



Gender Equality in UK Policing

Fourth **Annual Report** 2022



www.heforshe.org



In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality



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| Foreword

Chief Constable of North Wales Police

Carl Foulkes

I am writing this foreword in my last few weeks as Chief Constable of North Wales Police. In October 2022, I will retire from North Wales Police and as the UK policing lead for HeForShe. It has been an honour to represent UK policing on the global stage of the HeForShe movement and to see the hard work that forces are undertaking to meet their commitments towards gender equality.

A highlight was the event held in July 2022 in London, where we launched three new HeForShe commitments and showcased a range of best practice from across UK policing. This year's annual report goes further than this and for the first time since 2019, we have examples from every force as to the activity, they are undertaking to achieve gender equality.

The first new HeForShe commitment focuses on gender imbalances in middle management teams. The data in this year's report shows that all forces in the UK have an overrepresentation of men at Sergeant and Inspector rank. This creates a number of concerns around visible role models, the career pathway for women PCs and the dynamic of our leaders and their teams at these ranks. The data also shows that, through Operation Uplift, almost every single force has seen an increase in the number of women officers joining them. It is these women that we need to address the gender imbalance at Sergeant and Inspector rank, and it is for us as forces to ensure that we support them to reach their potential and remove any barriers to promotion they face because of their gender.

The second new HeForShe commitment is to address and remove the sexism and misogyny, where it exists, in police culture. Forces are already progressing work in this area as it is an action within the Policing violence against women and girls; National framework for delivery (December 2021).



The good practice within this year's report highlights several ways forces are progressing work in this area, including cultural change workshops, listening circles and comms campaigns.

This year also saw the introduction of the HeForShe Alliance, the second phase of the United Nations global movement for gender equality. UK policing forms part of the HeForShe Alliance, along with global CEO's and leaders from non-profit organisations and academia. The focus of HeForShe for the next five years is now on action and is moving away from commitment. It is pertinent that we do not lose momentum and join with the United Nations on their second phase. The introduction of our new commitments will support you in raising the profile of HeForShe within your force and focusing action.

Although I will no longer be the UK policing lead for HeForShe, I look forward to continuing to see the progress being made towards gender equality. I am pleased to hand over to Chief Constable Jeremy Vaughan from South Wales Police. He is a passionate supporter for gender equality, and I know the HeForShe movement within policing will go from strength to strength under his lead.

Carl Foulkes

| Foreword

Global Head of
HeForShe

Edward Wageni

UK policing forms an important part of the HeForShe Alliance; joining ambitious leaders from across government, business, non-profit and academia, committed to accelerating progress toward gender equality. This year's HeForShe Summit took place in New York in September 2022 and provided a global stage for leaders to share their progress.

The progress of UK policing in joining together and working towards change has been exciting to see. The launch of three new commitments in London in July 2022 has refreshed the focus of your work and your annual report demonstrates the steps you have started to take to meet these commitments.

UN Women recently reported that, at the current rate of progress, it may take close to 300 years to achieve full gender equality. Against a global backdrop of receding rights for women and girls, as well as collective crises like climate change, conflict, and natural disasters, all of which have significantly reversed advances made in achieving gender equality, we need men and boys to act as allies to accelerate gender equality.

I would like to take this opportunity to thank Chief Constable Carl Foulkes for his commitment to HeForShe over the last two years and to wish him the best for his retirement from policing. I would also like to welcome Chief Constable Jeremy Vaughan as the new UK policing lead for HeForShe, Jeremy's passion for gender equality is clear and I look forward to seeing the ongoing progress of UK policing under his leadership.

Edward Wageni



The progress of UK policing in joining together and working towards change has been exciting to see. The launch of three new commitments in London in July 2022 has refreshed the focus of your work and your annual report demonstrates the steps you have started to take to meet these commitments.

”

Executive Summary

Detective
Superintendent
Sussex Police
Miles Ockwell

This year's annual report is published very soon after the shocking findings of the Baroness Casey report into the handling of allegations made against serving police officers. Central to the report was the observation that many of the failings were as a result of deep-rooted misogyny. It is in this context that the cultural change work which HeForShe enables must be amplified. Male police officers and staff have the same vested interest in achieving gender equality as their women colleagues because, as is being played out in the public domain; operating within a misogynistic system undermines the public trust and confidence required to provide effective policing services to our communities.

A large number of this year's good practice examples focus on activity around identifying and reporting misogyny and sexual harassment in the workplace. This includes the introduction of listening circles, cultural change workshops, surveys, improved anonymous reporting and communications campaigns highlighting the scale of the problem. Work within communities to make women feel safer in the local area is also detailed. All of this activity is necessary, but in isolation cannot change deep-rooted behaviour; forces must continue to work towards gender equality and continually undertake activity in this area to have a culture where sexism and misogyny does not exist.

This report continues to demonstrate that women remain underrepresented at senior levels in most police forces across the UK and recent progress in terms of achieving greater representation appears to have slowed. The focus on the underrepresentation of women at Sergeant and Inspector level is particularly concerning because it shows that women are proportionately underrepresented in those key middle leadership



positions. It is argued that these positions are the most crucial in terms of shaping the culture of our operational policing teams.

A number of the good practice examples in this year's report focuses on how forces are looking to improve their gender balance at all ranks. Development programmes, improved diversity training for first line leaders and identifying and aiming to remove barriers to promotion are all examples of activity in this area. Furthermore, better support for women in the workplace who are going through the menopause or who are parents is also detailed. This year's report has also seen a number of initiatives aimed at improving the gender balance within specialist departments, in particular within Operational Command type roles, such as firearms, roads policing and public order. It is hoped that the benefits of this work will start to be seen in next year's data.

The fact that we produce this report at all and given that we are the only police service in the world to collaborate with the United Nations and their HeForShe movement demonstrates that there is a strong willingness among UK police forces to make positive change. This is supported by the many good practice examples shared, all of which are seeking to develop more inclusive workplaces where police officers and staff can thrive, regardless of gender and it is hoped that this report can act as a catalyst for positive change over the next twelve months.

Miles Ockwell

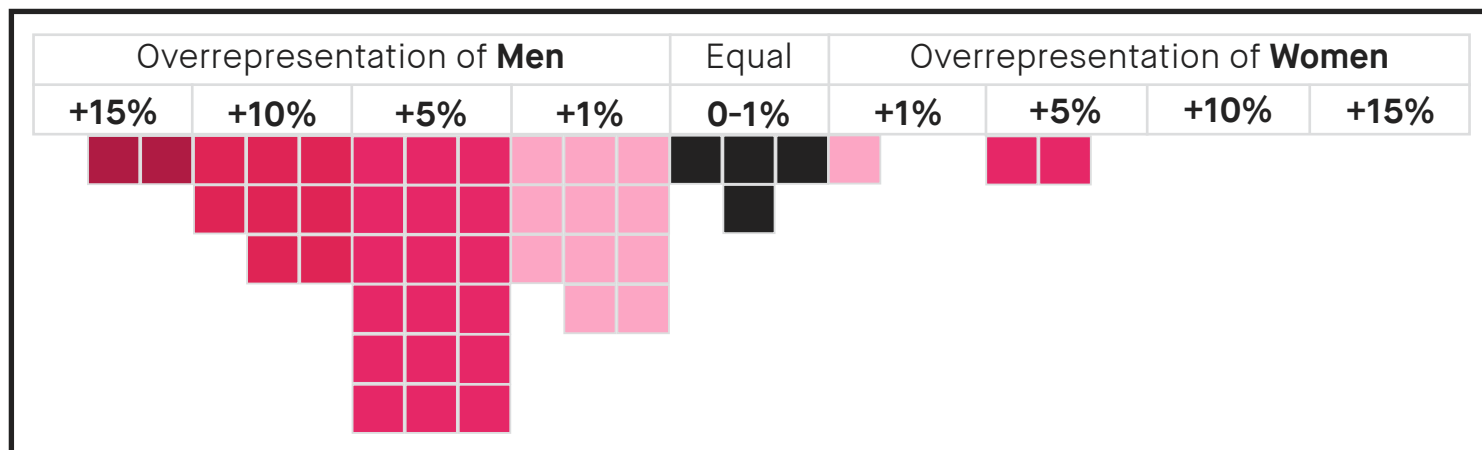
Middle Management Teams

When looking at national numbers of police officers, this equates to 32% of all officers being women, however at the rank of Sergeant and Inspector only 25% of officers are women. This is why the first new HeForShe commitment focuses on this.

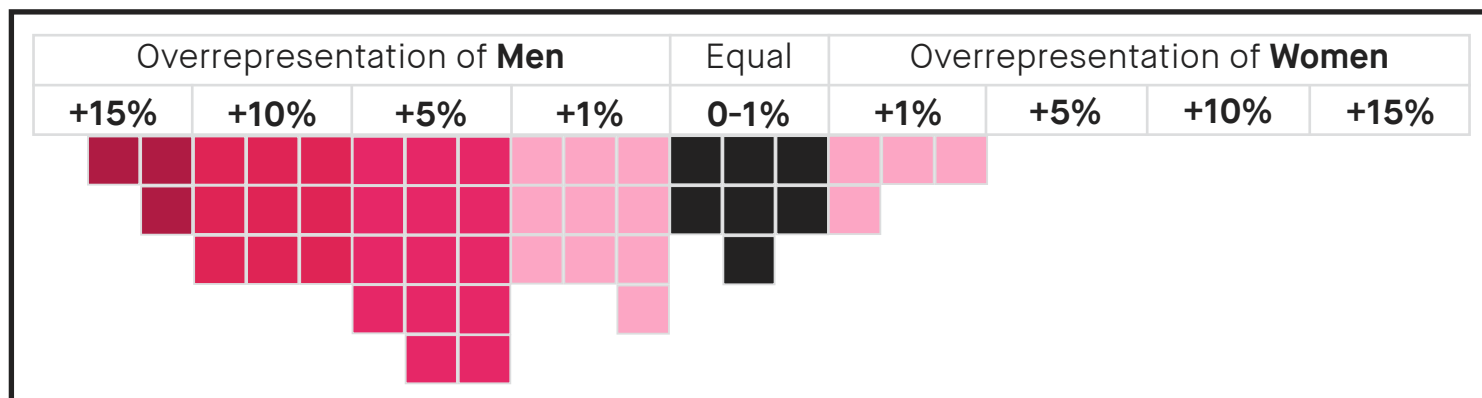
The above graph must be seen as a benchmark for UK policing with a clear need for improvement in next year's report. Operation Uplift has seen a large increase in the number of women officers joining at Police Constable level and over the next five years progress of forces towards equal representation at Sergeant and Inspector rank must be seen as a priority.

The graph clearly shows that at the rank of Sergeant and Inspector, all UK police forces have an overrepresentation of men.





2022



For UK policing to have gender balanced senior leadership teams, all forces need to be in the 'equal' space within the above graphs. Although progress can be demonstrated, there is still a long way to go with many forces still having an overrepresentation of men at the ranks of Chief Inspector and above.

Forces are now being asked to focus their attention on the gender balance in middle management teams (Sergeant and Inspector). The data within this year's report shows that all forces show an overrepresentation of men at these ranks. This is greatly concerning, as it is these ranks that are the pipeline to senior leadership and the progress demonstrated above is at risk if women are not progressing into management at the same rate as men.



Data Analysis

National Representation of Women Officers

Since the first annual HeForShe report, data showing the number of women officers across policing has been collected. The below table shows the percentage change in the number of women officers for all forces between 2021 and 2022; firstly for all women officers and secondly just for women officers in senior leadership teams. Following this year's report, data showing the number of women officers in middle management teams will also be tracked and progress shown in future reports.

Almost all forces have seen an increase in the number of women joining their force and this is in line with the increases seen last year and as a result of Operation Uplift. However, the average

increase in women officers per force is 6.46%, which is down significantly from last year's average of 13.24%, suggesting that the number of women officers joining is slowing down.

The number of women officers joining senior leadership teams is more of a mixed picture with several forces seeing no change or a reduction since last year's data. However, when looking at averages across the whole of policing, the average increase in women officers in senior leadership teams per force is 11.84%. This is an increase on last year's average of 10.78% showing that UK policing is seeing an improving picture when looking at the gender balance of senior leadership teams.

| | % change in number of women officers | % change in number of women officers in senior leadership |
|--------------------------|--------------------------------------|---|
| Avon & Somerset | 3.09% | 0.00% |
| Bedfordshire | 6.39% | 11.76% |
| British Transport Police | 4.91% | 33.33% |
| Cambridgeshire | 6.81% | -9.09% |
| Cheshire | 6.63% | 17.65% |
| City of London | 1.43% | 6.25% |
| Cleveland | 4.20% | -5.88% |
| Cumbria | 5.14% | 12.50% |
| Derbyshire | 6.35% | -12.50% |
| Devon & Cornwall | 6.95% | -11.54% |
| Dorset | 6.48% | 9.09% |
| Durham | 6.78% | 54.55% |
| Dyfed-Powys | 6.40% | -20.00% |
| Essex | 8.45% | -4.55% |
| Gloucestershire | -1.57% | 22.22% |
| Greater Manchester | 11.01% | 20.63% |
| Gwent | 2.00% | -6.67% |

| | % change in number of women officers | % change in number of women officers in senior leadership |
|---------------------|--------------------------------------|---|
| Hampshire | 9.46% | 11.11% |
| Hertfordshire | 3.50% | 10.53% |
| Humberside | 6.08% | -9.09% |
| Kent | 5.19% | -6.90% |
| Lancashire | 6.37% | 17.39% |
| Leicestershire | 10.79% | 25.00% |
| Lincolnshire | 39.53% | 140.00% |
| Merseyside | 4.27% | 17.24% |
| Metropolitan Police | 6.50% | 26.62% |
| Norfolk | 9.83% | -8.33% |
| North Wales | 7.48% | 10.00% |
| North Yorkshire | 4.80% | 6.25% |
| Northamptonshire | 8.30% | 7.69% |
| Northumbria | 8.21% | 9.68% |
| Nottinghamshire | 9.36% | 12.50% |
| Police Scotland | -0.65% | 1.65% |
| PSNI | 1.88% | 0.00% |
| South Wales | 5.58% | -8.33% |
| South Yorkshire | 5.13% | 27.27% |
| Staffordshire | 7.22% | 38.46% |
| Suffolk | 6.26% | 0.00% |
| Surrey | 4.99% | -15.38% |
| Sussex | 3.35% | 0.00% |
| Thames Valley | 6.62% | 6.45% |
| Warwickshire | 0.28% | 33.33% |
| West Mercia | 7.83% | -5.88% |
| West Midlands | 8.17% | 5.88% |
| West Yorkshire | 4.39% | 23.53% |
| Wiltshire | 5.21% | 50.00% |

Footnotes: All data within this report for the 43 forces in England and Wales and the British Transport Police is taken from the Home Office report Police Workforce, England and Wales: 31st March 2022.

Police Scotland provided their own data as of 31st March 2022. Police Service of Northern Ireland provided their own data as of 17th August 2022. Data for 2019 to 2021 was obtained from previous HeForShe annual reports.

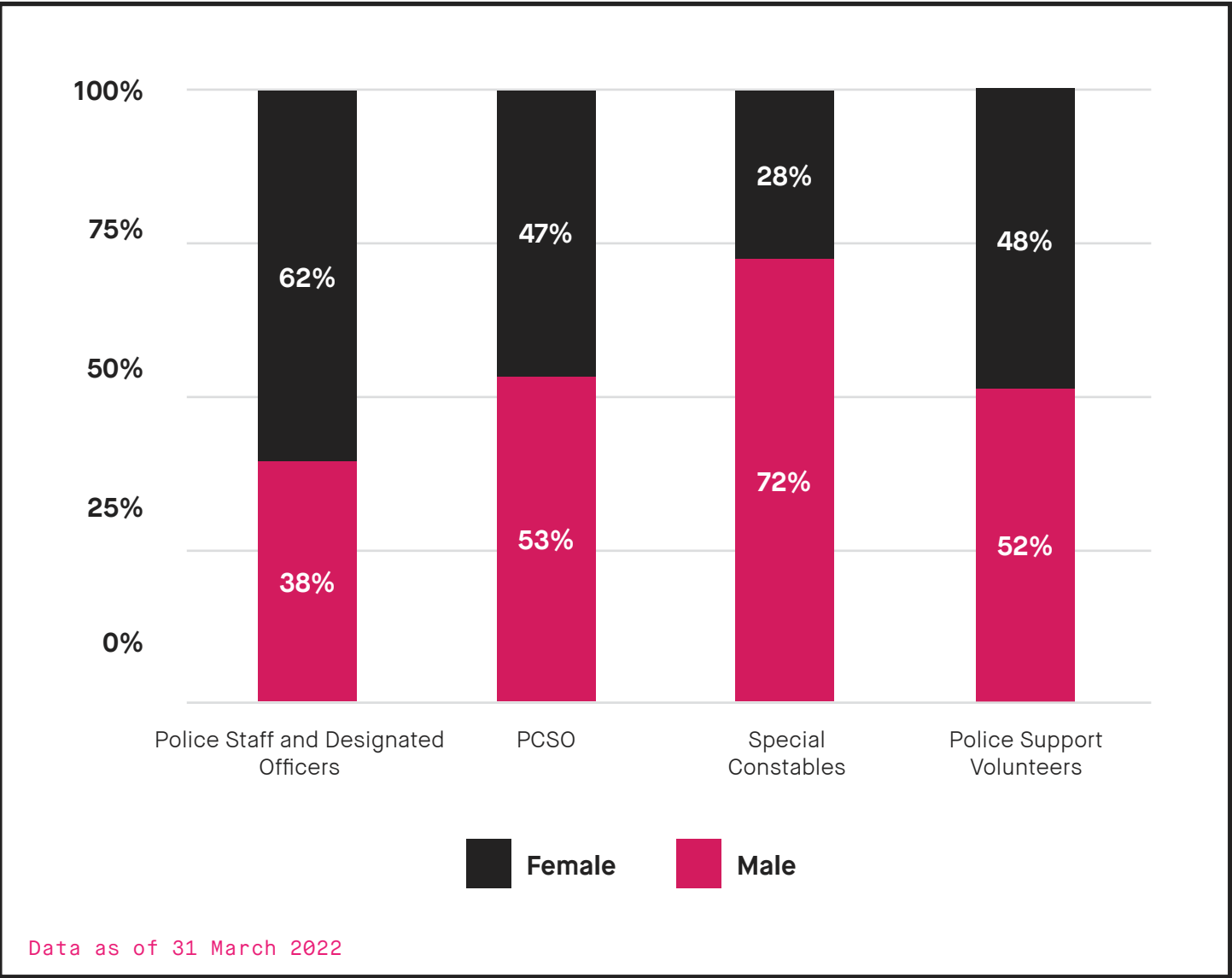
| Data Analysis

Police Staff



Police staff provide an essential part of UK policing and undertake a wide range of roles. The three previous HeForShe reports show an almost identical picture for police staff; the data for this year’s report follows this trend.

This year’s data shows women make up 62% of police staff and designated officers, this is up 1% on last year but the same as the previous two years. The gender balance for Police Community Support Officers and Special Constables has remained the same as last year. Men make up 52% of police support volunteers and this has gone up 1% on last year.



Previous commentary around police staff has highlighted the fact that even though there is an overrepresentation of women, when most individual forces break down the data further the majority of women are still in the lowest paid roles.

National data to demonstrate this is not available and an exercise was undertaken this year to try and reconcile individual forces' police staff pay grades to make this possible. However, there were considerable differences between the pay scales used by forces making this a very difficult task.

Therefore, the responsibility is on individual forces to produce their own data looking at the representation of women across their pay grades. The HeForShe Team are happy to assist with this and provide further information if required.

The first new HeForShe commitment focuses on gender balances in middle management teams, this includes police staff. These grades will mostly likely show an overrepresentation of women and forces should consider what actions need to be taken to make these grades more gender balanced.



Avon and Somerset Constabulary



Good practice example

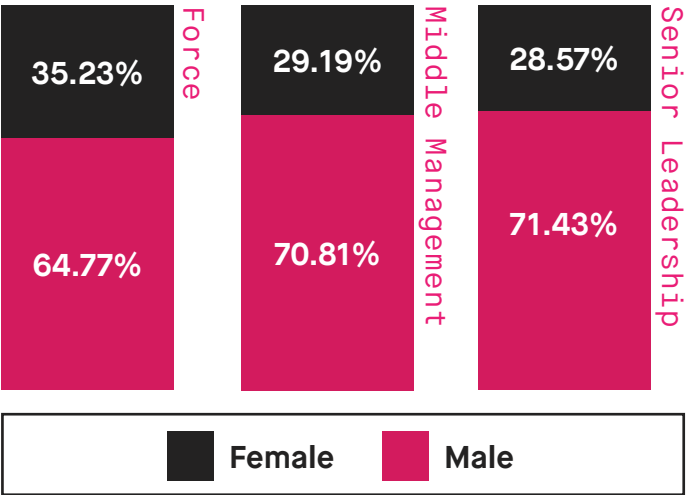
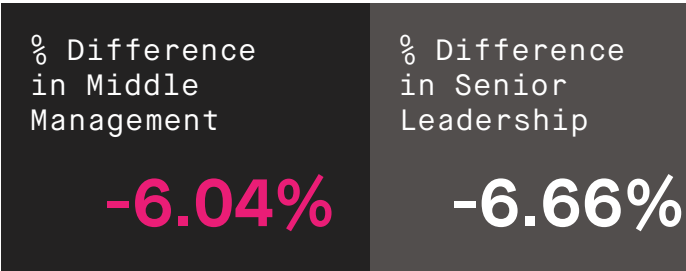
Avon and Somerset Constabulary has, for many years, maintained a commitment to gender equality at all levels throughout the organisation. This is most aptly reflected by the Constabulary's present senior leadership with both a female Chief Constable (Sarah Crew) and Deputy Chief Constable (Nikki Watson), both of whom take an active role in supporting the organisation's promotion of gender equality.

In conjunction with attempting to address Violence Against Women and Girls (VAWG), this year, Avon and Somerset Constabulary has launched HeForShe as a platform to facilitate discussion between colleagues and encourage leaders to take responsibility for promoting gender equality. This has included important blogs by HeForShe advocates and senior leaders chairing several digital workshops. These mediums have provided a vessel for staff to contribute and share their experiences on topics such as sexual harassment within the workplace, direct gender-based discrimination and other challenges, such as those associated with returning to work following a period of maternity leave.

Another means through which Avon and Somerset Constabulary has sought to promote gender equality is through the introduction of a menopause support group. The organisation has recognised the challenges that menopause can present and introduced supportive processes to

help staff overcome them. Led by Communications Centre Manager Katie Hancock, the resources and guidance provided via this platform directly supports those impacted by the menopause in addition to providing information and support to colleagues and managers. Furthermore, staff members can reach out to other colleagues via an online chat forum or through designated menopause support contacts and are provided with pathways to a range of reasonable adjustments (for example uniform amendments, guidance on temperature regulation and completing fitness tests).

A number of events have also been held throughout the year including workshops, line manager awareness sessions, training for new support contacts, and in October 2022 a conference with expert speakers. These measures will help Avon and Somerset colleagues manage the challenges associated with the menopause for themselves and those around them and ensure that they can continue to work towards achieving their career goals.



Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary



Good practice example

Bedfordshire, Cambridgeshire and Hertfordshire collaborated Operational Support Unit has been committed to a culture change around public order training. This was previously a very male dominated area and lacked engagement from a diverse background. The aim is to provide a training environment where all felt welcome and removing barriers to succeeding.

Initially the unit changed the selection process making it transparent against a developed role profile/College standards with clearly defined parameters, open to challenge, followed by a selection process which focused on teaching skills with a panel which includes at least one female member.

A change of published imagery was undertaken to emphasise the other public order skills required around tactical communication, negotiation rather than always depicting petrol bombing and officers in code 1.

The term “instructor” was removed and replaced with “trainer” to reflect a change in approach

for the training team as mentors and coaches. Accompanying this was a supervisory briefing to all trainers around expectations of behaviour and professionalism based on facilitation, equitable access to all and the setting of a professional training image.

From feedback previously received, screens were introduced to afford private changing for any officer who required it for whatever reason, these were well received across the board.

A continuous feedback cycle has been introduced with each session of Public Support Unit (PSU) training receiving a form to complete, responses are reviewed and themes identified for improvement.

As a result, there is a visible difference in the diversity of new PSU officers being attracted, statistical data is being gathered to measure the actual numbers.

Feedback from staff attending has been good:

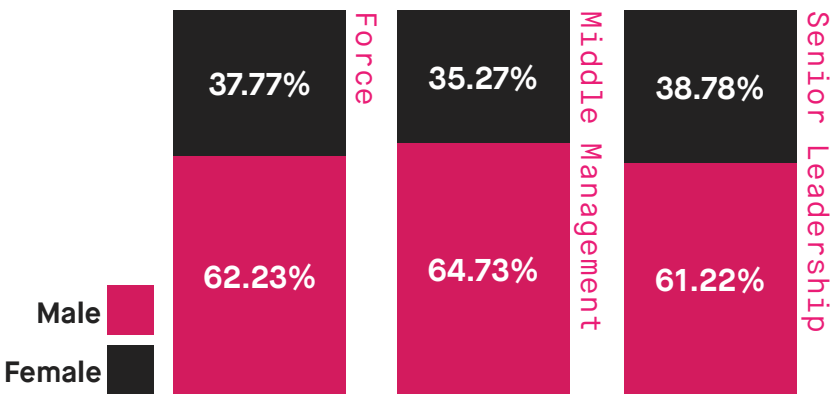
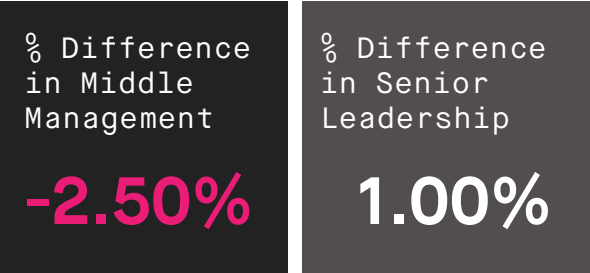
...you have made great inroads into this with regards to those delivering the training as well as the officers.

I found the PSU recertification training to be most professional and well taught PSU training that I have undertaken at Alconbury in recent years.

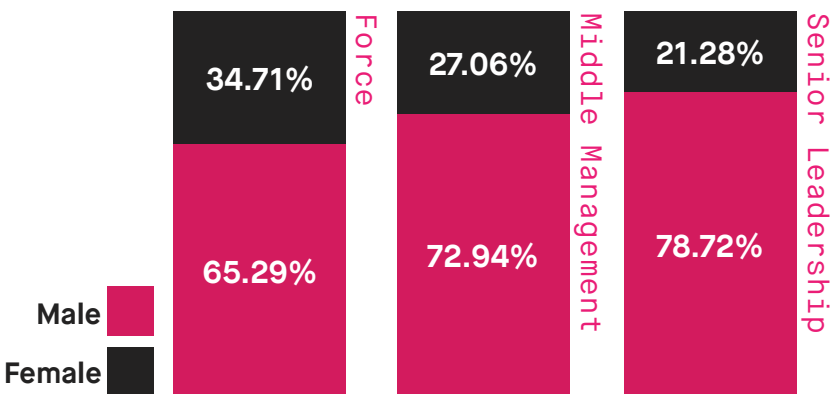
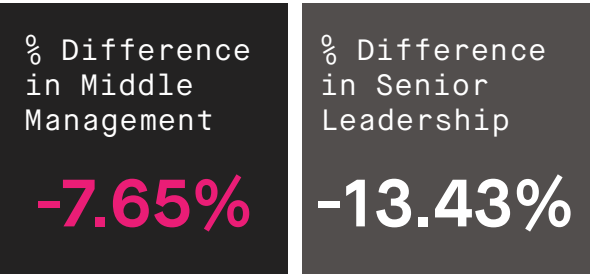
Great refresher, felt less pressured than it has in the past but still with a good focus on learning.

The best refresher so far, treated like adults, only taught what was relevant.

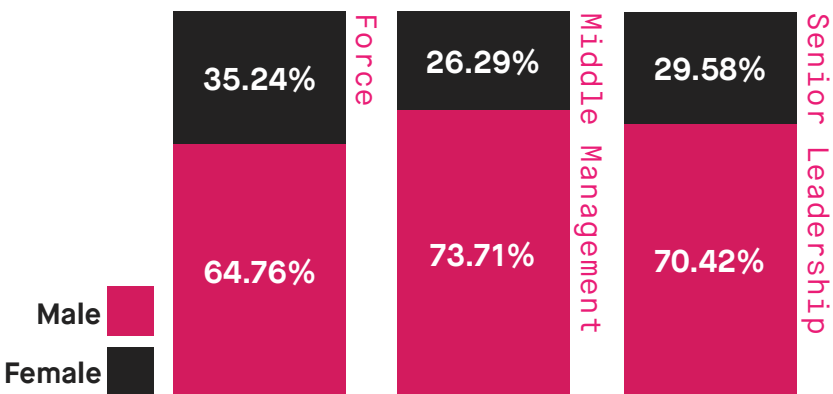
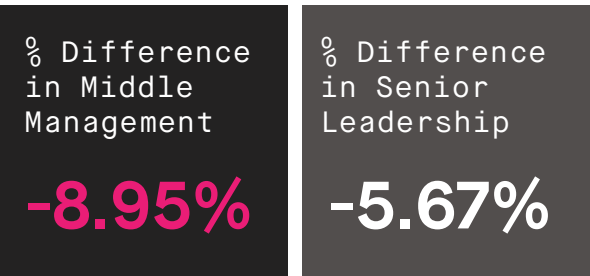
Bedfordshire Police



Cambridgeshire Constabulary



Hertfordshire Constabulary



British Transport Police

Good practice example

Over the last 12 months BTP has embedded a significant amount of change within its policies and practices to improve support available to all employees and improve gender equality in this space. One significant intervention has been the increase in family friendly leave entitlements to become more gender inclusive:

- Paternity leave entitlement has been reviewed and increased to 3 weeks at full pay having previously been 1 week at full pay and 1 week at half. It was noted that 61% of parental partners only took the first week due to the reduction in pay. The entitlement was also renamed to partner parental leave to become more inclusive of LGBT+ colleagues. Whilst it is difficult to attribute a cost on paper, financially this is a non-cash impact as extending the leave support, does not directly increase the payroll costs, as many employees supplemented the previous provision with Annual Leave where they would be paid at full pay anyway.
- The second change was introducing 5 days miscarriage leave at full pay. Whilst this could technically have been covered by compassionate leave, BTP realised that employees did not tell them when they had a miscarriage and that because it was not written down, granting of leave was inconsistent. BTP recognised that existing policies did not do enough to acknowledge the loss of a child before 25 weeks. Giving it a specific name did two things; break the taboo around baby loss, encouraging employees to share the real reason so they can be better supported and secondly, removed any ambiguity for supervisors around it, meaning more consistent support. It is really important that this also applies to termination for medical reasons AND that it applies to either partner.
- Finally, BTP's family friendly buddy scheme supports employees regardless of gender and have actively recruited male buddies. This has provided increased support and advocacy for female colleagues by providing male allies as well as support and education for male colleagues in this space.



These changes have built a great foundation for further improvements at BTP in the coming year.



% Difference
in Middle
Management

-6.77%

% Difference
in Senior
Leadership

2.29%

22.10%

Force

77.90%

15.34%

Middle Management

84.66%

24.39%

Senior Leadership

75.61%

Female

Male

Cheshire Constabulary



Good practice example

Cheshire Constabulary’s occupational health provider has launched their Rapid Access Female Treatment Service (RAFTS). This enables line managers to refer women, suffering with severe menopausal symptoms in the workplace, for a specialist review with a consultant gynaecologist, who is an accredited specialist of the British Menopause Society. RAFTS are in place to support individuals with severe symptoms of menopause who are under their GP and have been referred to an NHS consultant gynaecologist, the purpose is to provide rapid access to treatment rather than individuals having to wait up to 18 weeks for an appointment. Where rapid access is required, the occupational health provider will recommend a RAFTS in their report and the manager will then complete the form.

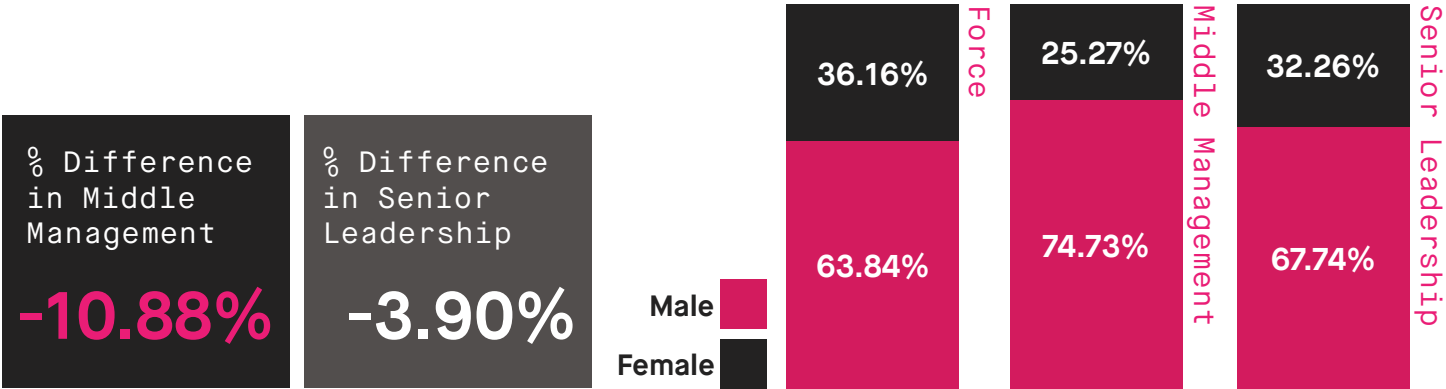
The National Menopause Action Group are aware of the often-limited specialised support available via GPs, including the prescription of appropriate drugs. Cheshire opted to introduce the RAFTS to ensure that individuals receive a professional, specialist opinion to support and inform the individual’s own doctor including the appropriately prescribed medication.

These appointments allow the individual to receive personalised advice on their menopausal symptoms. The specialist will prepare a report for the patients GP (with their consent) recommending treatment options that could be prescribed to help alleviate their symptoms. The line manager receives a summary report providing advice on any workplace adjustments that may be required.



For example, a RAFTS was approved. HR liaised with the provider to ensure an appointment was booked as quickly as possible and liaised with the line manager throughout. The appointment went well but there were a number of concerns raised. The consultant recommended a change in the officer’s medication, suggesting 4 items. The only issue was that it was a private prescription which meant a cost implication for the officer that she couldn’t meet. The consultant wrote to the officer’s doctor, who agreed to a part change in medication as recommended which has kept the cost down, prescribing 2 out of the 4 items.

This new service began in June 2021, which has been a popular service so far with 18 referrals in the first year.



City of London Police

Good practice example

Listening Circles for female colleagues will take place throughout this year aiming to deliver real change for women working for the City of London Police. This forms part of the force's overarching commitment to tackling Violence against Women and Girls (VAWG).

The Listening Circles initiative follows on from City of London Police Commissioner's forums, which were introduced to understand the feelings of the female workforce and act where concerns were raised. These forums were successful, not only in that they were well attended but that they also provided opportunities for the City of London Police to review historic incidents and support employees raising concerns.



Moving forward, female officers and staff of all ranks and grades within the City of London Police can take part in one of the in-person or virtual Listening Circle sessions. These sessions are a safe space for colleagues to share experiences and concerns and collectively find solutions to issues. They will be chaired by a member of the Professionalism and Trust and everything discussed will be confidential, with only key themes to be taken to the Trust and Confidence Board for awareness and support.

Following on from the Commissioner's forums there have already been two introductory listening circles held by the force, where the 25 women from across the force who signed up to participate, agreed: the purpose of holding Listening Circles; how these will run in force; and aspirations for future sessions.

% Difference
in Middle
Management

-3.07%

% Difference
in Senior
Leadership

4.02%

23.85%

Force

76.15%

20.79%

Middle Management

79.21%

27.87%

Senior Leadership

72.13%

Female Male

Civil Nuclear Constabulary



Good practice example

The Civil Nuclear Constabulary (CNC) launched its Gender Responsive Policing Strategy in June 2022. The Strategy sets out the ongoing commitment to achieve gender equality in society and workplaces. A transformative approach is required, and the CNC has therefore set the ambition to embed sustainable change within the organisation, building to deliver equality of opportunity for all staff.

The Gender Responsive Policing Strategy sets out a clear vision for a gender responsive police force with a fully inclusive workforce that embraces all gender identities, displays inclusive behaviours, and challenges harmful institutional practice that is counterproductive to effective service delivery.

The CNC have developed an action plan which aligns with Strategic Goal 4 of the CNC's Three-Year Strategic Plan and maintains the CNC's commitment to a dynamic and innovative culture.

The Gender Responsive Policing Strategy will consist of 5 key objectives.

- Leadership accountability for the promotion and support of an organisational culture and working environment that is inclusive and fair to all genders and in accordance with national laws.
- Improve the representation of women in senior positions and at Authorised Firearms Officer (AFO) level.
- Developing, nurturing, and retaining a gender diverse workforce.
- A flexible workplace which enables staff to balance work and life responsibilities.
- The promotion and support of gender equality and inclusivity with our customers.

The CNC People Management Group will monitor and report on the progress of implementation to the Executive and People Committee and provide an annual report. The Gender Responsive Policing Strategy and Action Plan will be overseen by the Executive Team.



Cleveland Police



Good practice example

Cleveland Police has been continuously improving their approach to addressing gender inequality and have recently appointed two new HeForShe ambassadors ensuring equal representation across officers and staff. Internally, the focus is to ensure our female colleagues feel included, supported, and have access to development opportunities to ensure the under-representation of women within middle management is abridged. Cleveland Police ambassadors will also aim to disrupt socio-cultural norms which foster implicit and explicit acceptance of sexual harassment.

In 2021-22, focus was centred upon the further education and communication of misogyny and sexual harassment within the workplace, whilst strengthening organisational processes and policies to support those harmed by discriminatory behaviour. Workforce development cumulated in the delivery of a masterclass, delivered by a dedicated Prevention Officer, to 50 delegates of varying ranks and gender with the primary objective to equip officers and staff with the tools to intervene so that they, as bystanders, will feel enabled and empowered to safely intervene and disrupt sexist and misogynistic behaviour whilst also providing peer support for those affected.

Recognising that victims are at the heart of such experiences and owing to the complex nature of these harmful behaviours, Cleveland Police

recognised there will be instances where sexist and misogynist behaviour remain undisclosed due to a whole host of reasons and have therefore partnered with ARCH Teesside to deliver a confidential and anonymous emotional support service for any Cleveland Police personnel who have been affected by sexual harassment or sexually harmful behaviours within the workplace at any time.

ARCH Teesside is a specialist sexual violence support service offering a range of support approaches such as counselling, Independent Sexual Violence Advisor services, Life Enhancement support, and online support. The Tell Me service is delivered by specialist sexual violence counsellors who are independent of the police service.

Furthermore, in recognition of the impact of having women in senior roles and the benefit that this has on other women throughout the organisation, Assistant Chief Constable Lisa Theaker recently showcased the integral role of women within Cleveland Police - [Watch Here](#).

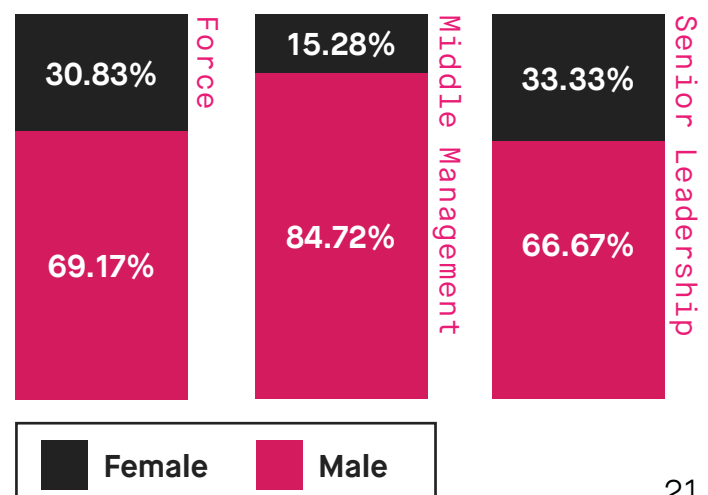


% Difference
in Middle
Management

-15.54%

% Difference
in Senior
Leadership

2.51%



Cumbria Constabulary



Good practice example

As part of Cumbria Constabulary’s response to the national Tackling Violence Against Women and Girls (VAWG) Strategy, Neighbourhood Policing Teams have been leading on the Safer Spaces strand of the plan. A key feature has been using data from the Home Office’s StreetSafe reporting tool where people can highlight areas, they feel unsafe in.

Where areas of concern have been reported via the tool, Neighbourhood Policing Teams have adopted them as community priorities and have used multi-agency problem solving to address them.

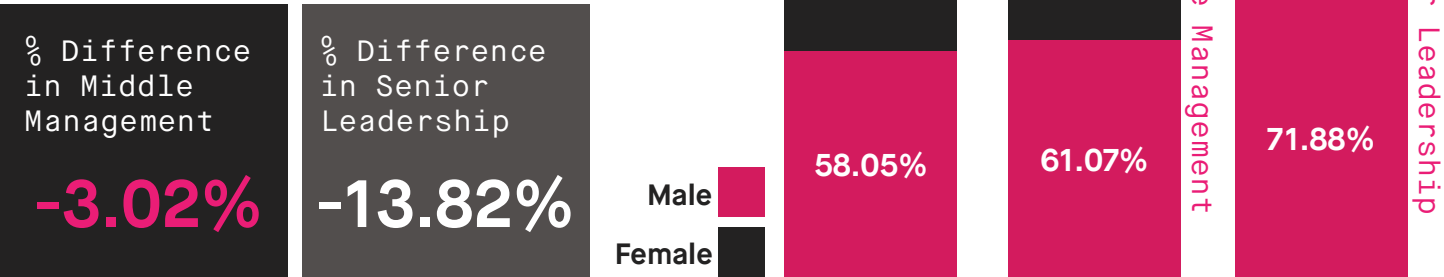
During the summer, the Constabulary undertook a targeted campaign both internally and for their communities highlighting this initiative. This has helped to tackle areas of high harm and violence, but also supported engagement with women in the community.

These initiative included:

- Using information from multiple sources to identify a suitable VAWG hotspot and raise as a priority location for targeted activity.

- Neighbourhood Teams completing a full OSARA (objective, scanning, analysis, response and assessment) response to consider the hotspot location for multi-agency problem solving.
- Creating a patrol plan for response officers. Highlighting key times and streets for officers to park up and conduct 15-minute foot patrols.
- Beer mats and door stickers were provided for teams to deliver to licensed premises within key areas to ask for their support in advertising the StreetSafe reporting tool.
- All patrols were recorded and overlayed on a new mobile data platform for capturing hotspot activity.

There initiatives resulted in heightened awareness of the Constabulary’s approach to tackling violence against women and girls internally, in the community and with partners.



Derbyshire Constabulary



Good practice example

As part of Derbyshire Constabulary's commitment to the Violence Against Women and Girls (VAWG) strategy and Abuse of Power for Sexual Purposes work the force conducted an internal survey aimed at identifying internal sexual harassment issues. The survey launched by the Professional Standards Department (PSD) went live in May 2022. Of those who responded to the survey, 65% stated they had not been a victim and/or had not witnessed this type of behaviour at work. However, a significant number of people reported they had experienced sexual harassment at work.

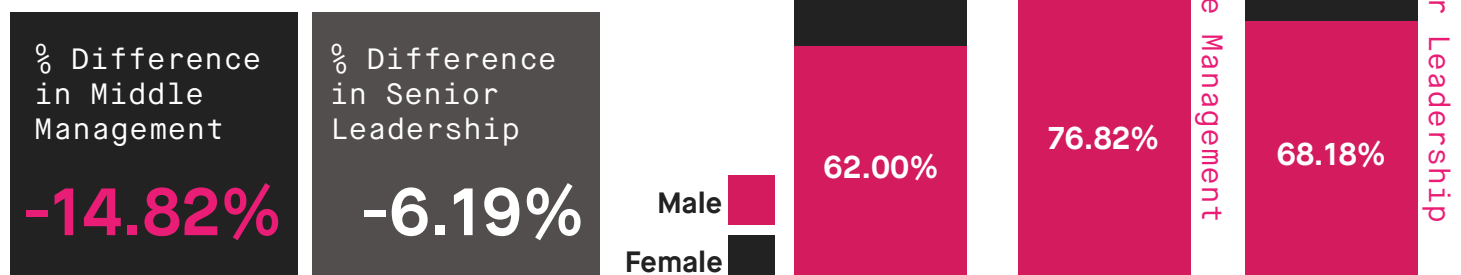
Superintendent Jed Keen, Head of PSD, said "We know the vast majority of our staff and officers are already treating their colleagues with respect and creating the inclusive workplace culture which we all want. That said, this is such a serious issue, one case is one too many. The survey shows there is still behaviour in force which falls below the standard we expect. This is unacceptable and something we all have a responsibility to tackle".

The survey highlighted key themes including a lack of confidence in the internal reporting systems and the feeling victims will not be taken seriously. The force immediately signed up to the Crimestoppers Police integrity line, ensuring staff have another avenue to report confidential matters.

The PSD now have an agreement in place, any offences identified will be robustly investigated within Public Protection, with support from PSD officers. Ensuring the victim has expert investigators and resources allocated to support their case.

The survey identified, not all staff in force understand what constitutes sexual harassment. Some employees stated they had not been sexually harassed but went on to describe behaviour that would indicate they had. There are plans for a 'PSD Roadshow' with the intention to capture all staff, to promote the standards of professional behaviour and discussing the 'line in the sand', giving real life examples of what constitutes sexual harassment.

All presentations given to new members of staff and newly promoted officers are updated, with a focus on help and guidance for victims and educating all on the signs and symptoms of sexual harassment.



Devon and Cornwall Police

Good practice example

Devon & Cornwall Police completed an independent cultural analysis survey last year with Senseia and the results have assisted in the development of an inclusive leadership programme, ‘World Class Policing – Our policing’. The programme is being rolled out across the force to all police officers and staff as part of a 12-month cultural development programme.

This programme is focused on understanding who we are, how we are perceived and how we understand and combat disparity and bias in the organisation and in the services we deliver. It explores challenges the police face with diversity, equality, and inclusion, helping us to understand how it feels to work within Devon and Cornwall Police and receive services from us.

The series of three days of workshops include research and evidence from Durham University Business School Police, National Police Surveys and Senseia’s Cultural Audit of Devon & Cornwall Police. The workshops assist individuals at all levels in understanding how their leadership is critical in motivating people, influencing culture, and enhancing employee wellbeing and service performance.

The programme aims to equip leaders with the knowledge, skills, and motivation to improve inclusivity and culture and reduce unacceptable behaviours within teams.

Participants will develop the knowledge and understanding about why events and behaviours occur and how they can influence changes in conduct through informed choices.

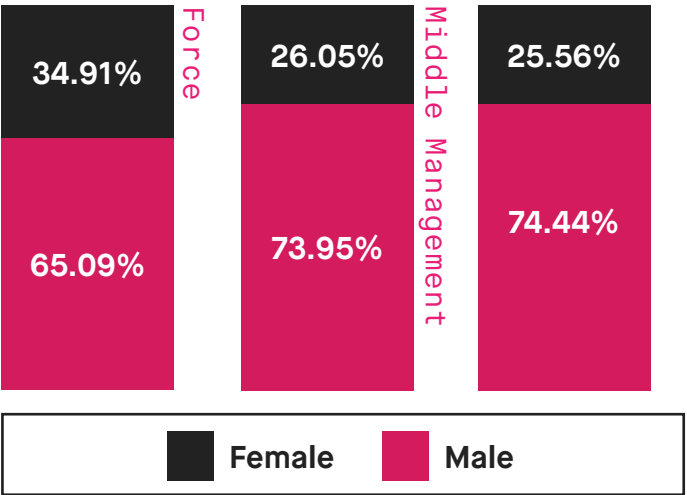
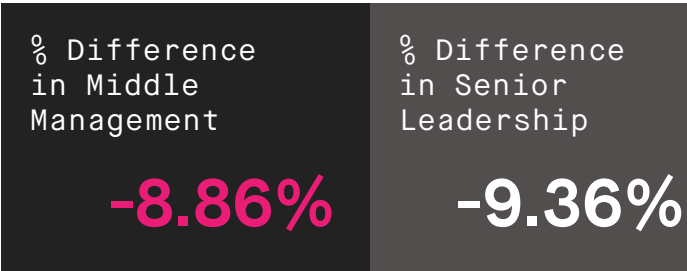


Devon & Cornwall Police

The objective for the World Class Policing – Our Policing workshops is to:

- Enable leaders to deliver the force visions through practical tools to create an inclusive working environment and deliver an inclusive service to the communities we serve.
- Equip leaders to lead the organisation around difficult ethical issues and to do so in a way that both supports corporate messaging and provides opportunity for introspection.
- Maintain a sustained emphasis on diversity of representation and build an inclusive culture to better reflect the communities of Devon, Cornwall, and Dorset.
- Continue to reinforce with leaders the role they play in welfare and wellbeing as well as for themselves as a role model.

The workshops seek to develop supportive leadership which uses evidence-based management to inform decision making and change behaviour and influence culture.



Dorset Police

Good practice example

In 2021 Dorset Police launched a positive action promotion support programme for police officers aspiring to be Sergeants and Inspectors. The programme targeted all underrepresented groups with most of the participants being women.

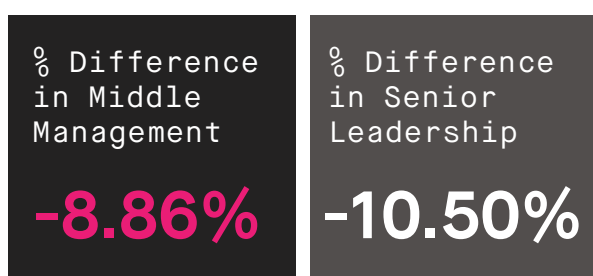
The programme has evolved and is now conducted over a five-month period ahead of a promotion process commencing. The programme consists of:

- Direct email to all those qualified at Sergeant and Inspector rank but not substantive in role
- An “Inspiration and Engagement” webinar with a senior leader to inspire and encourage career progression
- A one day “unlocking potential” workshop to focus on building confidence and breaking down personal barriers
- Matching with an internal mentor to support with promotion preparation (all mentors are provided a specific mentoring pack aligned to the promotions support programme)
- A five-day support programme which includes:
 - Inspirational messages
 - A breakdown of the promotion board process
 - Mock interview and operational briefing
 - Explanation of the Competency Values Framework
 - Preparation and planning tips
 - TED talks
 - Meditation
 - Access to a Positive Action Officer for additional one to one support.

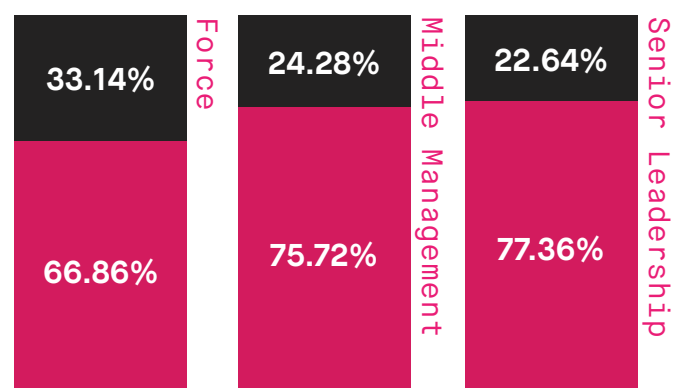
The five-day content is self-service and with round the clock access to ensure it is flexible enough to be accessible to all.

The programme completes approximately four weeks prior to the board process commencing. During this time candidates are encouraged to book in mock interviews and operational briefing sessions to put into practice what they’ve learned and to build on their confidence ahead of the board.

Female candidates who attended the Positive Action Sergeant Programme and went on to sit their board achieved 100% pass rate during the January 2022 process. Dorset Police Positive Action Team has recently completed a support programme for the Inspector promotions process and are currently delivering the second Sergeant support programme.



Male
Female



Durham Constabulary



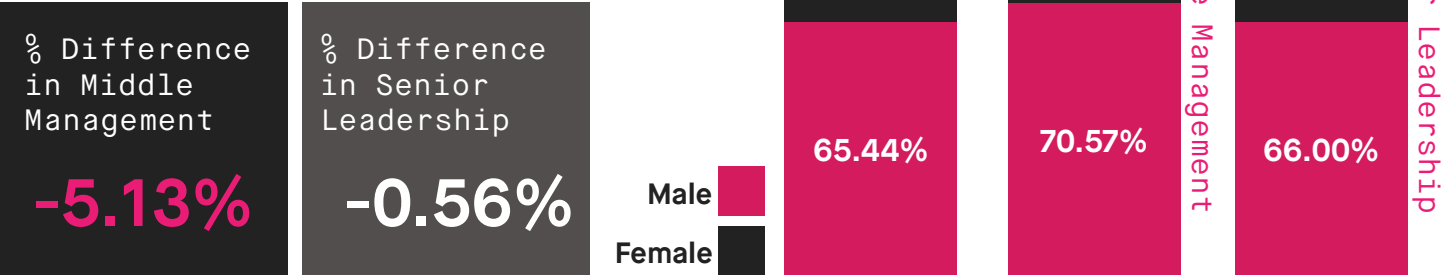
Good practice example

Durham Constabulary has now reintroduced their development day, which has a female focus but is open to all staff. Held at an external venue, there were speakers from within and outside the force. Tracey Neville (ex-England Netball Coach) talked about her leadership journey, and Temporary Assistant Chief Constable Una Jennings discussed her personal experience and the importance of resilience. A Violence against Women and Girls (VAWG) workshop also formed part of the day. The overall theme was ‘If you can see it, you can be it’. The event was well attended, and feedback was excellent.

Other work over the last year has involved redrafting the Family Leave Policy, which covers maternity and paternity leave. The focus has been on making the policy more inclusive and accessible to all by talking about new parents rather than the previous focus on just mothers.

Following the internal research undertaken a few years ago into why women weren’t putting themselves forward for career progression, Durham Constabulary has had excellent success in increasing the number of female supervisors who have been successful within the promotion processes. The pool of candidates is now far more balanced.

The force is also currently in discussions with the female network, the local Police Federation, Unison and the force executive to look at how to support female staff and combat ‘period poverty’, exploring options with a view to providing free sanitary products for those on the lowest incomes.



Dyfed-Powys Police



Good practice example

Dyfed-Powys Police continue to promote their Parenting Pitstop to support officers and staff who are becoming parents. This initiative has the objectives of valuing officers and staff and ensuring that the right information and support is available throughout.

The New Parent Handbook is available on the force intranet and is intended to compliment the information and support available through force polices. The handbook also outlines what can be expected from line managers. All line managers have been provided with similar guidance to assist them.

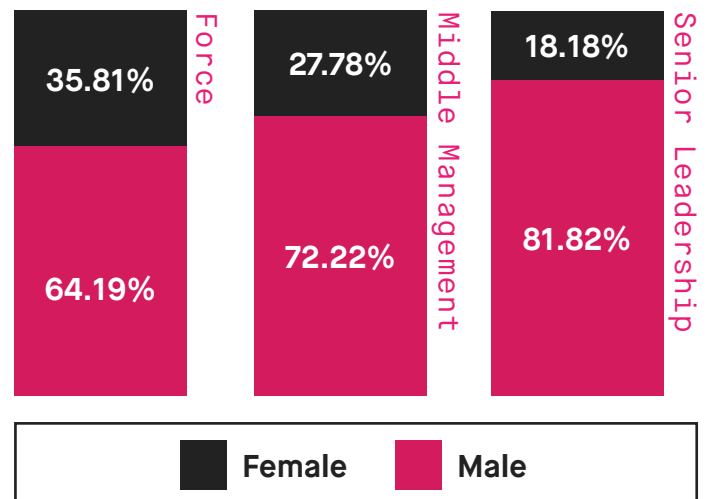
The initiative has received very good feedback from staff and managers. It has enhanced the quality of information available and has led to enhancements in the force's approach to officers and staff returning to work. This mostly relates to standardising refresher training and phased returns which has been widely well received.

% Difference
in Middle
Management

-8.03%

% Difference
in Senior
Leadership

-17.62%



Essex Police



Good practice example

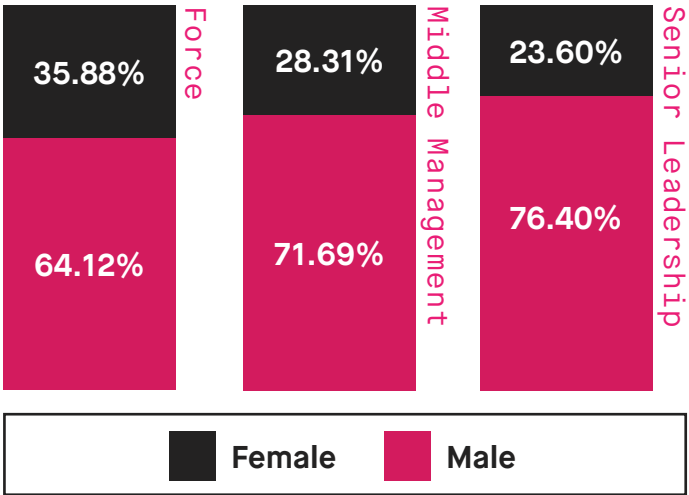
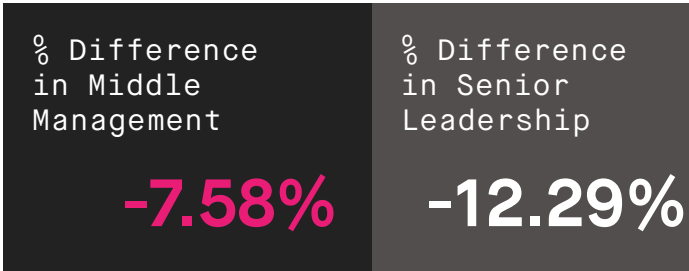
Essex Police launched a new officer recruitment campaign, “We Value Difference” in September 2020. The aim was to attract more diversity into the force, tackling diversity, equality, and inclusion in its entirety. Within 2 months of the launch, numbers of applicants from ethnic minority backgrounds doubled compared to previous campaigns.

The campaign has continued in various forms into 2022. Over a 3-month period in the 2021/2022-year, Essex Police attracted 37 candidates per week to submit applications to be a police officer, an average of 12% from ethnic minority backgrounds, 46% from women making it the highest recorded level of female applicants since pre-January 2020. Numbers of female officers has continued to increase, with most recent figures showing 36%.

Moving forward, Essex Police is fully supporting National Inclusion Week to continue to promote these values amongst its existing officers and staff. With inclusion as the objective, the organisation is much more likely to continue to see diversity, fair treatment of everyone and greater equality of opportunities and outcomes. The aim is for everyone to feel welcome and ensure that it is safe for them to express who they choose to be.

Throughout National Inclusion Week, Essex Police will promote how each of the 9 staff networks supports colleagues throughout the force. The week will include online and in person events with guest speakers. HeForShe and the vital work of ambassadors will be promoted. The force lead for Violence against Women and Girls (VAWG) will also give an input on current work.

The support networks within Essex Police continue to grow, including a recent introduction of a Men’s Forum. This continued support is crucial to the organisation recruiting and maintaining a diverse workforce and ensuring that Essex Police remain fully inclusive and an organisation where they fully reflect the community they serve. Supporting and promoting National Inclusion Week in this way means Essex Police is bringing together the experience, talent, and dedication of its very many support networks. Showing the workforce that working together and supporting each other is the way we will succeed in promoting diversity, and equality.



Gloucestershire Constabulary



Good practice example

Following the murder of Sarah Everard and the findings that misogynistic and sexist behaviour exist within the police service, Gloucestershire Constabulary and the Office of the Police and Crime Commissioner commissioned an independent review. Wendy Derrick, an independent consultant, conducted a combination of focus groups and one to one interviews with female officers and staff within the organisation. Participants had the opportunity to share experiences and to voice how they felt about sexism, misogyny and sexual harassment in the workplace.

The results fed into a report called 'Crossing the Line', this report allowed Gloucestershire to examine its own position and to better understand its internal culture. The report ensured participants anonymity was protected and contained 20 recommendations.

In response and to tackle these recommendations:

- Gloucestershire Constabulary has created a Violence and Intimidation against Women and Girls (VIAWG) Internal Working Group, with representatives from key departments involved.
- A strategy document called; 'Our Approach to Tackling VIAWG' has been launched. As part of this, two key pillars focus on improving trust and confidence in policing and relentlessly pursuing the perpetrators within.
- Senior leader support: the Chief Constable produced an internal video, which responded to the report and included a zero-tolerance statement. The Chief Constable also delivered an input on VIAWG at the Leader's Days, which included a video from Wendy Derrick and a handout.
- Assistant Chief Constable Kirk has released a series of comms messages asking personnel to challenge unacceptable behaviour.
- Gloucestershire Constabulary has embedded bystander intervention training into their inclusion training module for staff and officers.



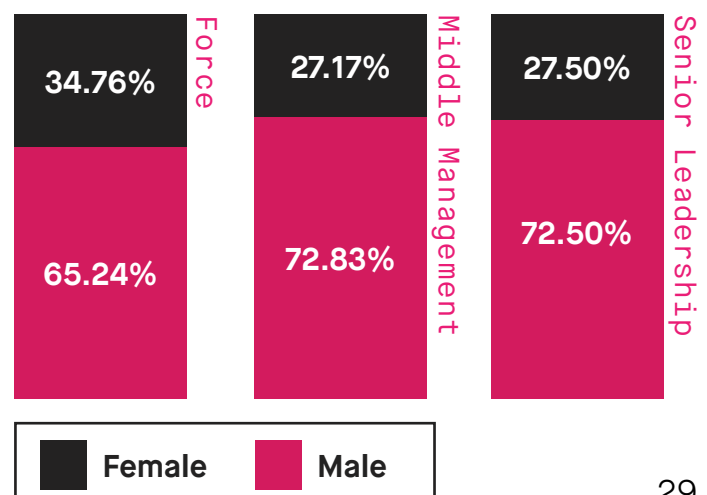
- Gloucestershire Constabulary representatives met with representatives from Wiltshire Police to share best practice and learning points from the work they have completed so far.
- HeForShe work plays a key role in tackling these recommendations, Gloucestershire Constabulary has 20 HeForShe allies who are working hard to raise awareness of HeForShe and educate the workforce around gender bias.
- Gloucestershire Constabulary are reviewing their promotion process, to help address gender imbalances in management positions, with a working group set up to look at this.

% Difference
in Middle
Management

-7.59%

% Difference
in Senior
Leadership

-7.26%





Greater Manchester Police

Good practice example

GREATER MANCHESTER
POLICE



GMP has an active Association of Women in Policing with a dedicated HeForShe lead.

GMP has approved a second intake of part time recruits (the first in the country to offer a job share for front line entrants) and this has attracted a significant proportion of female officers.

GMP has approved a supervisors' guide to IVF and other fertility treatments.

GMP has created an endometriosis group to support female officers suffering this condition.

GMP has introduced initiatives that focus on the internal attraction and recruitment of female officers in specialist posts e.g., Spec-Ops.

The force has also introduced promotion initiatives to increase numbers of female officers in senior ranks. In January 2022, the force appointed Assistant Chief Constable Sarah Jackson who holds responsibility for the force's Crime portfolio, including Serious and Organised Crime, Public Protection, Forensic Services, Intelligence and Crime Investigation.

GMP has updated its resource management system with menopause specific absence guidance. This is as a result of the force's dedication to bringing an end to the stigma around the menopause and encouraging both men and women to talk about it to ensure the creation of a safe and supportive environment for those experiencing symptoms.

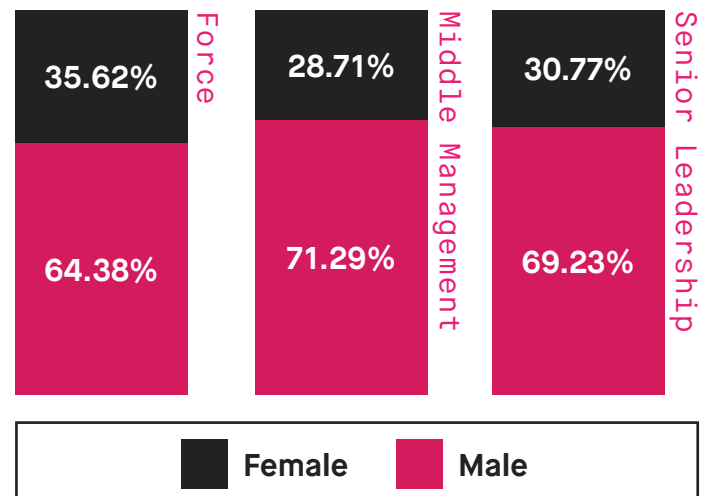
Lastly, GMP is moving at a fast pace in terms of recruiting female officers. It currently ranks as one of the highest in the country, with an increased percentage of female officers approaching 50% of its overall make-up.

% Difference
in Middle
Management

-6.91%

% Difference
in Senior
Leadership

-4.85%



Gwent Police



Good practice example

Gwent Police wanted to understand culturally where their staff were in respect of gender equality, attitudes, and behaviours towards women and if staff felt comfortable challenging inappropriate behaviour.

In order to do this, Gwent Police employed the charity Chwarae Teg over a twelve-month period to develop an action plan, specifically looking at gender issues for women in policing.

The Diversity and Inclusion Chief Inspector and Chwarae Teg developed a staff survey to inform where the organisation was, which developed into gender mixed workshops for Managers, Supervisors and Frontline Staff focusing on Creating an Inclusive Environment.

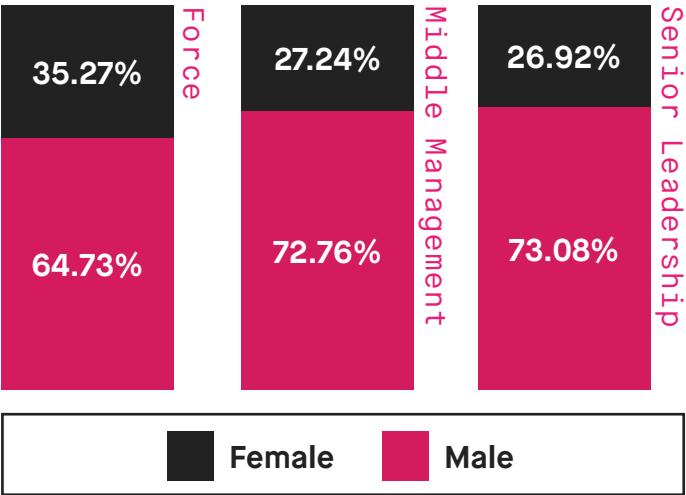
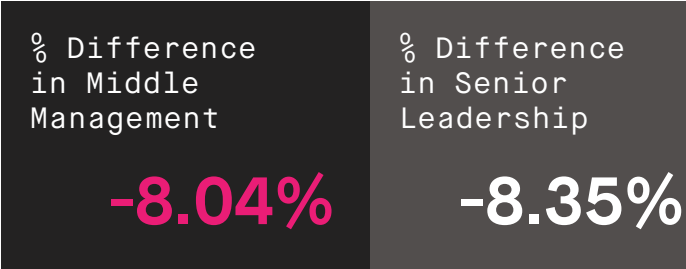
The workshops asked the attendees questions about barriers women faced regarding promotion and development within Gwent Police, attitudes, language and behaviours towards women and how to be an active upstander, teaching staff how to challenge successfully.

Chwarae Teg made it clear to the attendees that Chatham House rules would apply and any information given would help inform changes in practice, process and policy for the organisation to better support Gwent Police employees.

After each workshop feedback was used to evolve, to ensure each delivery was the best it could be, giving the organisation the richest possible evidence to inform change.

As a result of the survey work and workshops Gwent Police received the Chwarae Teg Silver Fair Play Employer award and has been nominated as a 2022 finalist in the annual Womenspire awards for gender equality. Over the next twelve months Gwent Police will be working in conjunction with Chwarae Teg to improve the implementation of Flexible Working (FW), through policy review, two-hour workshops developing policy awareness; legal framework; benefits of FW in recruitment, retention and progression; role of managers; ideas for balancing FW requests with staff shortages.

To support this work, the force will target improving retention of probationers using focus groups based on, reality vs expectations from the recruitment process; exploration of available and accessible support; positive and negative perceptions about current and future career progression, aimed at women. Gwent Police will also launch it's Be an Active Upstander campaign in the Autumn to support the cultural change programme.



Hampshire Constabulary



Good practice example

Hampshire Constabulary has this year conducted a pilot programme for 17 officers and staff in supervisory roles to undertake a qualification to help them better understand how to manage equality, diversity and inclusion in the workplace.

Working together with Inclusive Employers and the Chartered Management Institute (CMI), Hampshire delivered the Level 5 course (foundation degree level) over a period of 6 months, starting with two days of instructional input into what the course would entail. Participants then spent time working on their modules looking at how best to make sure that the organisation was complying with the Equality Act; analysing other organisations and institutions' approaches and the role and responsibilities of supervisors and managers in relation to equality, diversity and inclusion amongst other topics.

Participants on the pilot found the course informative, instructive and of great use in their day-to-day roles.

The pilot was a total success and is now being rolled out across the force, with over 100 people signed up to take part. For newly promoted Sergeants and staff supervisors the course will be part of their probation period, equipping them with the right tools to move into their new supervisory roles.

The course was so helpful in terms of showing me not just what was required by law, but how to get the best out of my team, to help them perform to the best of their abilities.

I knew that I should be doing more to promote diversity with my team. The course showed me not only how to do that, but also why it is so important.

Completing it (the course) was challenging and got me thinking beyond the topics. We've had some great conversations in my unit about this (equality, diversity and inclusion) and it's helped everyone engage and discuss topics openly and honestly.



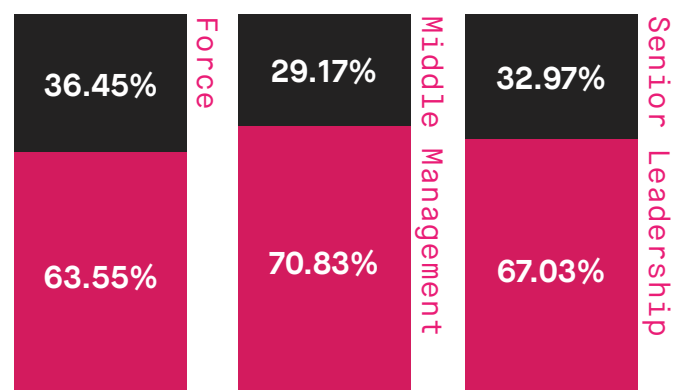
% Difference in Middle Management

-7.29%

% Difference in Senior Leadership

-3.49%

Male
Female



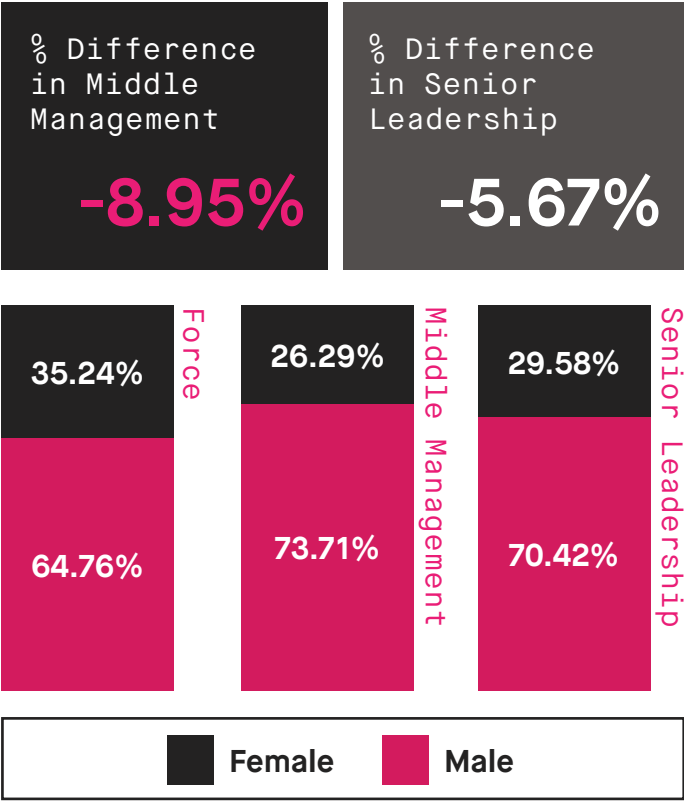
Hertfordshire Constabulary

Good practice example

Within Hertfordshire Constabulary, response policing has a lack of female supervisors. This has proved challenging when female officers have been assaulted and wish to speak with a female supervisor due to the delicate nature of the incident. In addition, the lack of visible females in this department prevents female role models being identified for younger serving officers.

Hertfordshire Constabulary’s women’s network, in partnership with Hertfordshire Constabulary’s men’s network, has set up an on-call process for female officers who are assaulted and wish to speak with a female supervisor. This is centrally managed by our control room.

A cohort of both male and female Chief Inspectors and Inspectors have also set out a career coaching programme for officers, female officers, to support them through the promotion process and any lateral moves. Although this is across all areas of business there has been a focus on front line and uniform roles to address the imbalance. This has been well received with the pass rate for promotion increasing and with the number of females intending to take the next promotion exam higher than previous years.



Humberside Police

Good practice example

Humberside Police has been proud members of HeForShe since 2018, embedding it into everyday working practices. Following the Covid-19 pandemic, Humberside had a change of leadership in this area. This leading to a renewed vigour for the force. Humberside Police is keen to embrace the new commitments to support HeForShe in the coming years.

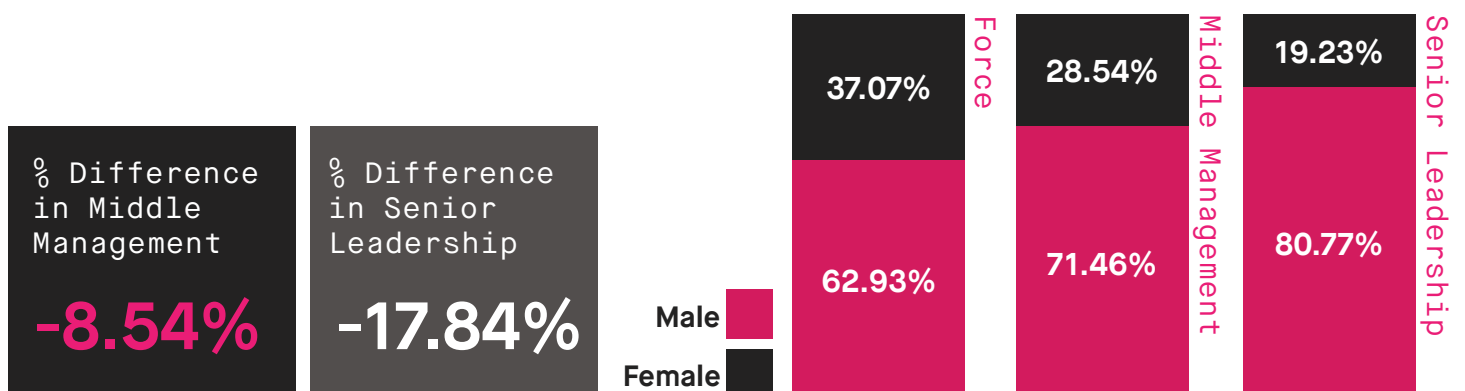
As part of the drive within the force, the new tactical lead from the Senior Leadership Team and the additional creation of ambassadors within the force commands across both police officer and staff positions take ownership and responsibility for work streams and individual projects that will support the network.

They are passionate about ensuring Humberside is a supportive, inclusive, and diverse organisation and are proud to be part of an organisation that polices by consent; recognising the value gained and trust built by understanding and working positively with all the communities served.

As part of the drive to recognise and challenge inequality in the workplace, they heard from members of the community and those that work within Humberside Police who have one or more of the nine protected characteristics as outlined in the Equality Act. They asked them what it's like to be policed by or to work for Humberside Police and what could be done better to be more inclusive.



Inclusion means everyone, this isn't just about those with a protected characteristic, but about creating an environment where everyone feels they can be themselves. Recognising everyone has an unconscious bias. This resulted in a series of films that are designed to help bring awareness to an individual's own biases and challenge them. The films also aim to shed light on topics or areas individuals may not have understood or known much about before. They are an opportunity for us all to learn and to ensure Humberside Police is a great place to work for all. The series currently has 5 short films covering Sexual Orientation, Call it Out -Race, Disability, Call it Out -Pregnancy and Age and all form part of our Human Library Series.



Kent Police



Good practice example

Recognising the challenges throughout the previous year in 2020, the Kent Network of Women (KNOW) developed a series of events in 2021 which focused on themes from workforce feedback. The KNOW engaged the support of other groups such as the Men’s Forum, Enable (disability and carers network) and LGBT+ network, as well as the force’s Health and Wellbeing team and working together the inaugural “Women’s Health Awareness Week” was created. Everyone was invited not just women.

The week, held in October to coincide with World Mental Health Day, World Menopause Day, Breast Cancer awareness month and Baby loss week, featured 14 ‘bitesized’ one-hour events with a blended online and personal attendance approach. They were joined by subject matter experts as well as colleagues willing to share their lived experiences. Topics covered included:

- Nutrition and fitness to improve your life hosted by qualified staff who gained accreditation in this area
- Managing stress and anxiety with the in-force counselling team
- Healthy Relationships – supported by Men’s Forum and LGBT+ network
- Migraine Advice and Support session led by a leading neurologist
- Breast Mates input from Tara McGovern
- Line Managers policy session to cover common mistakes and myths about policies created to support women in the workplace
- Maternity review findings and ‘Circle of Parents’ support

- Input from our internal Fertility Support Group and the launch of the Endometriosis Support Group

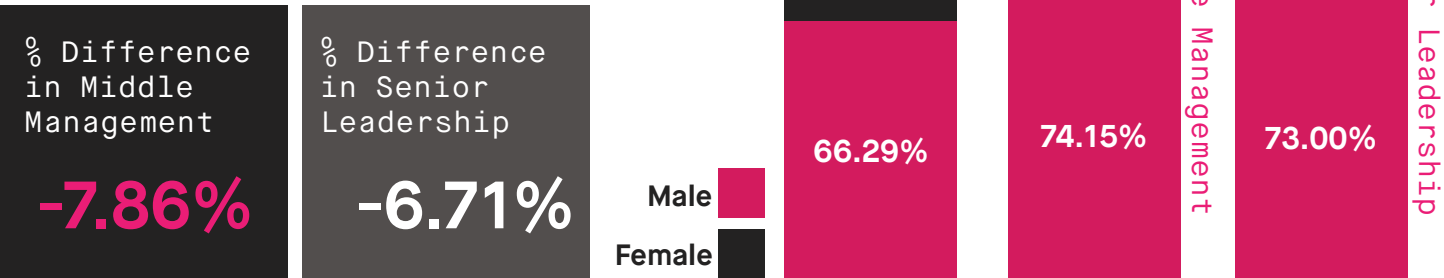


Live fitness and yoga sessions were also held during the week, and which continue to be held weekly at a central police site.

The week concluded with a full day “Let’s Talk Menopause” conference supported by a leading menopause consultant.

The sessions were opened up to all South East and Eastern Region forces, Eastern Region Special Operations Unit, Metropolitan Police and other local partners. Over the course of the week, the events reached over 800 colleagues and many more have accessed the recordings since then.

Kent Police are just about to host their second annual Women’s Health Awareness week in a similar vein but including financial wellbeing inputs as well as working with the Miscarriage Association to address requests for support in this area.



Lancashire Constabulary



Good practice example

In July 2022, Lancashire Constabulary held their first HeForShe Workshop to combat gender inequality in the workplace. The event was opened by Deputy Chief Constable Sacha Hatchett and was attended by 80 officers and staff from across the force; many of whom have since signed up to become ambassadors for gender equality going forward.

There were presentations from external speakers, including Chief Officer Nancie Shackleton who spoke about her experiences of being a woman in policing and Detective Superintendent Miles Ockwell who led on the introduction of HeForShe into UK policing. There were also a number of internal speakers, Detective Inspector Bryony Midgeley talked about the challenges of parenting and juggling a career and Chief Inspectors Jason Richardson and Lukmaan Mulla spoke from the Professional Standards Department. Chief Inspectors Gareth Willis and Graham Hill facilitated discussions on a range of topics, including:

- Police culture
- Insights into women in policing
- Challenges of maternity/working parents
- Sexual harassment in the workplace

One attendee stated, "Eye opening, insightful and thought provoking both in terms of what women in policing go through but also what I can do to influence and make a positive change."

Lancashire Constabulary has also undertaken a piece of work around method of entry courses where it was identified there was routinely a 60% failure rate for female officers. Detailed analysis to identify key reasons for this was conducted; female officers disproportionately were unable to successfully hit the top lock of a door which is a requirement to pass the course.

Female officers who fail the course are now created a bespoke 12-week training plan alongside development sessions and allocated a mentor, before being invited back to complete the course again.

This has resulted in improving the number of female officers passing the course and further research work is ongoing with academic partners to identify appropriate gender specific method of entry techniques for future courses.

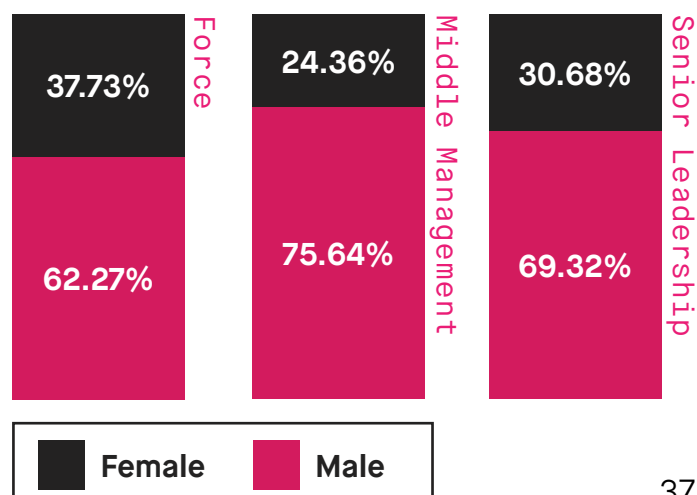


% Difference
in Middle
Management

-13.37%

% Difference
in Senior
Leadership

-7.05%



Leicestershire Police



Good practice example

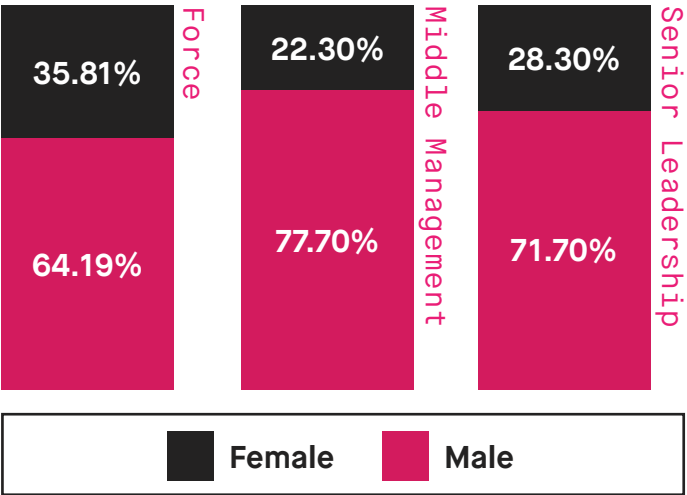
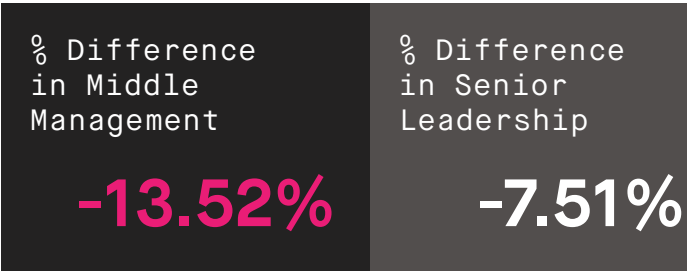
Leicestershire Police conducted an internal workforce survey, the ‘Wellbeing, Diversity and Inclusion Survey’ in January 2022. 1868 surveys were completed – that is 51.2% of the workforce and was a good representation of demographics and an equal proportion of staff and officers completing the survey.

Within the harassment and Violence Against Women Girls (VAWG) section, the force asked questions about inappropriate behaviour in the workplace and how to challenge it. Results presented that a high proportion of respondents agreed that they felt confident that if they reported inappropriate behaviour, it would be dealt with appropriately and proportionately. An even higher number of respondents felt confident that they could challenge the behaviour of their own rank if they behaved inappropriately.

Respondents felt less confident in challenging similar behaviours from those of a higher rank; overall, male respondents were slightly more confident than female respondents, however, some male staff members answered they were less confident than female staff respondents in certain questions. In the last two years, respondents had experienced or witnessed comments about their appearance, private lives, or gossip. These situations were identified as the top issues. These are not in line with our professional standards. After the survey, a mixed focus group and a women’s only group discussed the results further.

Moving forward, several activities are taking place including: continuing to have ‘courageous conversations’ about VAWG (November 2022), continuing to work closely with our support networks e.g. WIN (Women’s Inclusive Network), training supervisors to spot the signs and deal with such incidents, Domestic Abuse, understand and encourage reporting to anon reporting line and PSD matters, education on cultural awareness and how to build and support their teams, subsequently appointed a force VAWG lead.

The force will continue to work in conjunction with a Leicestershire Superintendent, who is the national lead for the VAWG task force. In addition, our standards and Corporate Communications departments have produced a change campaign, addressing standards of behaviour, focusing on 10 key behaviours (once monthly) setting out expectations and reinforcing standards of professional behaviour and a ‘call-it-out’ culture at all levels within Leicestershire Police.



Lincolnshire Police



Good practice example

Lincolnshire Police has increased female representation in force by 3% from 2020 to 2022 and most of their Chief Officer Team (Executive Board) are now female.

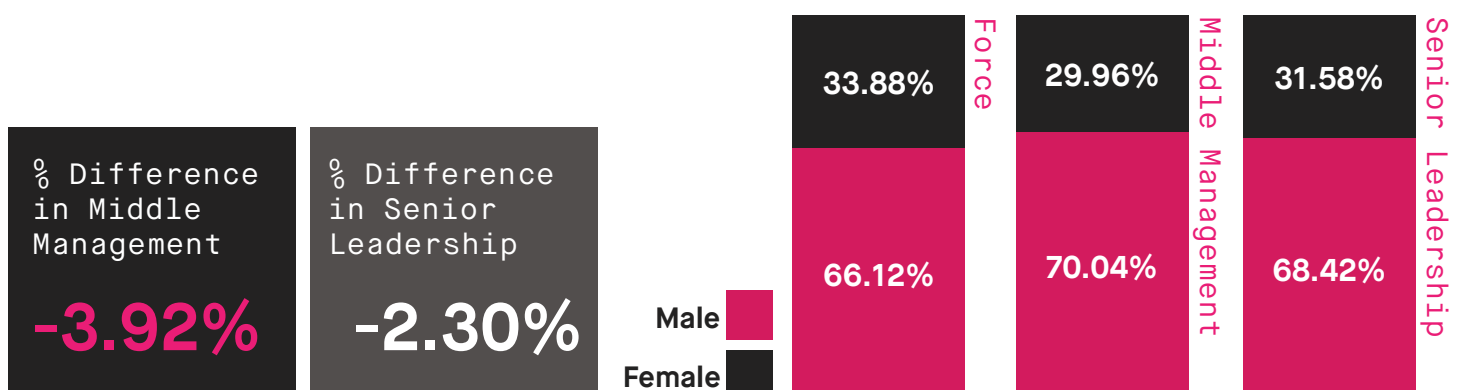
Following the murder of Sarah Everard and subsequent reporting, the Chief Constable wanted to understand how Lincolnshire's officers and staff felt in order to enhance the culture of the force, ensuring that everyone in the workforce feels safe and supported, and where misogyny and misandry have no place.

The Violence against Women and Girls (VAWG) lead and chair of the women's network contacted key individuals across the organisation including G4S, police officers, special constables, police staff, PCSOs and volunteers who in turn had conversations with their peers. This led to receiving honest anonymous feedback from over 300 people. All representatives of the force were spoken to and many different experiences were received.

A video was then created showcasing the most impactful examples/experiences with the strap line #SpeakOutNow. This was shared with all Senior Leadership Teams and the Chief Officers Team to share with their teams, showing support from senior managers downwards and placed on the force intranet. Really good feedback was received with some stating it had widened their perspective about what sometimes takes place in the workplace and how they now feel they are able to raise it or know where to go to discuss further.

This work continued, working with the Health and Care Team to introduce a link on the Health & Care app giving people the opportunity to talk over a scenario and get the opinions of another, discuss whether something may have been misconstrued, get advice about how to broach an issue with a colleague or peer and have a difficult conversation, or to seek further assistance resolving a matter.

The Professional Standards Department is continuing this area of work around the term 'banter' and what this may mean to different people – combined with a re-release of the video and a reminder of #SpeakOutNow.



Merseyside Police

Good practice example

Merseyside Police thrive on being inclusive and looking after its people. Its Gender Equality network noted a rise in staff diagnosed with Endometriosis. Solely affecting female reproductive organs, it has a wide range of physical and mental health symptoms. There is no known cure, no individual suffers the same, and it is a hidden disability. Many individuals suffering from this condition indicated a significant impact on their ability to work without adjustments and support from employers.

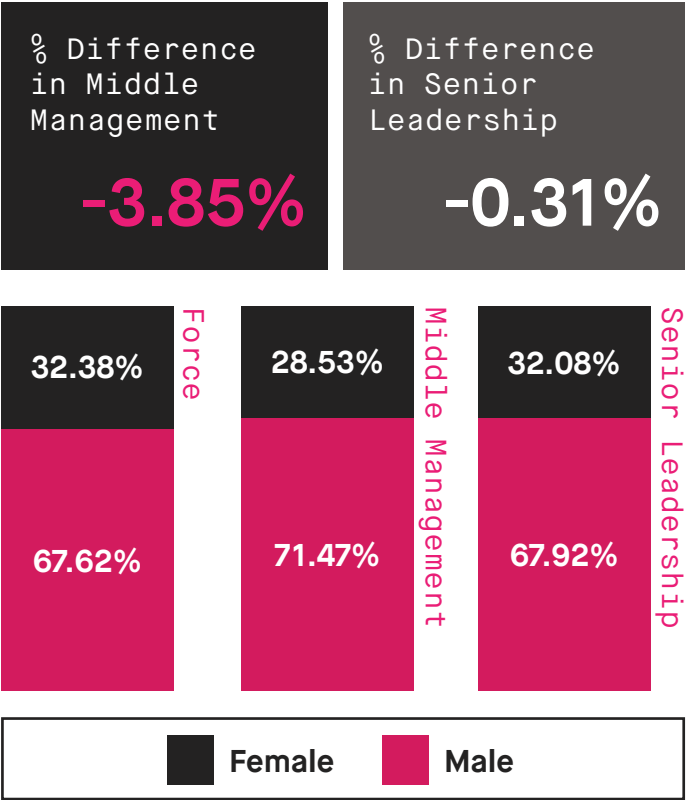
Whilst working towards the Chief Constable’s healthy people strategy, Merseyside’s vision was to ensure those with the condition were provided with adequate and relevant support measures, enabling them to continue to work, be productive, feel included and to ensure that this condition would not impact negatively on ALL aspects of their life.

The force’s Gender Equality network completed research to obtain an accurate and true representation of the condition and its impact, working alongside occupational health, HR, and other support networks, as well as seeking best practice from external partners.



Approval was sought from Chief Officers for the force to become the first EVER nationally recognised Endometriosis Friendly Employer, with the network’s Chair setting up the National Police Endometriosis Working Group alongside other forces. Training was delivered and continues to be, to 1st and 2nd line managers force wide and many senior officers, to ensure that a clear understanding was obtained at all levels.

This has resulted in suffers opening up to line managers, staying in work on occasions when previously they would not be able to and feeling supported by the organisation. There has been a real positive change in attitudes towards such previously taboo subjects and an increase in male colleagues becoming part of our internal support group and as force champions. The national working group now sits under the NPCC Gender portfolio and Merseyside are seen as an employee of choice for work in this area, with many forces looking to them for best practice. This shows how small changes in attitudes and practices can ensure that ALL staff can work and feel valued even with a gender specific disability.



Metropolitan Police



Good practice example

The Met's HeForShe Central Team, its dedicated HeForShe Coordinator and its Allies have been supporting the Network of Women in introducing their anonymous recording platform, 'Signa'.

Signa is designed so officers and staff have a way to let the Met's leaders know what sort of sexist and misogynistic behaviours and sexual harassment take place within the organisation, so they can better understand cultural issues across the organisation.

Signa was created following internal focus groups held to discuss the impacts of the murder of Sarah Everard. At these sessions, officers and staff talked about their experiences, with some suggesting they weren't confident in existing reporting processes, believing that grievances and wrongdoing wouldn't be resolved satisfactorily. Women also said they were concerned about the impact on colleagues and their wider team and as the misconduct processes are sometimes felt to be very officious, some also feared being ostracised by colleagues or being seen as a 'troublemaker'.

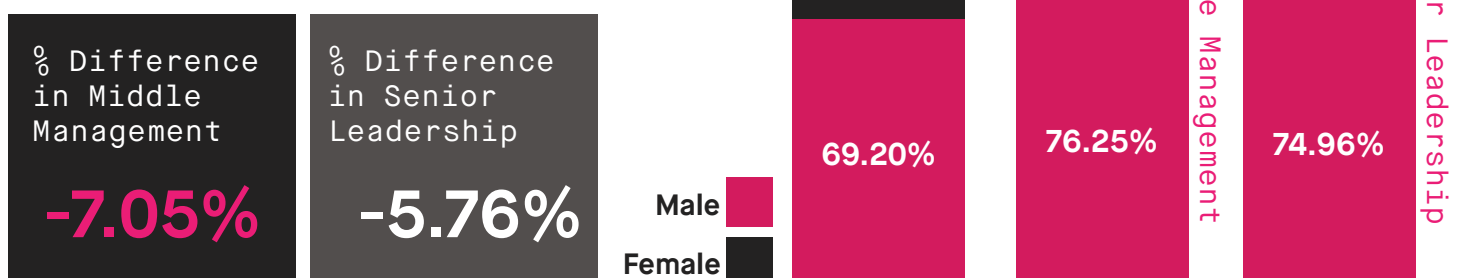
Signa is meant to record the incidents of sexual harassment, sexism and misogyny which would not meet the bar for formal action and where the other recording mechanisms may not be appropriate. Importantly it does this anonymously to help overcome the barriers referenced above.

The system asks if users would consent to their descriptions of what happened to be shared on the intranet, again anonymously, to make everyone in the organisation aware of the behaviours which persist and the problems the Met still has to face and address. This also helps to tackle the too often heard narrative that these behaviours are

not happening nowadays or "don't happen in my Command". The sharing of these accounts seeks to generate conversation and debate.

The HeForShe Allies have helped promote the initiative and the HeForShe Coordinator has been involved in shaping the Signa system processes and reads every single submission, drawing out trends from analytics. He has assisted in the training rollout and liaised with interested police services around the UK too, arranging a conference with the systems' founder Detective Chief Superintendent Tara McGovern.

The Met has also increased its HeForShe Ally numbers by 1000 over the past year to over 1,700, (as of August 2022) meaning an increased reach and influence in every area of the organisation. The Met's HeForShe lead Acting Commissioner Sir Stephen House has overseen much of the above work and now hands the baton to Assistant Commissioner Matt Jukes.





National Crime Agency

Good practice example

This year, the NCA has publicly pledged to join the HeForShe movement and to show the agency's commitment to this, the NCA hosted a national event led by HeForShe UK Policing Lead Chief Constable Foulkes.

In response to the NCA pledge the Director General Graeme Biggar stated:

"The NCA is committed to pursuing gender equality and joining HeForShe is an important part of strengthening our wider culture of inclusion.

"We continue to embed activity that is part of the HeForShe commitment, such as holding mentoring events for International Women's Day, anti-misogyny events and male-focused menopause awareness sessions.

"We are determined to continue building towards an agency that is truly representative of the public we serve, as well as one that supports and encourages all our officers to reach their full potential. That then helps us be ever more effective in tackling serious and organised crime and protecting the public."

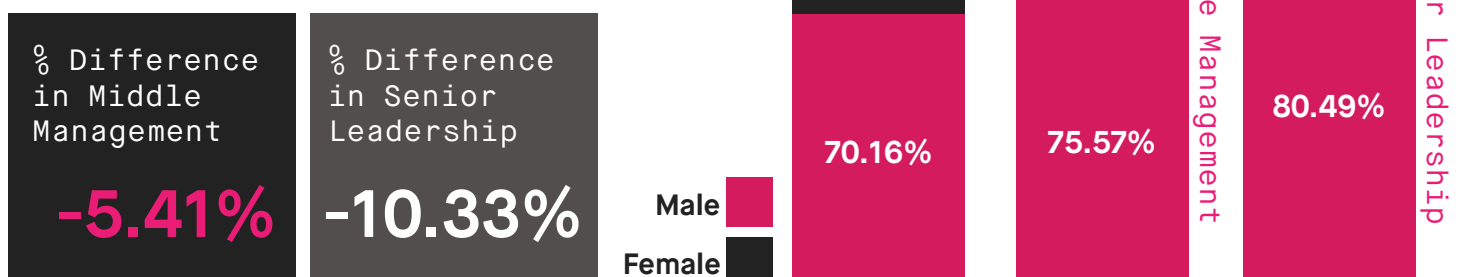
The NCA has held a number of gender equality events over the past 12 months including mentoring workshops aimed at women as part of International Women's Day activities.

The initial workshops provided a one-to-one mentoring session with senior female leads within the agency, this was led by the, at the time, Director General of Capabilities Nina Cope and Regional Head of Investigations Andrea Wilson. The sessions provided valuable one-to-one time with each mentee to openly discuss challenges faced as well as advice on how to progress their career how they wanted to.

The second workshop was led by women who had worked within a grade 6 role and gained promotions from this grade within the NCA. This provided each mentee with guidance after recent experience of going through the promotional process.

Overall, thirty mentees attended the one-to-one sessions with really positive feedback on the value gained from them as well as an increase in self-confidence with some mentees still keeping in touch with their senior colleagues for advice and guidance.

The NCA is aiming to continue this positive work and run further workshops later in the year with a focus on pairing mentors with officers after specific guidance or advice as well as exploring the potential of a more permanent mentor scheme to help officers throughout their career.



Norfolk Constabulary



Good practice example

Norfolk Constabulary continues to be an inclusive and diverse place to work, with The Forum leading the way in this field. The tactical lead for HeForShe sits on the executive committee and runs a growing network of Allies meaning much work has been done this past year with plenty more to do.

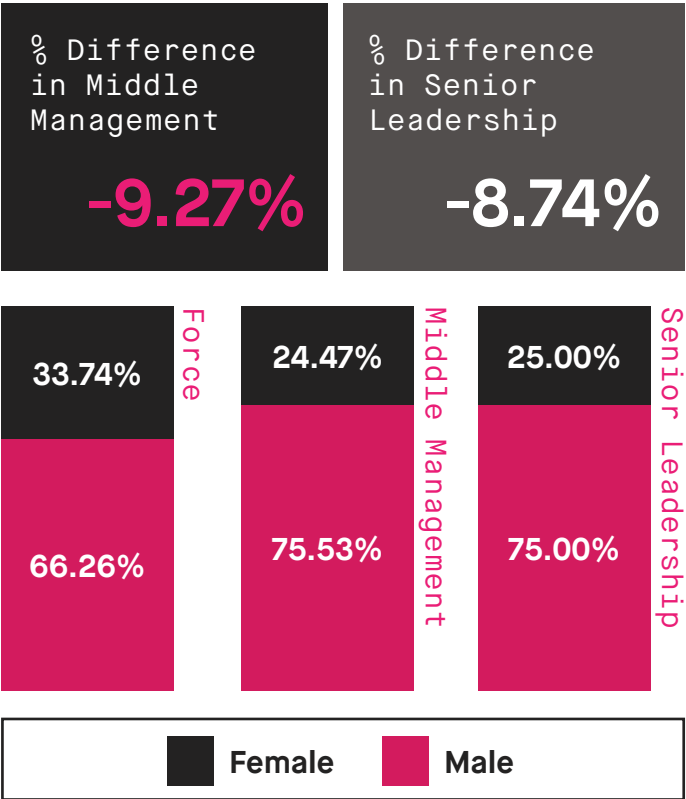
Highlights include coaching and mentoring a cohort of underrepresented officers who are supported in their progression and development. As well as holding a careers fair with departments and units from across the Constabulary to address representation in specific departments across the organisation.

Norfolk has also developed a schedule of masterclasses on disability, personal brand, self-help development and women’s health for supervisors. These are available to watch on the intranet meaning access can be achieved at any time of day or night, thus promoting flexible working.

Furthering health and wellbeing, The Forum has supported workplace health with the delivery of the menopause action group, establishing a running buddy scheme and has a seat at the uniform working group enabling us to raise relevant issues. The Forum has also continued to work with Workplace Health on Family Matters. This recognises the link between work and home life and seeks to support the balance. The group have identified four workstreams; New Parents, Fertility, Carers and Loss and each area has a tactical lead who facilitates a working group made up of HR, Unison, Federation, Wellbeing and staff with lived experiences.

To further promote inclusivity, The Forum has revamped their intranet pages to ensure they reflect the various workstreams and support to staff. The force’s response to Violence against Women and Girls (VAWG) is also being supported, including developing a listening ear service. Currently in production is a video which shows real life experiences on inappropriate behaviour/ comments experienced in the workplace to raise awareness to issues.

Following the successful development of Flexible Working Advocates, this scheme has been re-launched and further advocates have been trained.



North Wales Police



**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

Good practice example

North Wales Police has sought to assess its success at addressing gender imbalance in the organisation through analysis of their Gender Pay Gap. Gender pay reporting is not a review of equal pay for equal work; it instead compares hourly rates of pay and any bonuses staff may receive by gender, seeking to expose any imbalance.

Analysis shows that in comparison to last financial year, the mean gender pay gap (in favour of male staff) relating to:

- All employees has reduced from 10.99% to 8.38%
- Officers has reduced from 8.57% to 6.24%
- Staff has reduced from 8.32% to 5.76%

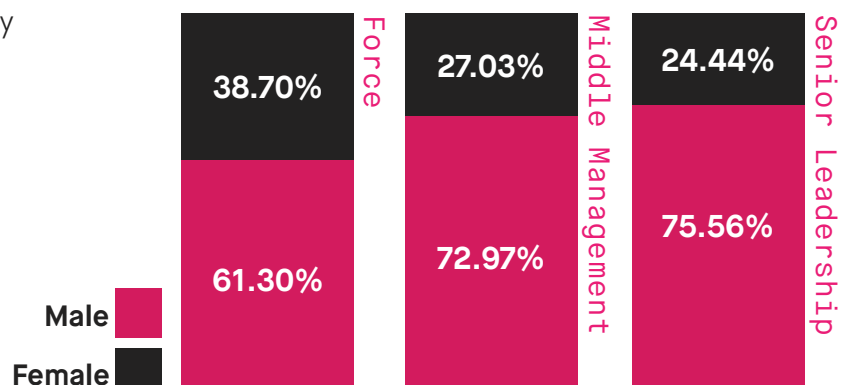
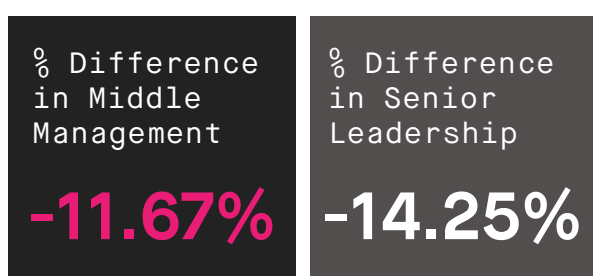
In comparison to last year, the median gender pay gap relating to:

- All employees has decreased from 17.28% to 16.64%
- Officers has remained at 0.00%
- Staff has decreased from 6.57% to 5.58%

This has highlighted the continuing requirement to make efforts to tackle under-representation in the police service but also shows that North Wales Police are making progress. Attracting more females to join as police officers and improving progression for both female police officers and female police staff continues to be a key priority within their Workforce Representation Strategy. In comparison to the last financial year, there has been an increase in female officers in the upper pay quartile (from 23.7% to 24.1%), whilst the percentage of female officers in the lower pay quartile has reduced (from 46.4% to 41.5%).

The Chief Constable may award bonuses for occasional work of an 'outstandingly demanding', an 'unpleasant' or of an 'important' nature. Analysis of these payments has shown an imbalance in favour of male officers which has opened up a whole new avenue to explore in terms of gender balance from the perspective of representation in certain roles to the nature of the work the organisation traditionally values.

Looking at gender equality through the lens of pay has therefore both confirmed the force's current approach and given new angles to explore in order to continuously improve.



North Yorkshire Police



Good practice example

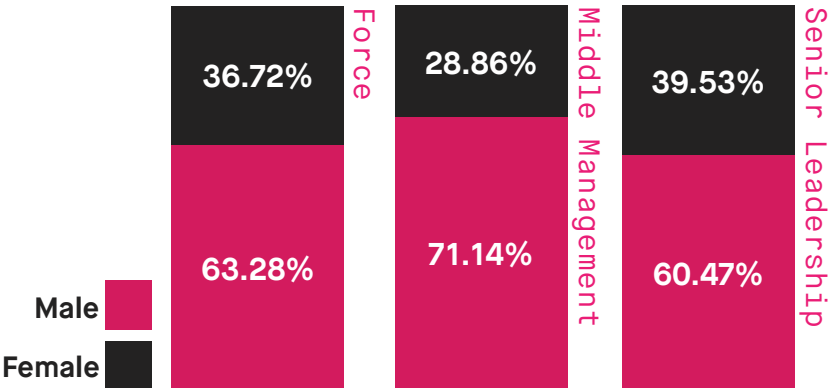
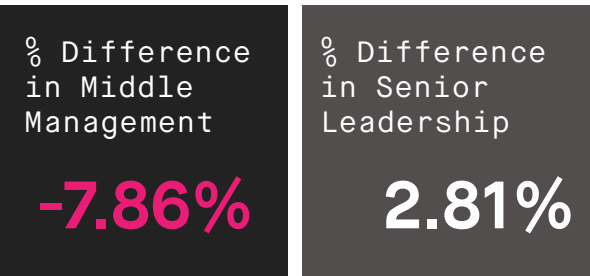
North Yorkshire Police are signing up to a local project with partners to provide educational opportunities around respectful relationships, called All About Respect.

In 2017, York St John University and their partners' York College, the Independent Domestic Abuse Service (IDAS) and Survive were successful in bidding for funding from HEFCE for the All About Respect project. The project was a collaboration between York St John University, York College, and local specialist charities IDAS and Survive who support survivors of rape and sexual abuse. It was designed to consider the recommendations of the Universities UK report 'Changing the culture: Report of the Universities UK Taskforce examining violence against women, harassment and hate crime affecting university students.'

The overarching objective of the project is to safeguard young people by creating spaces for open and honest dialogue within student communities about healthy relationships, and embedding cultures of respect to strengthening sexual violence, harassment and domestic abuse prevention.

Following community consultation, All About Respect worked with students at the University of York St Johns and York College as co-creators to design project materials which included posters and flyers to raise awareness and to promote the support available on campus as well as the support on offer from organisations in York. In collaboration with students a successful campaign has used dance, song, poetry and spoken word to convey experiences of young people and provides key messages to the student community.

The strategic partnership will be launched at a summit in early 2023. Following the launch, workstreams will be set up to develop themes around respectful relationships.



Northamptonshire Police



Good practice example

Northamptonshire Police has created a series of videos to highlight how sexism and misogyny can occur in the workplace, raising awareness to create a greater understanding of its impact.

Women and men from across the organisation were asked to give examples of sexism they have experienced in the workplace. These were turned into a single narrative for the first video. Their experiences were read in the first person, giving the victims anonymity but ensuring that their voices were heard.

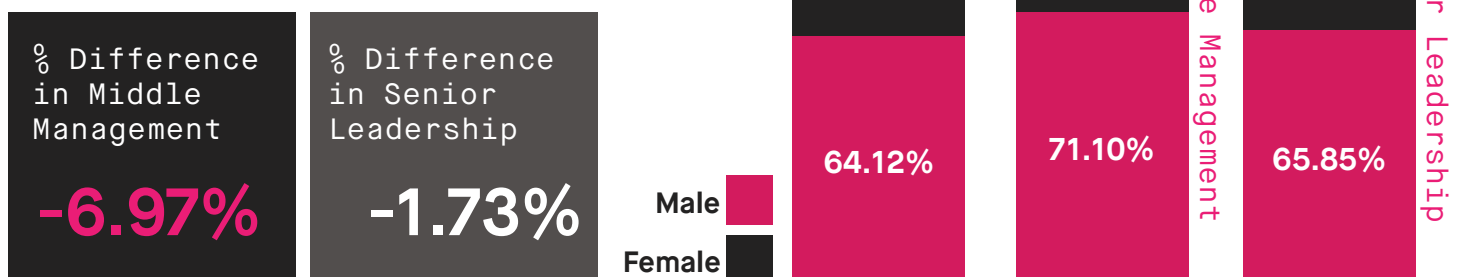
In the second video senior and informal leaders from across the organisation were then asked to view and react to the video. The leaders represented men and women in both officer and staff roles reflecting a breadth of experiences and rank ranging from a long-in service Constable through to the Chief Constable. Their natural reactions to the comments were captured followed by a short video asking them to reflect on what they had seen, their expectations of colleagues and how they feel about the victim's experiences. This captured some moving reactions and has set some clear expectations.

In the third video one police staff member bravely talked about her experience of sexual harassment, how it happened, what the impact was for her, and her advice for anyone experiencing or witnessing inappropriate behaviour.

The series has a strong focus on calling out inappropriate conduct and is linked to the delivery of new lower-level systems to report sexist behaviour. It has helped to highlight how

it is everyone's responsibility to speak up when they witness misogyny and for Northamptonshire Police to identify what behaviours are unacceptable. It has also given voice to victim's experiences, supporting them, and demonstrating the clear expectations we have as an organisation.

The force has achieved more than 2,700 views on the sexism and misogyny in the workplace series to date.



Northumbria Police



Good practice example

Northumbria Police has a fantastic senior officer gender ratio. They have carried out a number of initiatives to future proof this position and one of those was the review and redesign of the promotion process for aspiring Sergeants and Inspectors.

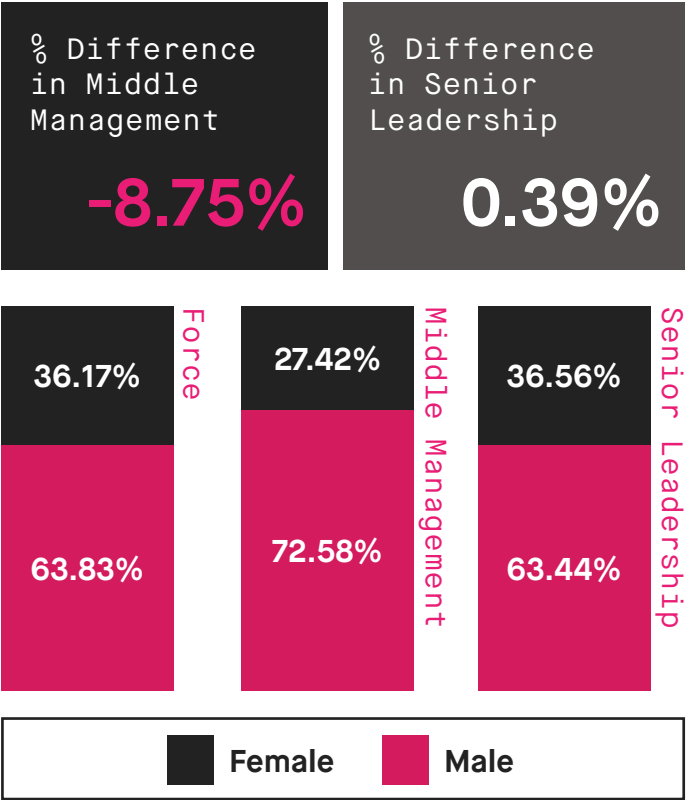
Although at senior ranks there is a good female representation, this is not the same at junior ranks. Northumbria Police has investigated into why this might be the case by engaging with the Women’s Network, gathering officer feedback and looking to best practice. One of the barriers to progression identified, was the promotion process. There weren’t as many females putting themselves forward for the promotion process. Females sighted a lack in self-confidence and a fear of “selling themselves” in an interview setting. It was also felt that as the promotion process took place on an annual basis, officers felt pressured to apply regardless of their personal circumstances and whether it was truly the right time for them.

As a result of these findings and recommendations, Northumbria Police has introduced a developmental pathway for

promotion moving away from a single annual event. This removes the pressure of having ‘one chance’ to enter a promotion assessment in 12 months and instead encourages self-reflection resulting in officers entering the pathway when they feel ready both personally and professionally.

In addition, a review of the assessments undertaken by aspiring Sergeants and Inspectors has resulted in the removal of the interview stage with a focus now on work-based assessments and a portfolio of evidence, this encourages self-reflection, feedback and continuous development throughout the pathway, therefore removing the perceived barrier of interviews.

As a result of this change, Northumbria has seen more females apply for promotion. Female success rates at aspiring Sergeants and Inspectors have increased meaning there is now a more gender balanced pool of Sergeants and Inspectors. This means a larger number of females are developing towards the senior ranks to future proof the strong gender balance currently seen in force.



Nottinghamshire Police



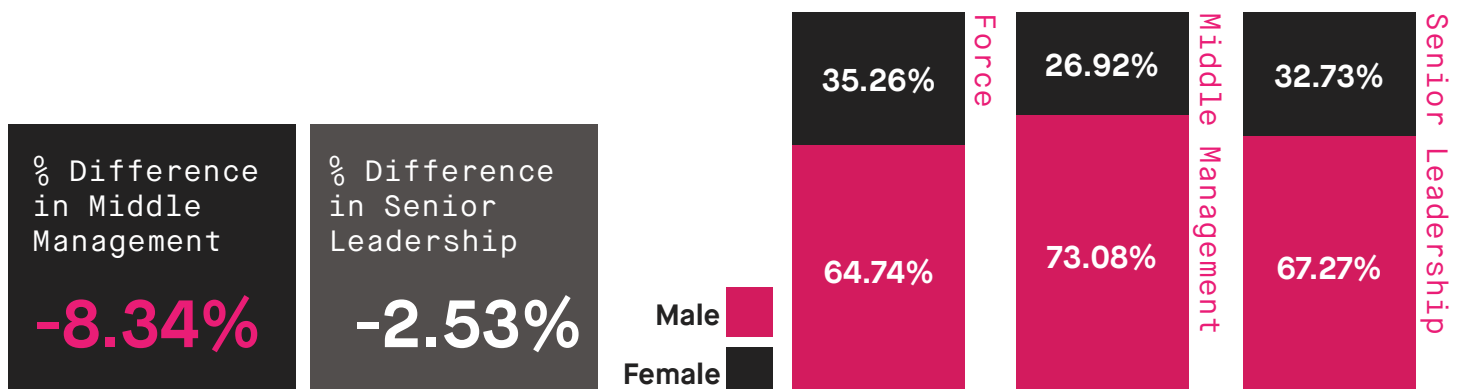
Good practice example

Nottinghamshire Police are committed to tackling gender inequality. Following reporting from several women in force, it was identified that there was a need to review the awareness and support networks available to officers and staff who were undergoing fertility treatment and/or suffering loss (miscarriage/stillbirth). This has been reviewed for both females and males to ensure that there is also support for males whose partners are undergoing fertility/suffering loss, to ensure that they are able to support at home, as necessary.

Human Resources were open to this feedback and an advisory group has been established. This comprises of several male and female members of staff who have pregnancy related issues and have been open about the personal journey they have been on within the workplace during this stressful and emotional time.

Challenges raised included females feeling unable to discuss issues freely with supervisors and asking for necessary time for medical appointments, this was especially prevalent when supervisors were male. A member of staff in a same sex relationship whose wife was undergoing treatment also reported difficulty in discussing matters openly at work. The advisory group continue to meet to discuss how best to offer support internally as well as access to any external support required, such as counselling via the Occupational Health Unit.

The internal forms all contained language relating to 'Paternity' leave. These are now being reviewed with a view to altering this terminology to 'Parental' leave. The group are working with the force's communications department who will work on the internal awareness campaign relating to fertility, miscarriage, and any other pregnancy related situations.



Police Federation of England and Wales

Good practice example



The Police Federation has a huge part to play in supporting and challenging behaviours within policing to address gender imbalance. The Women's Network continues to champion on many issues affecting women in policing. For example, maternity, flexible working, sexual harassment and misogyny, Job Related Fitness Tests, menopause and uniform to name but a few.

The women's group continue their work on misogyny and held a very successful and engaging panel discussion on misogyny at their annual conference in May 2022. The theme for the conference session was to Educate, Challenge and Change.

The session attracted a great deal of interest and received positive feedback, Chair of the Women's Network Sue Honeywill said:

"Misogyny is a word being used with increasing frequency across the police service and in society. With half the population being female, it's increasingly important that we understand how the issue impacts not only within policing but society as a whole.

"Whilst the term is now in regular use, it is frequently misunderstood. With high profile individuals having mistakenly suggested that the word can include behaviour towards other males. For the avoidance of doubt, it doesn't! Misogyny,

in simple terms, is a hatred, dislike, contempt or prejudice towards women.

"Discussing misogyny within policing can often be emotive and divisive. It challenges men and women to reflect on past or even present behaviours and consider their own unconscious biases. This isn't always easy and can lead to some soul searching and sometimes understandably provoke a defensive response when men feel the behaviour of a minority is being levelled against them as a whole.

"We seek to raise the profile of this issue and consider how we can improve understanding and evolve cultural norms to build an environment where both sexes feel equal, and individuals feel safe and able to speak up and challenge.

"We must not shy away from acknowledging misogyny exists, to do so would not address the fundamental issues that still effect women within policing.

"Is challenging sexism and misogyny in policing possible? Absolutely yes and we must do so to see a shift in culture".

The Federation has circulated a sexual harassment policy to assist all forces to ensure that that continue to drive towards eliminating misogyny within policing.



Police Scotland



Good practice example

In October 2021, Police Scotland launched the “That Guy” campaign, which builds on previous Police Scotland campaigns targeting men aged 18-35 who are the age group most likely to commit sexual offences. The aim of the campaign was to reduce rape, serious sexual assault and harassment by having frank conversations with men about male sexual entitlement. The campaign is a key strand in the development of Police Scotland’s Violence Against Women and Girls (VAWG) strategy.

Behaviour change had been a key focus of Police Scotland’s public protection campaigns for several years and it was recognised that the “That Guy” message was a new direction. The campaign featured a 60-second advert, calling out societal acceptance of men’s behaviour towards women, drawing the direct link between sexual banter, sexual harassment and sexual violence – and reflecting those behaviours back at the viewer.

It spoke to men directly, it held up a mirror and challenged them to look at themselves and to think about how their behaviour contributed to women and girls feeling unsafe and threatened. Importantly, it told men that they were also the solution, they had the power to tackle sexual crime against women. It asked them to step up, to not

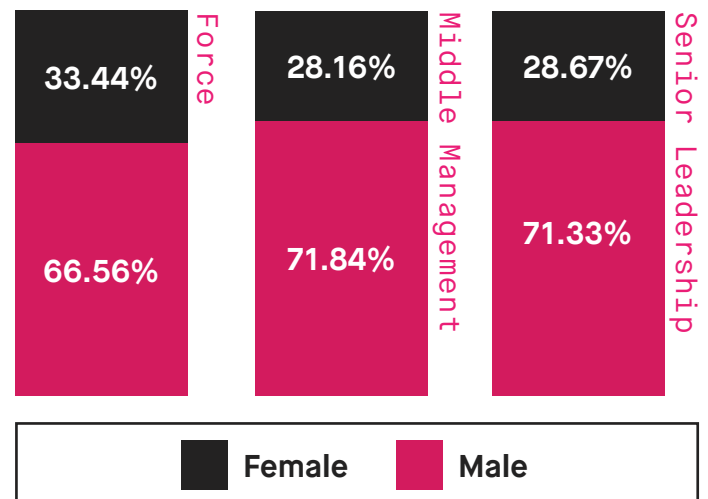
be ‘that guy’ and to stop sexual offending before it started. The results of the campaign have been overwhelmingly positive and by July 2022, the campaign had won 10 national and international awards. You can view the view [here](#).

% Difference
in Middle
Management

-5.28%

% Difference
in Senior
Leadership

-4.77%



Police Service of Northern Ireland



Good practice example

Early 2020 saw the launch of the Operational Support Department’s (OSD) Gender Action Plan. The Gender Action Plan aims to strengthen diversity and embed this as part of the OSD’s core ethos and intent. It is hoped that because of the Plan the number of women and other underrepresented groups will increase within OSD, particularly within the Armed Response Unit, Close Protection Unit, Road Policing Unit, Tactical Support Group (TSG) and Firearms Training within the Police College.

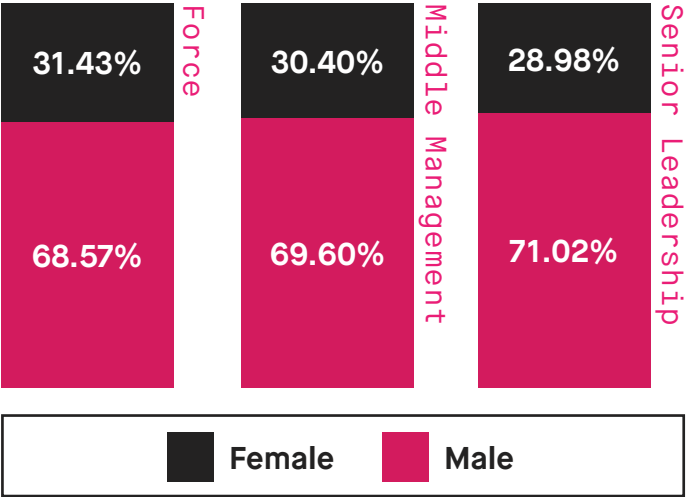
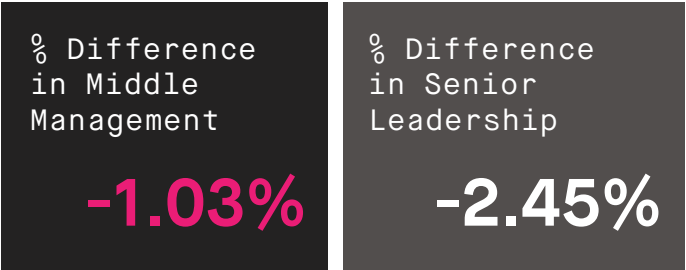
The project is long term, lasting at least five years. Now two years into the plan, PSNI has made significant progress. Chief Superintendent Sam Donaldson who is leading on the action plan notes “Some excellent success has been had to date. More women than ever passed the latest TSG recruitment process and there are now 44 females in Firearms Branch in 2022 compared to 25 in 2020. Three of them are qualified firearms instructors. We now have special points of contact and 21 trained mentors who provide personal and professional support to female officers who wish to embark on a new career journey in the roles mentioned above.”

Inspector Jenny Martin of TSG has been heavily involved in looking into recruitment processes. She began by reviewing information, received from HR. She says “We looked at the whole process, seeing where candidates either withdrew or were unsuccessful, and the results have helped us evolve the processes to ensure that selection methodology is equitable and appropriate.

“We found many officers, both male and female, withdrew between the application form and exam stage. We looked at the application forms in the first instance to make sure all appropriate information was provided. Tweaks were made to ensure the language used in the forms is inclusive and appropriate to the role, that the application provided as much information in relation to the role profile and outlined as much of the selection process as possible.”

Looking at the past three recruitment processes, they showed historically male and female officers achieved equal success when it came to the Physical Competency Assessment (PCA), therefore no change has been made to that part. The scenario stage was examined, with small changes being made to the assessment of the scenarios to ensure all candidates have equal opportunity for success.

Next steps include a service wide survey to help guide activity and better understand ongoing barriers for female officers coming into OSD’s specialist roles.



Police Superintendents' Association



Good practice example

The Police Superintendents' Association (PSA) is committed to valuing difference in everything it does and work supporting this area of policing is central to the President's action plan for the next three years.

The Association's National Executive Committee, which serves as its decision-making body, includes five reserved seats, which are held by Association members to better and more fully represent the diversity of the membership, the service and the communities we serve. One of these seats is reserved for a lead representing gender issues.

Following the murder of Sarah Everard and the spotlight on issues of sexism and misogyny in policing, the Association carried out a widescale consultation exercise with members to secure their experiences of misogyny and sexism in the workplace. An online survey was conducted, supported by 'listening circles' hosted by the Association's gender lead.

The PSA's Future Supers Programme was launched in 2021 to support officers and staff from Black, Asian and minority ethnic groups with their career development. The scheme has been widened in year two to welcome officers and staff from all under-represented groups, including those who identify as female. This year, over 600 candidates have enrolled, supported by more than 250 Association members serving as volunteer

coaches. Feedback from the scheme to date has been extremely positive.

The Association has launched a Peer Support Programme, pairing up members with colleagues to provide informal one-to-one support on personal and professional matters.

In the last year, PSA national officers have been working with the College of Policing to influence changes to the Senior Police National Assessment Centre and the delivery of the Strategic Command Course to enable more colleagues with caring responsibilities, or those who work part-time/flexibly to consider applying.

The PSA Vice President hosts a regular dial-in session on valuing difference, attended by colleagues from the Home Office and College of Policing, along with representatives from staff associations and under-represented groups.

The PSA has long fought for flexibility and recognition for serving officers with caring responsibilities and is pushing for the learning and agile thinking resulting from the Covid pandemic to become part of business as usual. It is an active supporter and advocate of flexible workplaces which enable our service to become a welcoming place for all, where people can be themselves, be recognised and valued for the difference they bring, and ultimately to thrive.





South Wales Police



Good practice example

Chief Constable Jeremy Vaughan has now commenced his role as national HeForShe lead and South Wales Police has been working hard to promote inclusivity and togetherness through various workstreams.

One successful gender equality initiative is addressing the balance of underrepresented groups within firearms. Continuous reflections of work and adapting and learning from previous practice has paved the way for gains over time. The work of South Wales in this space is unprecedented and has enhanced the female representation across the Joint Firearms Unit (comprised of officers from South Wales, Dyfed Powys and Gwent).

South Wales Police has run open days for female colleagues at their firearms training centre facilitated by two female firearms instructors and two female firearms officers. The open days included demonstrations of kit/equipment, a simulated vehicle stop, classroom awareness sessions to discuss the Armed Response Vehicle role, the application and assessment process and an opportunity to challenge stereotypes and myth-bust. The team has attended all forces in the South Wales region and facilitated awareness sessions to maximise their audience.

The force has amended their weapons and kits, at the procurement stage, to ensure they can provide a range of weapon grips, for example suitable for those with smaller hands.

The team within the Joint Firearms Unit believe that visibility is key to raising awareness of the department and are linked in with the force's Positive Action Team. They speak to thousands of young people within the communities and are even viral on TikTok.

Through a combination of the above, the overall female representation within the Joint Firearms Unit in the South Wales region is at 11% almost double the national rate of 6% (National APSTRA 2022).

A recent recruitment drive for the armed response course saw more females apply and selected candidates for the assessment process at a 50:50

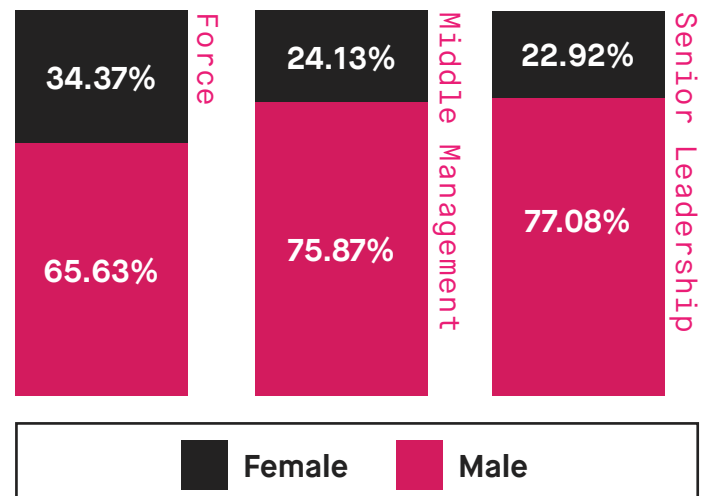
split of male and female; a ratio never seen before. Furthermore, of the female applicants, 100% passed the assessment and are now employed on the team. The senior management team is predominately female and South Wales has the first ever 1st Deputy Chief Firearms Officer across the region.

% Difference
in Middle
Management

-10.24%

% Difference
in Senior
Leadership

-11.46%



South Yorkshire Police



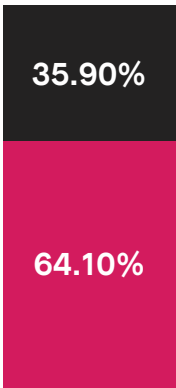
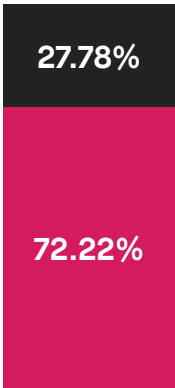
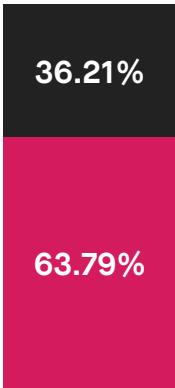
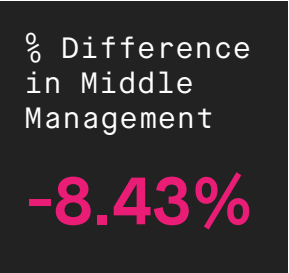
Good practice example

This year, South Yorkshire Police has launched a Men’s Forum. The purpose of the Men’s Forum is to provide an accessible support network for issues that predominantly affect men and to give men a voice to show that they are committed to challenging negative aspects of the police culture.

It’s widely acknowledged that males are less likely to seek help and talk about health issues, both physical and mental, and that male suicide figures are disproportionate when compared to females. This has a knock-on effect on families, friends and colleagues so support and membership are open to anyone who is affected by these issues.

An important part of this is the force’s commitment to HeForShe and recognising the role that the Men’s Forum can play in achieving gender equality. The Men’s Forum is passionate about working alongside the Violence Against Women and Girls (VAWG) workstream to educate and empower male officers to challenge inappropriate and unlawful behaviour both in the workplace and in society.

The aim is for the Men’s Forum to help raise awareness of HeForShe and encourage more people to become involved with the movement. Through this, the Men’s Forum aspires to change the negative perceptions of police culture and build trust and confidence throughout the workforce and the communities served.



Staffordshire Police



Good practice example

Staffordshire Police has identified 7 themes that they will look to, to help raise awareness and help to address underrepresentation and disproportionalities of gender inequality within policing and the communities of Staffordshire.

Staffordshire Police understand the importance and impact of having women in senior roles and the benefit that this has on women throughout the organisation. Workforce data shows that there is a lot of work to be done until there is a reflective number of women in senior roles.

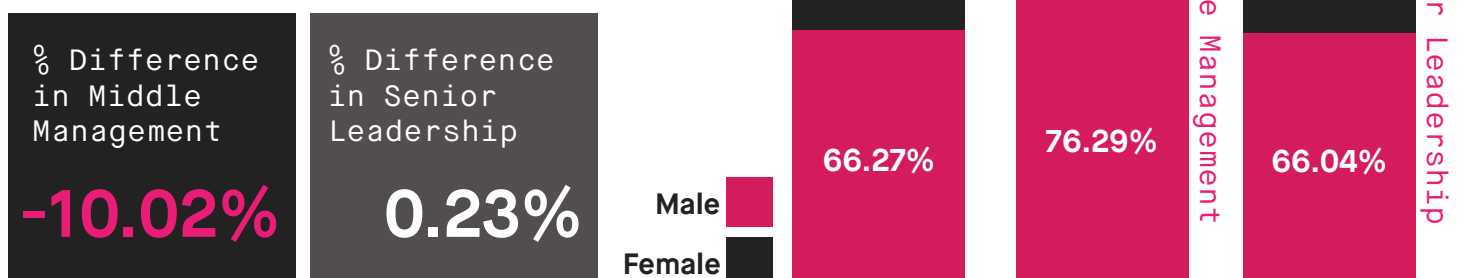
For the next 7 months, Staffordshire Police plan to highlight some key areas of what it means to be a woman in Staffordshire community and the police workforce and look to develop and promote gender inclusivity and equality. This will include logos, links and resources provided by the HeForShe movement. The seven areas of focus are:

1. Wellbeing - focus on Endometriosis & Menopause
2. Flexi Workers and Flexible Worker Advocates
3. Gender Pay Gap
4. Development and Retention
5. Violence Against Women and Girls (VAWG)
6. Recruitment and Attraction
7. Maternity, Paternity and Parental leave

Staffordshire Police will look to do the following:

- Review existing policies, guidance and processes to ensure that women's health conditions, barriers and progress are considered.

- Train and educate line managers in the different types and the potential impact of health conditions, barriers and blockages that women face to enable them to have supportive conversations and ensure women can raise and discuss symptoms/concerns.
- Consider flexible working, condensed hours and working from home to help women if they have a health issue or are struggling with childcare.
- Address the gender pay gap. Where gaps have been identified, introduce a clear action plan to redress the balance
- Provide healthcare information covering women's health issues and the treatments available and remind women of support available.
- Work with Staffordshire's networks and associations/unions to ensure information is being shared and consultation takes place so that the voice of employees is being heard.



Suffolk Constabulary



Good practice example

Through the HeForShe network, Suffolk Constabulary created their first ever women’s football team.

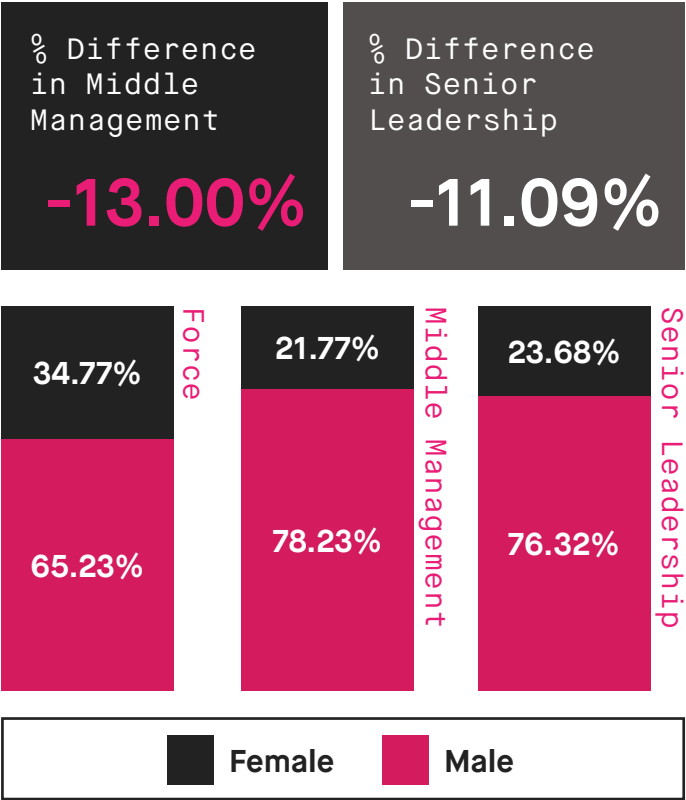
Suffolk Constabulary currently have a men’s football team but have never had a women’s team. Suffolk has been aware of the large number of other forces nationally with women’s teams, including the PSUK football tournament and felt this would be an opportunity to promote HeForShe alongside opportunities to improve wellbeing, social networking and address culture issues that lead to gender inequality.

Suffolk Constabulary advertised for players and held their first meeting with about 10 players. Following their first training session with 6 players attending, numbers have continued to grow with a squad now of 25 players – and growing. Two matches have now been played, one of which took place on the eve of the Euros, resulting in the team receiving great support through social media externally and internal communications. The team are going from strength to strength with further matches being arranged for the autumn.

Support has been generated externally with sponsorship from a local company and Ipswich Town FC lending the team their away kit and attendance at the next game, along with a number of senior officers, colleges, friends and family. The team and initiative are also being supported at Deputy Chief Constable level via the Sports and Social club as well as Unison, as a number of the team are police staff. This is ensuring the wellbeing messaging and support remains strong.

Suffolk intend to enter the national competition in 2023 and will be actively contacting other forces for matches. They are also exploring engagement and some training/mentoring from those playing on the GB Women’s football team.

The whole journey has been incredibly positive and fun, resulting in officers and staff – from new recruits to more senior in-service women all coming together from completely different areas of policing. It has enabled the sharing of experiences, development of opportunities and talent spotting that may otherwise have been missed.



Surrey Police



Good practice example

Surrey Police has undertaken a programme of work to better understand why there is a supervisory gap of female officers progressing from Sergeant to Inspector and then on to Chief Inspector.

Research was conducted with several sources to better understand good practice and areas of success. This included private companies, other police forces, the military, the National Crime Agency, the British Transport Police, HeForShe representatives and data from open discussions on social media platforms.

An internal survey was opened to all female officers ranked from Constable to Superintendent. 344 responses (46.5%) out of a possible 740 were received. The survey asked several questions around working patterns, differences between uniform and detective roles and asked respondents to identify reasons they were not going for promotion. It also looked to measure the success of current and previous initiatives aimed at women officers.

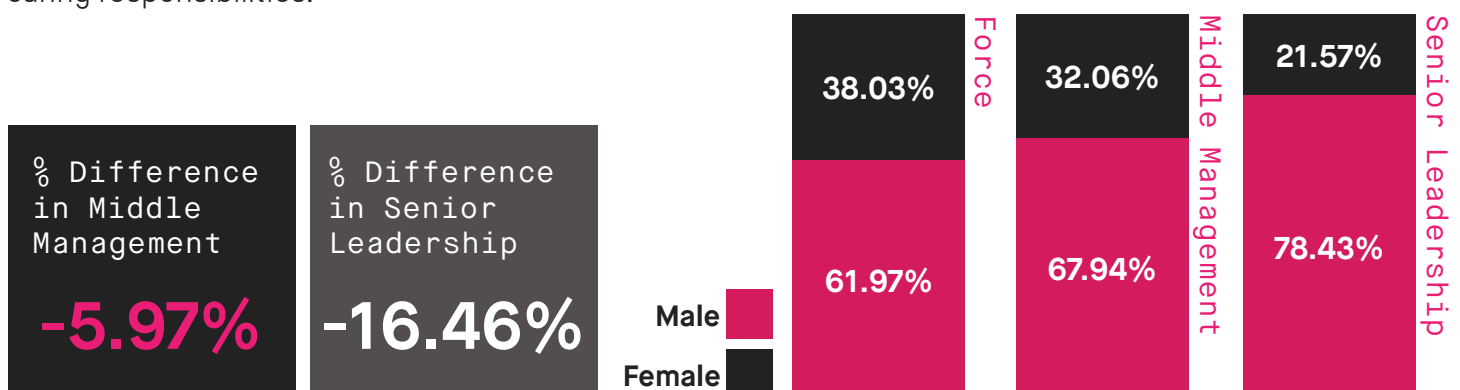
The survey produced considerable information providing an insight into why women are not progressing at the same rate as men within middle management positions.

Key barriers identified included, perceived expectations and workload at the next rank, visibility of women progressing within uniformed roles, the long and difficult promotion process, team culture and how flexible and agile working are applied by individual line managers. A high number of parents felt unable to apply for promotion or training opportunities due to their caring responsibilities.

This work has produced several recommendations for improvement. There are now nine clear areas of focus:

1. Buy in from the top and openness about role requirements
2. Increase visibility of role models
3. Review of the Duty Officer role
4. To pick a part the promotion route to establish if inclusivity can be improved
5. Agile and flexible working
6. Better understanding of data, particularly around parental leave and career breaks
7. Flexible training options
8. Share learning internally
9. Share learning with the College of Policing

Work in this area is ongoing and is being monitored at the force Gender Equality Working Group, chaired by the Assistant Chief Constable who is the force Gender Equality Champion.



Sussex Police



Good practice example

Sussex Police held 'Let's talk about Gender Equality' conversations across the force during February and March 2022. These important conversations gave teams the opportunity to explore gender inequalities found in policing and the communities served. It also prompted timely discussions around gender-based violence, in particular Violence against Women and Girls (VAWG). Important conversations such as these aim to have a positive impact on culture, in particular in any areas where sexism and misogyny can be found.

A toolkit and resources presentation were provided to all supervisors to support them in holding these conversations. Supervisors were encouraged to set aside an hour to have these conversations with their teams and the toolkit provided detailed guidance on how to plan, arrange and oversee the conversation. Specific guidance on agreeing ground rules and facilitating inclusive dialogue were also included.

The resources presentation provided information, data, videos, pictures, and media articles on five key areas:

- Gender Equality in Policing
- Everyday Sexism
- Sexual Harassment
- Violence against Women and Girls
- Gender Equality Benefits Everyone

Supervisors were asked to pick two key areas to focus on and were encouraged to use the resources provided to prompt and guide the conversation. The request was sent out by the Deputy Chief Constable and supervisors were given two months to hold their conversations.

There has been a really positive response to the conversations, including:

"The team appreciated the time to talk about these issues and were definitely engaged with the session..."

"It worked really well and there were many frank discussions that were really healthy."

Officers and staff were willing to engage in the conversations and share their lived experiences, allowing their colleagues to view a perspective different to their own.

The 'Let's talk about Gender Equality' conversations will be repeated during January and February 2023. This will provide supervisors with the opportunity to cover two further areas that were not covered the first time around and continue their team's learning and discussions around gender equality. These conversations form a part of a series of team conversations looking at important topics such as race and inclusion and mental health.

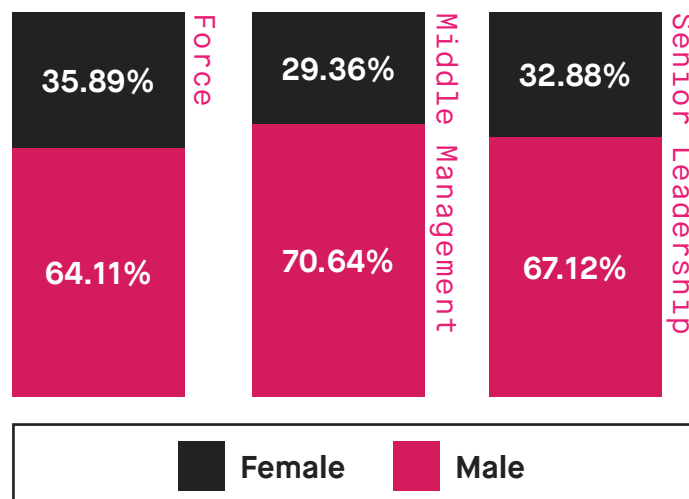


% Difference
in Middle
Management

-6.54%

% Difference
in Senior
Leadership

-3.02%



Thames Valley Police



Good practice example

Thames Valley Police identified that several contractors and outside employees who visited various sites were not necessarily working to the same gender-ethical standards – this came to light when a derogatory comment was written on a wall of a newly refurbished building.

HeForShe ambassadors submitted a recommendation that all contracts be subject of clauses to place a responsibility on the contractors to ensure that all their staff understood and adhered to proper behaviour and that this formed part of any sub-contracts prior to agreement to work. TVP procurement are working through contracts to agree the clause and ensure that it is part of all future external contracts.

The company whose employee was identified as the author of the original comment has been given advice and have agreed to working with the ambassador network, they are a large, well known building company. Their employee has been removed from all activity within TVP sites until they have been through various educational courses. Once complete this piece of work will be promoted through the various support networks, facilities department, and department heads.

Further work includes a follow up to a Sexual Harassment Survey – HeForShe ambassadors are engaged with a number of Local Policing Areas and are running Safe Space workshops to identify poor behaviours and address them.

It has been agreed with the Professional Standards Department that anyone found guilty of a misconduct offence will be signposted to HeForShe who will assist with education and any resolution processes.

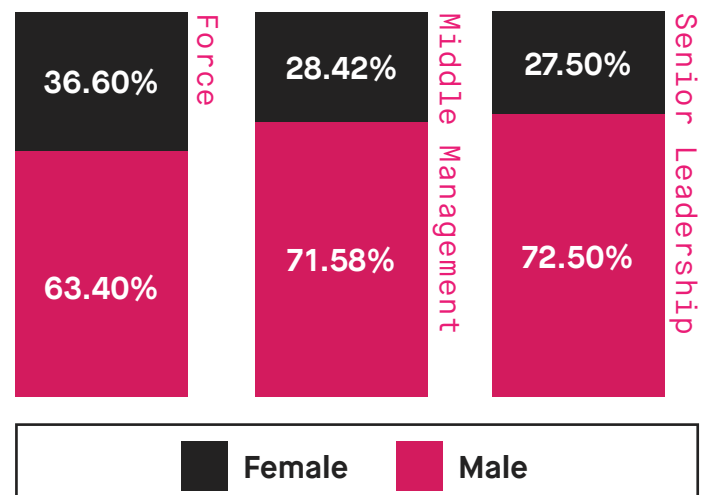
TVP will conclude a series of allyship talks this autumn under the heading 'The Good, The Bad and The Downright Ugly of Male Allyship'. Chief Constable Jo Shiner and Assistant Chief Constable Catherine Akehurst, follow up on Kelly Lindsey, Elite Performance Director of Lewes FC, who spoke to TVP in June about her experiences. TVP will succeed this with a series of talks from the force's HeForShe ambassadors, discussing their journeys, their mistakes, their reasons for wanting to change. The year's activity will end on International Women's Day in March 2023 when the men of TVP will be supporting the women's network development day.

% Difference
in Middle
Management

-8.18%

% Difference
in Senior
Leadership

-9.10%



Warwickshire Police



Good practice example

Warwickshire Police has again run a female leadership and team building day working with the military. This was the fourth annual female team building event. On 24th March 2022, the Women of Warwickshire (WOW) network arranged for female officers and staff to attend the Swynnerton training camp and work with the 37th Signal Regiment and 159 Regiment RLC.

The day was designed to test and improve team building and leadership skills by challenging all involved in a controlled and fun environment. It is safe to say that everyone who took part in the day really enjoyed it.

All who attended demonstrated immense teamwork and really pushed themselves out of their comfort zones. The day gave people the opportunity to take a step up and lead a team, which is something they may not usually do in their day-to-day roles.

Among the comments from those taking part were:

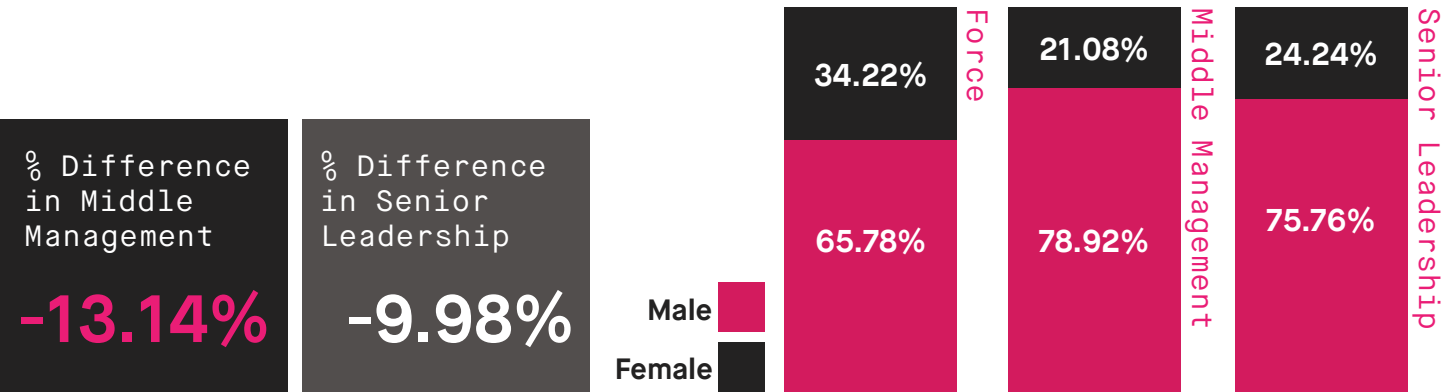
“I totally enjoyed the day, and it was great to put myself outside of my comfort zone, learn new skills and to meet others within the force.”

“I loved every minute and got to know some lovely people from other departments in Warwickshire.”

Warwickshire Police has a newly formed women’s football team lead by PC Chloe Barrowman.

Chloe has a passion for football and comments:

“Football as with all sports has great benefits not only on physical health but your mental health too. Team sports provides you with a camaraderie, gives you support and someone to talk to and it makes you feel as if you belong. Likewise, if a promotion is something you are working towards then team sports are a great way to showcase your team skills and leadership all whilst having fun at the same time...Women can achieve just as much in sport and you should never sell yourself short. Ultimately in life you can achieve whatever you want if you work hard enough for it regardless of gender, age or any other factor. Question is are you ready to work for it?”



West Mercia Police



Good practice example

West Mercia Police is committed to removing barriers to gender equality. This is particularly evident in the force's Operations Department, through the leadership of Chief Inspector Julian Smith, a key member of the established HeForShe group in the force.

Working hard to remove perceived barriers to his department, 20% of the applicants for the recent Authorised Firearms Officer process were female. This equated to the initial firearms course having six female candidates, out of sixteen in total – a first for the force. To achieve this, Julian created an AFO (Authorised Firearms Officer) action plan which has since been shared with other forces in the UK. Activity includes reviewing uniform and equipment used by AFOs and its suitability for females, holding female focused firearm taster sessions which saw an increase in the applications from females, embedding a forum for our female AFOs to meet and raise issues with the senior leadership team, publishing blogs to highlight the responsibilities we all have to increase female representation within the workplace, ensuring adverts are more inclusive and appealing for females, actively promotes flexible working arrangements, and meets personally with every female who shows an interest in the force's Operations world to provide guidance and support and to dispel any myths.

It's not just the firearms policing world either; the force's Operations Department has recently recruited two female motorcyclists for the first time in several years. Recognising that a barrier was the size of the motorcycles themselves, the force has purchased smaller model motorcycles to assist.

Chief Inspector Julian Smith has recently received a Special Recognition Award from the British Association of Women in Policing for his work.

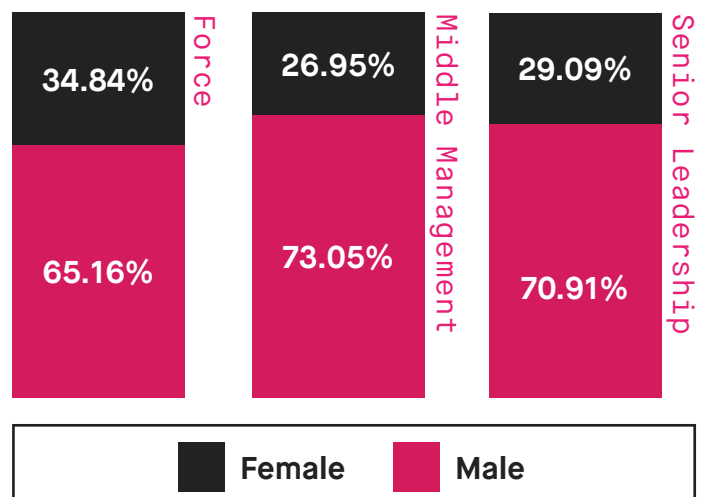


% Difference
in Middle
Management

-7.89%

% Difference
in Senior
Leadership

-5.75%



West Midlands Police



Good practice example

West Midlands Police together with the Police and Crime Commissioner launched a campaign to reduce violence and intimidation towards women, asking for men to become upstanders rather than bystanders for women’s safety.

The Safer Streets Campaign appealed to men to make small changes to their behaviour, such as giving women space on the street and encouraged them to challenge bad behaviour in other men.

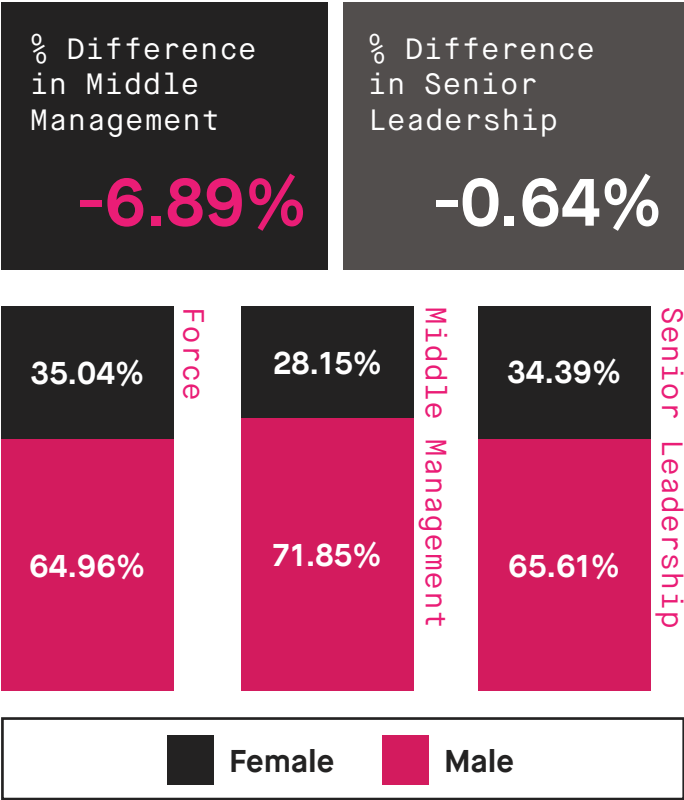
The campaign was formed after surveying over 2000 members of the public around how safe women felt when out of their home. Many referred to cat calling, staring, loutish behaviour and being followed as issues affecting their feeling of safety when out in public.

The results of the survey reported that women generally felt unsafe when out and about due to:

- General feelings of uneasiness and intimidation
- Men hanging around car parks
- Worries around using taxis and public transport
- Catcalling, loutish behaviour, men staring at or talking to women on the streets for no reason
- Being followed
- Predatory behaviour
- Walking past crowds of men/gangs
- People taking drugs/drinking in the streets
- Badly lit streets, dark alleyways
- Media reporting of violence and crimes often increases feelings of unsafety
- Requirement for better sentences for men who are violent
- Men exposing themselves or masturbating in public
- Sexual assaults

The campaign wasn’t about demonising all men or scaring women into not feeling safe, but the simple fact is that women feel less safe in public spaces than men, particularly at night. West Midlands Police will do everything they

can, including being part of the wider discussion taking place in society, so that women and girls feel safe on their own streets. They continue to work with every part of the justice system and the communities served to rebuild trust and make local streets as safe as possible for women and girls. West Midlands Police has always taken Violence against Women and Girls (VAWG) seriously however, they accept that the voice of women and girls has not been reflected as it should be in their policing priorities and plans. West Midlands Police hope this piece of work demonstrates their desire to listen.



West Yorkshire Police



Good practice example

West Yorkshire Police has recently adopted individual Menopause Support Groups that are available for colleagues across the force. These are facilitated in conjunction with the force's British Association for Women in Policing (BAWP) however these facilitations are co-ordinated by nominated employees across the force.

A male colleague has been instrumental in establishing one of these groups after identifying that support wasn't consistent in all areas. This colleague recognised that through his personal experience of menopause he could be easily placed to assist in the facilitation and visibility of a Menopause Support Group within their own department initially, but crucially, to act as a visible male ally for other groups to increase participation and engagement of those who identify as male across the force area. Owing to these perceived benefits, the colleague now leads this group and there has been an increased attendance from other males in the organisation.

In addition to chairing this group and following on from conversations around the importance of ensuring male identifying line managers are skilled enough and confident to support colleagues who are experiencing any stage of menopause, they are leading on the development of specific male focused menopause information sessions. These sessions will be open to all to attend, with a specific focus on the roles and

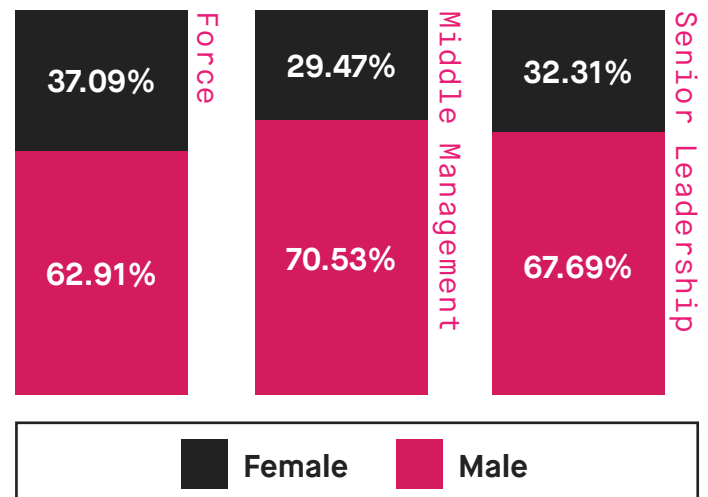
responsibilities men can take when working with people experiencing menopause. These sessions will be facilitated, initially, by men to assess the impact and benefit of these sessions on our representative male first line manager roles.

% Difference
in Middle
Management

-7.62%

% Difference
in Senior
Leadership

-4.78%



Wiltshire Police



Good practice example

Wiltshire Police’s firearms team is historically male dominated and there was a need to change the perception as an environment unsuitable for women. The task was to adapt the processes and make it more inclusive.

The Firearms Inspector is tackling this as soon as new recruits join the organisation. Firearms officers who are trained as Taser Instructors in force are asked to take the opportunity to ‘talent spot’ those displaying a good grasp of threat and risk assessment and who can remain calm under pressure, with a focus on addressing the underrepresentation of females.

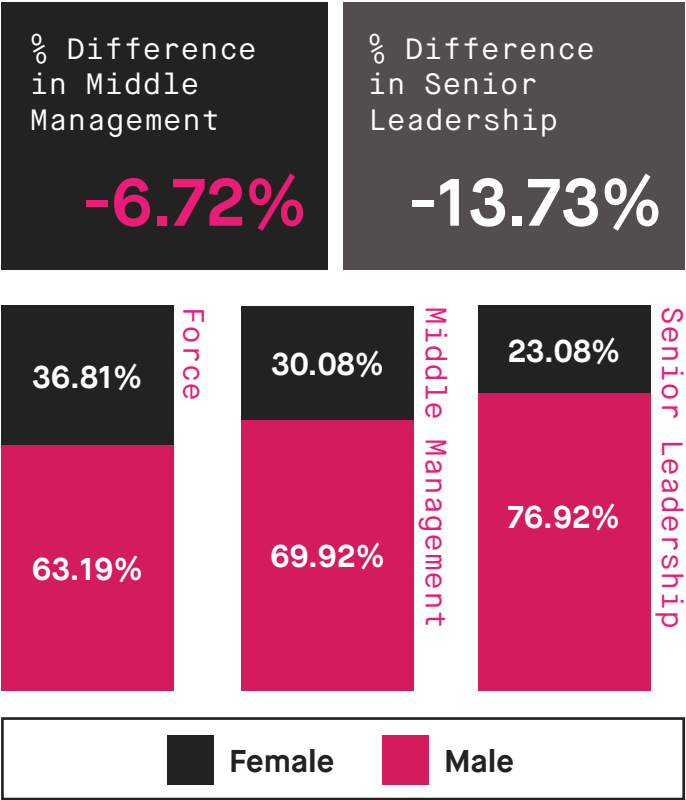
Managers held an online event in September on Teams to discuss everything firearms related and generate interest. The team is also scheduling four fitness test practice days as they know this element can be intimidating. This has encouraged people who wanted to apply but whose fitness was not quite there and has given those in attendance the information to improve their fitness.

An open day was held at Headquarters in October and all those who the Inspector had spoken to at various points were invited to attend.

Two surveys were circulated across the force in regard to gender diversity and hidden disabilities. These surveys have provided a large amount of information around perceived and actual barriers to joining the firearms team. As a result of the surveys, FAQs have been created and added to the recruitment process to address some perceptions and changes to remove barriers where necessary.

The force has also identified mentors within the firearms team to assist candidates through the process. Case studies are used as a way of sharing other’s journeys to encourage candidates and new recruits. Once candidates pass the interview, keep in touch days are offered up until the start of the course.

The team have worked extensively with Connect and the Disability support network to create surveys and engage their members in the whole process.







Acknowledgements

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

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for Gender Equality

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