5.88%	37.34%	44.44%	7.10%
Northamptonshire	17.31%	85.71%	35.05%	29.55%	-5.51%
Northumbria	19.68%	6.90%	34.95%	35.23%	0.28%
Nottinghamshire	18.80%	23.08%	34.59%	29.63%	-4.96%
Police Scotland	0.46%	13.08%	32.71%	26.36%	-6.35%
PSNI	3.65%	18.60%	30.46%	28.65%	-1.81%

	% CHANGE IN NUMBER OF WOMEN OFFICERS	% CHANGE IN NUMBER OF WOMEN IN SENIOR ROLES	% WOMEN OVERALL	% WOMEN IN SENIOR POSTIONS	% DIFFERENCE
South Wales	12.58%	0.00%	33.51%	24.49%	-9.02%
South Yorkshire	24.45%	-4.35%	36.16%	28.95%	-7.22%
Staffordshire	17.82%	0.00%	32.90%	25.49%	-7.41%
Suffolk	16.31%	28.57%	33.97%	24.32%	-9.64%
Surrey	21.06%	8.33%	36.71%	25.49%	-11.22%
Sussex	18.67%	4.35%	35.49%	33.80%	-1.68%
Thames Valley	9.56%	3.33%	35.27%	27.43%	-7.84%
Warwickshire	4.51%	0.00%	33.77%	17.65%	-16.12%
West Mercia	9.11%	0.00%	33.35%	30.36%	-2.99%
West Midlands	21.25%	4.08%	34.10%	34.00%	-0.10%
West Yorkshire	10.22%	17.24%	36.12%	28.10%	-8.02%
Wiltshire	13.02%	0.00%	36.60%	16.67%	-19.94%

Footnotes: Data for the 43 forces in England and Wales and the British Transport Police was obtained from the Home Office report Police Workforce, England and Wales: 31 March 2021.

This report states "Due to the implementation of the Police Workforce Data Standards, from 2021 the categories listed under "gender" have changed, to include "prefer to self-describe", "prefer not to say", and "not stated". Previously, data collected and presented in this bulletin referred to the sex of the officer, limited to male or female as requested from police forces by HMRC. For some forces, this change has led to a large proportion of officers with an "unknown" gender or "unknown" sex. While the expectation is that this will improve in future years, a hybrid approach was taken in 2021 to account for cases with an "unknown" gender recorded. Where gender data are not available, analysts have instead used sex data, and vice versa (see the user guide for more details)."

The Home Office data shows 255 officers excluded from the report for the above reasons. This has a minimal impact on most forces with only a few officers (less than 10) not having their gender or sex recorded. However, Lincolnshire Police have 221 officers without their gender or sex recorded and this may impact the above percentages.

Police Scotland provided their own data as of 31 March 2021. Police Service of Northern Ireland provided their own data as of 14 September 2021.



Best Practice Examples

Derbyshire Constabulary

Derbyshire Constabulary has responded to the challenge of Covid-19 by embracing technology, working more flexibly, and ensuring that these interventions not only supported the workforce but also allowed business to thrive. These new adopted ways of working have also enabled them to engage with the workforce virtually and ensure that their focus on gender equality and improving the representation of females in roles and ranks across the force did not stall.

As of April 2021, 37% of their officers and 70% of their police staff are female, overall, 51.1% of their workforce is female. As a force, Derbyshire Constabulary currently find themselves in a unique position with three of the five officers in their chief officer team being women. Chief Constable Rachel Swann joined Derbyshire Constabulary as Deputy Chief Constable in February 2019 before she made history by becoming the force's first female Chief Constable in August 2020. Deputy Chief Constable Kate Meynell, joined Derbyshire from Nottinghamshire Police in January 2021, and Temporary Assistant Chief Constable Michelle Shooter, has been with Derbyshire Constabulary since 1999 and has worked her way up through the ranks, in a number of departments across the force. The impact that these officers have as role models to colleagues in the force cannot be under-estimated, particularly for other women. Their own personal stories and journey in policing are authentic and inspiring. The force has also seen an increase in female representation in the ranks of Chief Inspector and Superintendent.



Although the force celebrates these achievements, they acknowledge that whilst progress is being made, there is still some disparity in male/female representation at the Sergeant and Inspector ranks. It is therefore so important that the force continues to encourage and support all officers and staff to ensure that they can all reach their full potential. Some of the ways they have been doing this is by working closely with the force Gender Equality Network (GEN) and other staff support networks. They have been identifying areas for development, promoting development opportunities such as virtual conferences and workshops, and progressing initiatives such as Divisional and Department Development Programmes. Additional actions have included the introduction of more diverse promotion board panels and developing HeForShe Male Allies. The Inclusion Team has worked closely with departments across the force to identify where females are underrepresented and support them to develop and implement positive action initiatives to increase representation and identify any potential hurdles that need to be overcome.

In addition, the force continues to carry out an Annual Development Audit. The audit is a process for capturing the current growth potential, values, and performance of each team member. It encourages conversations and helps supervisors identify development support or areas of focus for individuals, alongside discussion around the potential for promotion or progression.



Gloucestershire Constabulary

Gloucestershire Constabulary has focused on establishing a strong network of HeForShe Ambassadors reaching throughout the organisation, across all levels of management in both police staff and police officer roles. These Ambassadors have received an input around HeForShe and direction on how they can support the cause.

They are key in:

- Raising the profile and supporting the HeForShe movement
- Educating people in relation to gender equality and helping towards cultural change

Gloucestershire Constabulary has also recently set up a 'Violence against Women and Girls' Gold Group. This is chaired by ACC Kirk and is in response to the recent tragic murder of Sarah Everard and the public concerns raised around violence against women and girls. The group is split into two categories: 1. Internal and 2. Public Facing and further split into sub-categories including: HeForShe, investigations, cyber, comms and engagement, hate crime, crime recording, research & analysis, wellbeing, partnership funding and liaison, learning & development, education & partners, public contact and children & young people.

Internally the focus is to understand the feelings and thoughts of our female colleagues and to improve fairness and culture within our organisation.

A strand focusing on the internal aspect of this work will utilise the new HeForShe Ambassadors in promoting internal messages

in a short video around sexual harassment in the workplace. It will use real experiences of sexual harassment in the workplace to emphasise the reality and impact of this issue. The video will focus on education, detailing exactly what sexual harassment in the workplace is and going forward it will help those victims of sexual harassment feel supported and empowered to tackle inappropriate behaviours and encourage bystander intervention.

Finally, Gloucestershire Constabulary are reviewing the promotion process and considering an equal gender representation on any future interview or assessment promotion process.





Hertfordshire Constabulary

Following the initial launch of HeForShe in Hertfordshire in 2019, it was felt that the initiative needed a boost to ensure that it was fully embedded into the force's toolkit in relation to promoting gender equality.

In order to reinvigorate HeForShe in 2020-2021, Hertfordshire Constabulary set up a barbershop webinar to give some proper time and space for male officers and staff to reflect and have a frank, open and honest debate around how, together, they could be HeForShe. The webinar was advertised internally with an opportunity to submit anonymous questions in advance. With a special appearance from Detective Superintendent Miles Ockwell from Sussex Police, 35 Hertfordshire officers and staff attended and took part in the session, asking some excellent and pertinent questions and sparking real debate about the movement.

At the end of the session 10 participants signed up to be HeForShe Ambassadors, agreeing to be advocates for HeForShe for Hertfordshire Constabulary – educating, supporting and promoting officers and staff to achieve their potential. They recognise that there is a gender imbalance throughout the police and work with colleagues of all ranks and abilities to help bridge that gap.

The Ambassadors have represented HeForShe in a number of conversations, such as work-life balance, workforce development and uniform, however their real worth has been in the everyday conversations with their female colleagues to help Hertfordshire Constabulary understand the issues and concerns that are having a negative impact on their lived experience.

Moving forward, the Ambassadors are handing over the torch to new volunteers to keep the drive and enthusiasm behind HeForShe energetic and dynamic.





Leicestershire Police

Leicestershire Police has been working on improving their workplace gender demographic - at the end of August 2021, 46.9% of the Leicestershire Workforce Family were female.

Leicestershire Police currently has 221 candidates who have completed the process to join as a police officer under the Degree Holder Entry Programme, of these candidates 45% self-identify as female. For the detective programme which commences in November 2021 and May 2022, there are 58 candidates currently being progressed to final checks, of these candidates 71% self-identify as female.

A number of additional measures have been put in place by Leicestershire Police to support positive action for police officer recruitment for underrepresented groups, including based on gender. Their most recent detective programme included:

- New branding for their campaigns. Following a month-long consultancy challenge by University of Leicester students, recommendations were made for more creative and innovative imagery for targeted recruitment to overhaul their police recruitment branding, as well as with a view to rolling it out to other roles such as PCSOs and police staff. Working with their

Corporate Communications team, the force produced a new branding which was more representative of the community, particularly showcasing their Black, Asian or Minority Ethnic and female detectives, including showing a female Muslim detective wearing a hijab.

- Interview panels were representative of the community, each panel had an equal gender and ethnicity split and there were over 300 panels of which 85% were representative.
- As this was a targeted campaign only the most exceptional candidates were offered the opportunity to take part in the final stage of recruitment, the national online assessment centre. The adverse impact ratio for this campaign was the first to show a positive ratio for gender and ethnicity, gender increasing from 60% (initial % of applications received) to 71%.

Leicestershire Police are working closely with their staff network group, the Leicestershire Association of Muslim Police who are linked in with the National Association of Muslim Police to design an operational hijab with two designs being delivered to give Muslim females choice. This is currently being trialled by female Muslim officers and staff.



Metropolitan Police Service

The ethos of the HeForShe campaign is perhaps not always readily understood and when members of a majority group take on the mantle of 'Ally' in an attempt to support underrepresented colleagues there is a danger that efforts can be perceived as patronising or tokenistic. To help reinforce that the force's HeForShe campaign is not an exercise in 'badge wearing' the Met has recruited a central dedicated HeForShe Ally. Since being appointed in May 2021 PC Terry Mole has helped take the campaign from strength to strength, visiting and working with HeForShe Allies and members of our Network of Women (NoW) in Commands and Departments across the organisation.

By aligning the efforts of HeForShe Allies with NoW members, the Met seeks to ensure that work done under the HeForShe banner is not presumptive about what hurdles exist to better gender equality. Terry, the Allies and NoW members seek to work in unison to focus on important things like gender-related health issues, improving flexible working for all and tackling sexual harassment. The Deputy Commissioner, Sir Stephen House and Commander Alex Murray (as the Met's HeForShe Gold and Silver respectively) regularly chair oversight meetings and bring Allies together so that learning is amplified, but it is understood that the efforts and energy to effect the changes needed must come from the officers and staff across the force, which is why the Met is pleased to announce that they now have almost 1000 HeForShe Allies signed up to the campaign.

Terry has captured good practice aimed at enhancing gender equality and shared this through newsletters, blogs and presentations, encouraging everyone to get involved. He has identified areas



where there is less activity and provided advice and encouragement to help spark meaningful engagement. Allies and NoW members have held listening groups and produced surveys to help tackle challenging issues like sexual harassment. They have also sourced improved kit for women in specialist roles and made changes to course schedules and venues to better accommodate people with caring responsibilities. Terry has worked with the members of the Menopause Advisory Group and Met Families advocates to find opportunities to amplify their messages and support their important work.

Crucially, Terry has credibility when he encourages others to consider what else they can do in relation to gender equality as he embodies what HeForShe Allies can stand for, through lived experience both personally and professionally. He and his wife are both officers in the Met and Terry has sought out a post which allows him flexibility to take on more caring responsibilities for his young family, while his wife is deployed in an operational role, with all the demands that this brings. Having a central coordinating force, like Terry, ensuring that new Allies understand what they can achieve and what is expected of them has been really important in driving the Met's gender equality efforts forward.



Norfolk Constabulary

Norfolk Constabulary has appointed a tactical lead for HeForShe which has meant work and projects relating to equality have remained focused and progressive. The lead sits within the executive of the inclusivity network 'The Forum'. Having doubled the champions' network across the constabulary, the lead tasked several colleagues with research into areas of best practice identified from last year's Annual Report. This resulted in presentations to Chief Officers and as a result, the force has embarked on several new initiatives which will offer better protection and support to females in the workplace. A new, flexible working advocacy scheme was launched in the spring with four staff now trained and available to offer bespoke support both to those seeking applications and their supervisors.

Using International Women's Day as a platform, The Forum held an online staff and officers 'Coffee with The Forum' event with a theme of #ChooseToChallenge. The aim was to start conversations within force about what inappropriate behaviour is, whether it is recognised and how it could be addressed. The meeting was well attended and resulted in meetings with HR and the Professional Standards Department to plan further steps such as supervisor guides and manager toolkits. The event was communicated across the organisation with a strong message of support captured in images of officers and staff.

The Forum has this year produced a high quality and impactful inclusion video. Featuring staff and officers from many different backgrounds, the video highlights the rich diversity of its workforce through deeply personal and moving soliloquys. It promotes

inclusivity and all the benefits it brings to the organisation in a very professional and modern way. A communication plan is being run to coincide with the return of schools and Inclusion Week and the video will also be used to support recruitment events and activity.

In addition, HeForShe champions form an active part of the force's Family Matters agenda. Designed to build on the work post the pandemic, this work stream focuses on four areas – New Parents, Fertility, Caring and Loss. Its aim is to create guidance for managers when supporting staff experiencing such life events to ensure consistency of approach across the organisation.

The Forum remains an incredibly active and supportive staff association. It represents the force at the NPCC Gender Board and the NPCC Sexual Harassment Working Group and looks forward to assisting with this work going forward.





Northamptonshire Police

Northamptonshire Police were underrepresented by women in senior posts, in both staff and officer roles. Over the past twelve months, the force has seen a significant, sustained improvement, particularly at some senior ranks. The force puts this down to a change in approach and a cultural shift in internal positive action alongside a clear definition of leadership principles led by the Chief Constable.

One such initiative called 'quiet positive action' has been particularly successful and involves three key areas of intervention:

- Identification of eligible individuals
- Proactive approach by senior leaders
- Support through the process and beyond

The force recognised that previous positive action initiatives often had the unintended consequences of leaving some women feeling 'tokenised'. Informal feedback was that often, women felt they were being seen by others as having achieved the role only because of additional support not available to men. 'Quiet positive action' enabled the force to target the required support without making women feel they were being advantaged.

Northamptonshire Police identified that often, women do not have the more informal support networks available to men. The 'quiet positive action' initiative was intended as a substitute for what may be a lack in such networks and support available to underrepresented groups.



North Wales Police

North Wales Police has been working hard to bring about cultural change in relation to the promotion and normalisation of positive action in order to change the diversity of its workforce.

Their Workforce Representation Team has been at the heart of bringing in this change of culture – working closely with the staff support networks and having the full support of the Chief Officers. They are passionate about their work and have made a real difference in supporting staff to take up positive action.

Examples of the work that they have undertaken:

- Sending out positive messages in relation to diversity at all levels. This is helping to change the culture and has seen an increase in uptake of positive action support from female staff and officers.
- Ensuring images and messages on the internal and external websites and social media reflect more diversity.
- Undertaking positive action support for all promotion processes, including workshops like ‘study skills’ for exams and ‘pre-application’ workshops. The uptake for the workshops has been increasing and females have been in the majority.
- A really good example of the results of the positive action work has been the gender split for the recent Fast Track Detective intake. The event was dominated by females interested in joining the force as detectives. In a reversal of the normal pattern this resulted in 70% of all applications being from females. Although this is not specifically about senior leadership it is an indication of the broader actions being taking and should lead to some of the females recruited considering further career progression.



A large amount of work has been completed around sexism and harassment in the workplace. Following an internal survey which looked to identify the prevalence of any issues, a number of videos have been produced highlighting lived experience in order to raise awareness of what behaviour constitutes sexism and harassment. It's also providing support and guidance for victims as well as ensuring all employees know that this is everyone's business and responsibility to take action and challenge.

North Wales Police is also proud to be engaging with the Inclusion workshops for front line supervisors within a pilot programme in partnership with Durham University Business School. This programme seeks to increase knowledge, skills and motivation to improve inclusivity and reduce unacceptable incivility and derogatory behaviour in their teams.

A very successful reverse mentoring scheme has been introduced which sees colleagues from under-represented areas paired up with senior managers to provide lived experience and a different perspective, opening up conversations and highlighting barriers and issues.

Finally, during the most recent promotion process from Inspector to Chief Inspector 50% of the successful candidates were female.



Nottinghamshire Police

Nottinghamshire police officers partake in the yearly fitness test to maintain operational fitness and deployability. Within a 12-month period, 81 officers failed or declined the fitness test, 65% of those were female.

Through the women's support network, personal conversations and wellbeing initiatives, a pattern of feedback from female colleagues found that many suffer from a lack of confidence, imposter syndrome and highlighted that due to pressurised work and personal lives, fitness was not a priority. This resulted in females struggling to pass the fitness test and feeling anxious about preparing for and completing it.

Nottinghamshire Police teamed up with This Girl Can, an organisation dedicated to improving female fitness and health. This partnership supported female officers to pass the fitness test with dedicated sessions related to specific fitness challenges and opportunities to become fitter. An online survey was circulated to staff members to gather insight into attitudes and behaviours related to physical activity, of which 48 responses were received. Further in-depth 1:1 interviews occurred to understand the fitness priorities of female staff. The three main fitness priorities/inhibitors were a lack of time to exercise, not feeling motivated to get fit and body confidence.

From this, a pilot fitness test group was created which offered advice and support sessions dedicated to recognising fitness levels, running style, aerobic and speed endurance, body conditioning and mental strength. As a result of the survey, interviews and fitness group, several recommendations were offered to the Officer Safety Team such as:

- Female only fitness tests
- Silent bleep tests
- Reducing spectator numbers
- Drop-in practice sessions (female only) whilst trialling the prospect of, if an individual passes the fitness test, during a drop-in session, it counts as a pass.

The programme saw 71% of people who participated in the pilot fitness group pass the fitness test and the Officer Safety Team adopting new initiatives such as trainers running alongside individuals for moral support.

As a result, the number of female officers participating and passing the fitness test has improved as well as the organisation seeking to balance the gender ratio for Officer Safety Team instructors to encourage inclusivity.



Police Scotland

Following the introduction of HeForShe to UK policing in 2018, Police Scotland committed their support by signing as a formal advocate, led by Assistant Chief Constable Mark Williams as strategic lead. Police Scotland designated Chief Superintendent Conrad Trickett as Tactical Lead for HeForShe and gained organisational support to create a working group to progress the objectives. The working group was created with a team of driven volunteers who have a passion for gender equality, with many occupying relevant roles within domestic abuse, equality and diversity, and leadership training functions. Together they have been examining ways to gather momentum of HeForShe in Scottish policing.

Communications channels are being developed to enable the whole organisation (with more than 20 thousand officers and staff) to easily access HeForShe information and guides. Work is underway to produce a short video to add to current communications, outlining the purpose and need for the HeForShe movement in the organisation to benefit colleagues and all communities within Scotland. A network of advocates has also been established through existing members of the Scottish Women's Development Forum (SWDF) and Domestic Abuse Champions network.

Working alongside the SWDF, the working group has garnered awareness and support by canvassing male members of the association. The group has also provided information introducing the initiative and encouraging support, including a presentation to every probationer training course for new recruits joining the organisation (circa 800 officers per annum).



**POLICE
SCOTLAND**

Keeping people safe

POILEAS ALBA

Police Scotland has been proactive in using the HeForShe UK police force network to approach other forces to share best practice and start discussions around approaches to gender equity and parity, benchmarking their own efforts against their peers across the UK and looking for new opportunities to encourage wider support by the male voice in these crucial discussions.

The working group has been engaged corporately with equality and diversity leads to embed HeForShe as a component part to business area people plans as well as targeting specific areas such as operational support to utilise HeForShe as a vehicle to improve gender balance and equality in these male dominated environments.

Police Scotland is on a journey with HeForShe and have laid some strong foundations to improve gender equality.



Suffolk Constabulary

Suffolk Constabulary is making significant efforts supporting gender progression at all levels across the organisation for officers and staff, and is keen to celebrate recent successes, especially female representation at Chief Inspector level and above. This has been through a mix of talent management, Chief Officer support for progression and the introduction of an internal coaching and mentoring scheme and leadership framework, all supported by the individuals' hard work and commitment to achieve success. This is notable for a small force with its current ratio of female officers at 46%. By having better female representation at senior level, it is hoped this will help drive and inspire those that have the potential that may not have had role models previously.

Recent promotion processes saw four female officers being promoted to Chief Inspector – all posted into key crime roles, showing recognition into areas of vulnerability and specialism for the force. One is now seconded abroad, supporting the establishment of a leadership academy. External applicants have also been attracted to Suffolk and two female officers from the Metropolitan Police Service were successful on external transfer at Superintendent level bringing in new ideas and complimenting the existing female Superintendents.

Two of the five Chief Superintendents in Suffolk are female, including the Suffolk Association of Women in Policing (SAWP) co- chair, who has now been substantively promoted to Chief Superintendent and leads county policing command. The Head of People is currently undertaking the Strategic Command Course having been successful at the Police National Assessment Centre process. Suffolk has

adopted other HeForShe work streams with senior male leads. A buddy scheme has been developed for SAWP to work alongside male colleagues in support of women's work streams to open understanding more broadly.

The focus on progression continues with Sergeant, Inspector and police staff roles and the Coaching and Mentoring scheme includes several action learning sets, two of which are run by male HeForShe leads, as well as confidence workshops. SAWP also supported those officers recently undertaking the Sergeants promotion process by working with HR to review each officer qualified and developing bespoke support for them, subject to individual circumstances.



Surrey Police and Sussex Police

As part of the HeForShe work across both forces, a survey completed two years ago, with a very high response rate found that one of the key areas affecting women's progression in their careers was a lack of confidence in applying. It was also found that a range of personal factors, including a perception of the demands that may be placed upon them if they were to be promoted, affected women's progression. These findings were very much in line with similar national surveys within policing and across other sectors.

As a result of the findings, Surrey Police and Sussex Police created the 'PC/DC-Sgt and Police Staff Development Programme'. The programme focuses on the confidence piece that has been identified and uses in-force learning and development resources, as well as senior female leader speakers, and has a strong focus on mentoring and network development.

There are six bi-monthly modules including external attachment and a leadership away day. Due to the use of internal resources in this programme the cost is low. As part of the programme, an informal mentoring system named the 'Buddy Scheme' has been created to encourage a more natural coaching relationship. There are still parameters and boundaries set but the formal process is not there. Encouragingly, when officers and staff were approached to support the buddy scheme there were lots of men and women willing to assist the cohort, many simply saying 'why wouldn't I?'.



In September 2021, a pilot of the programme was launched in Surrey and Sussex and has been received enthusiastically; the feedback from the women involved, as well as their 'buddies', is really positive. The University of Sussex is evaluating the programme and once the pilot is completed, a national template will be produced to share across the HeForShe network.



West Yorkshire Police

As a public sector organisation, West Yorkshire Police publishes its Gender Pay Gap annually. The report allows the force to understand and recognise not only the pay gap, but the underrepresentation that is across the organisation in different ranks and roles.

West Yorkshire Police understands that its approach to improving its workforce balance must be unique to the individual intersecting identifies of the people who it benefits, therefore to accompany the report and objectives, it has developed a Women in Policing Action Plan. This plan incorporates positive action initiatives in terms of recruitment but also identifies initiatives to allow the force to improve public perceptions and to become an employer of choice for those who identify as women.

Research by the Government Equalities Office highlights that some barriers for those who identify as women in the workplace include lack of role models, sexual harassment, the need for support networks, the need for flexible and part time working and unpredictable working demands.

West Yorkshire Police are developing and introducing literature, media and events that profile women in policing, giving an insight into how policing works and in turn providing a visible representation of women as role models.

The events to introduce policing as a career choice have been planned and seek to consider the unique identities of all. Examples of such include timing events at higher footfall events in school holiday periods, understanding that a higher proportion of women have primary childcare responsibilities so events during half term



activities could appeal more when activities for children and young people are provided.

The force has also developed specific online events that are advertised for those who identify as women. These provide an informative look at policing as a career including recruitment practices, question and answers and the opportunity to complete a specific expression of interest during the session.

West Yorkshire's women's network (BAWP) provide an important visible presence throughout all media and literature, including hosting at the online events. The members of the network provide valuable insight and experience to help shape the identified actions in the action plan.



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This report is inspired by the UN Women HeForShe Annual Impact Reports.

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