Home Secretary Jacqui Smith speaks at conference

Affirmative action – a way forward?

Anita is in the spotlight
Welcome to the first edition of Grapevine for 2008. I am very pleased that the timing has meant we can include the coverage of the Senior Women in Policing Conference, for those of you like me who were unable to make it. Congratulations also have to go to Carolyn Williamson, BAWP’s secretary, who was honoured with an MBE for her work through the years with BAWP - again raising its profile and the messages we need to share across the service.

You may recall coverage in Police Review earlier in the year which may have caused some misconceptions about affirmative action. ACC Suzette Davenport, our vice president, seeks to put them right on page 12 – a very interesting read.

A number of articles in this edition are included as a result of readers contacting me, so thank you to PCSO Lindsey Howitt from Derbyshire for her article, and Nancie Shackleton and Kris Bush for their insight into coaching on the Strategic Command Course.

Dates for your diary

2008

Spring Professional Development Day and BAWP Annual Awards - Forest of Arden Hotel, Warwickshire. Monday April 28 (awards dinner) and Tuesday April 29.

46th Annual IAWP Training Conference - Darwin, Australia, September 6-12.


2009

Senior Women in Policing Conference - Exeter University. Monday March 30 - Wednesday April 1.

From the President’s Desk

I am, like many of you, waiting with interest to see what the Government’s Green Paper on policing contains and hope it will provide clear direction for the year ahead.

In the consultation phase BAWP gave the Home Office three issues to consider: uniform and equipment being fit for purpose, creating a healthy, fit workforce and creating a representative workforce.

We chose uniform because progress nationally has been poor. While there are pockets of good practice, we must do more if we are to comply with the ‘Gender Duty’. The BAWP has called for a national framework setting out minimum standards. Forces can then exceed these standards, but it will ensure all women receive an acceptable uniform and suitable equipment.

Health is always high on BAWP’s agenda. We believe officers should have regular health checks – similar to those done when you join a good gym (heart rate, aerobic capacity, body mass index, cholesterol levels etc) rather than irregular fitness tests. Development plans can then be set to improve the health of staff whose results cause concern.

We mustn’t leave fitness and health responsibilities to individuals; unhealthy officers are carrying out policing duties which put them at risk of heart or other problems. However we also need to ensure fitness tests are not used inappropriately for selection into specialist roles; or that they become just tests for women whose upper body strength is traditionally less than that of a man.

Finally if we really want to create a representative workforce we must look carefully at the recruitment, progression and promotion of women in the service. It is clear all forces need support and guidance from the Home Office to change their demographics through the proper use of targets and positive action.

Creating an acceptable balance was always going to be a tough job. At my next meeting with the Home Office Minister Tony McNulty I will be asking him what he can do to help forces with this challenge.

Carolyn’s BAWP work recognised

BAWP secretary Carolyn Williamson was awarded an MBE in the New Year Honours List.

Carolyn, who has been with the BAWP for 21 years, says she attended the inaugural meeting back in 1987 and has stayed with it ever since. “I saw Tina Martin’s letter in Police Review inviting people interested in forming an association geared towards the improvement of policewomen. At that stage it was more as a means for self-improvement by offering training opportunities not then available elsewhere,” Says Carolyn. “At that time the only training readily available to constables and sergeants was in-force and job orientated. Bramshill courses were only for inspectors and above, or the high fliers on the accelerated promotion scheme. One day conferences and events just didn’t exist.”

Carolyn says her work with BAWP has “certainly enriched” her life in that she knows a tremendous range of people across the country, and in fact the world. “It has made me a passionate supporter of the power of networking,” she said. “In fact the congratulation messages have poured in from people I’ve met through the years – which is something I really appreciate.”

Carolyn admits it hasn’t always been an easy journey. “The hardest time came when we were struggling to keep going, and had to decide whether to just quietly forget the whole thing, or to move forward. Fortunately we decided on the latter course of action.”

Four other members of the policing family were also recognised for services to the police with an MBE. They were: PC Hazel Elva Goss from North Wales Police, Special Constable Nichola Kirkham from South Yorkshire Police, Chief Inspector Sue Wheatley from Hertfordshire Constabulary, and Pat Wynne a 73-year-old police volunteer who has dedicated 56 years to policing in Staffordshire, both as an officer and a special constable. BAWP member Superintendent Michael Gillick from West Midlands Police also got an MBE.

The Queen’s Police Medal (QPM) was awarded to West Yorkshire Police Deputy Chief Constable Julia Hodson, Inspector Amanda Mason from West Midlands Police and Deputy Chief Constable of Fife Constabulary Norma Graham.

Dr Marie Dickie, former chair of Northamptonshire Police Authority, was awarded an OBE. Dr Dickie, who still remains on the authority, was its chair from 1994 to 2007.

Former Police Ombudsman for Northern Ireland Nuala O’Loan was awarded a DBE for public service.
Gender targets considered

Gender employment targets for all forces are being considered by the Home Office.

Five options are being looked at from imposing a 51 per cent target to mirror the proportion of women in the population, to arbitrary targets for change, such as a 10 per cent increase.

The BAWP, which was asked for its views on the targets, believes there is much more to establishing a workforce representative of the community it serves, than stark percentages.

It has backed the use of a new tool, the ‘Workforce Modelling Gender and Ethnicity Tool’, which simulates the demographics of the police workforce (officers and staff), both now and into the future. It uses real data to model the current and future state of the workforce according to observed rates of recruitment, retention, transfers and progression. “We believe targets should be set according to current workforce mix and estimated plausible future changes,” says BAWP Committee Member Superintendent Ellie Bird. “The tool allows users to specify possible future changes to the rates of recruitment, retention, transfers and progression (by ethnicity and gender – except transfers), and observe the likely impact of these changes on the workforce. Only then can we begin to think about the numbers,” said Ellie.

However Ellie has warned that this system cannot predict the impact of policy changes – such as extending the retirement age for superintendents - on rates of recruitment, retention, transfers and progression.

The system is already being trialled in forces across the country and their feedback will also help the Home Office decide if local or national targets for gender should be set.

The BAWP also believes that targets set for operational officers should apply to Police Community Support Officers, special constables and police staff. “There should also be some targets around female representation within defined specialist posts,” adds Ellie.

Targets already exist for race – in that black and minority ethnic (BME) officers and staff should make up seven per cent of the overall police service strength by 2009.

The gender target proposals are being considered by the ministerial Women in Policing Steering Group, chaired by Tony McNulty.

Targets also needed for specialist posts says Supt Ellie Bird

Met uniform set to get makeover

London fashion students have been enlisted to help revamp the Met Police uniform.

As part of a huge review of clothing the force asked students from the London College of Fashion to work with them to come up with new designs for officers in a range of roles.

The students have already started their research visiting police stations and talking to officers about their perceived issues with their uniforms.

Deputy Assistant Commissioner Steve Roberts, who is leading the uniform review, says he thinks it will be a “big challenge for the students to get their teeth into.”

Acting course director Gerald Farraday welcomed the project. “It is a fantastic opportunity for our students to have a chance to make a real impact on the future design of one of the UK’s most iconic uniforms,” he said.

Technical specialists from the Met’s Uniform Services have been working with the students to ensure the fabric chosen is suitable for the demands of policing.

The finished designs are expected to be presented to the force at the end of April.

• See Surrey’s new maternity uniform on page four.

Merseyside extends mentoring scheme

A MENTORING scheme set up to help women progress in Merseyside Police has now been extended to members of staff across all equality strands.

The initiative, which was inspired by Gender Agenda 2, will also be rolled out to anyone seeking promotion and progression or lateral development when the first phase of evaluation is complete.

Jo Evans, who is part of team managing the scheme, says the force isn’t short of staff wanting to help others. “The force has many trained mentors both police staff and police officers. Courses are also being run to train others to mentor giving the force a pool of people to call upon.”

Dinnerladies... a new opportunity

WHY AREN’T enough women getting to the top? Why are high-potential women trapped in lower-level jobs? The barriers are often self-imposed and include a reluctance to take risks, or even to become more visible. Women need the support of effective networks and real-life role models and learning from each other by sharing experiences. Dinnerladies run structured lunchtime leadership development events which provide just that. Never forget that Ginger Rogers did everything Fred Astaire did – only backwards, and in high heels!

See www.dinnerladies.org.uk. Is your force interested in hosting a regional event? Contact info@dinnerladies.org.uk

A smart incentive for BAWP members

INDIVIDUAL members of BAWP will now be able to save money at one of the country’s top shops.

Austin Reed, who sell off the peg and made to measure suits for men and women, have agreed to offer members 20 per cent off all full price items in their stand alone stores.

The deal was negotiated by committee member Robyn Williams and will be available until at least October 2008. She said: “The opportunity for men to buy business attire is limitless and this Austin Reed promotion provides an excellent opportunity for women to have a comparable choice.”

Members wanting to take advantage of this offer must show their BAWP membership card at the time of purchase.

• See the advert on the inside back cover for more details.

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Is this the mother of all uniforms?

A new maternity uniform is proving a great success with Surrey Police employees and has recently been included on the force’s official kit list.

Following a successful trial this positive outcome marks the culmination of many months of research conducted by Health and Safety Officer, Barbara Bulman. Barbara began testing the feasibility of sourcing a suitable maternity uniform in 2006 on behalf of Surrey’s Force Uniform and Equipment User Group.

Historically there has never been a regulation ‘maternity uniform’. Marks & Spencer maternity smocks were the order of the day back in the 1960s and ‘70s, whereas the situation among today’s police staff has evolved into an array of what has been described as ‘surprisingly inappropriate outfits’ when it comes to maternity wear.

“The force believes that if a woman has chosen to take on a uniformed role then that shouldn’t change,” said Barbara. “Nor should she lose her identity, simply because she becomes pregnant. In a service environment such as ours it is important to continue presenting a professional, corporate image when pregnant, especially for those in public-facing roles.”

It was this philosophy that triggered initial research into the situation by Surrey’s Force Uniform and Equipment User Group. “I thought it would be a straightforward matter,” said Barbara. “Surely all the big commercial companies and high street stores, perhaps even other police forces, would have addressed this issue for their staff long ago? Yet it seems many organisations are in a similar situation to Surrey Police, having no identified or recommended maternity uniform as such.”

Barbara eventually found a company that produces a white polyester maternity blouse and wide-leg black polyester trousers. “A Caterham Police Constable kindly trialled them for us and said was very pleased with them. But the polyester trousers were not as smart as the poly-wool version, and polyester shirts can be perceived as ‘see-through’, therefore not really suitable as an item of police uniform.”

With the help of Surrey’s Procurement department, Barbara next negotiated with PCSO shirt suppliers Wm Sugden, to produce something specific to the force’s needs. “It had to be practical, functional, comfortable and smart, not appearing to be ‘frumpy’ while at the same time appealing to young women and, of course, it couldn’t conflict with any religious or ethnic issues.”

The result was trialled by PCSO Marie Mason (pictured) who reported: “I first wore the maternity uniform for a Monday evening meeting. It fitted very well and was noticed by my Chief Superintendent who was very complimentary about it. Since then I’ve had lots of positive responses, especially from women who say that it would have saved them money and hassle if they’d had the uniform during their pregnancy. I’ve worn it at public meetings too, where it identifies me as being from the police rather than people having to ask where I’m from when I’m in my own clothes.”

The new outfit consists of an over-shirt – blue for staff, white for officers – with a slightly open neck and just-above-the-elbows sleeves with epaulette flaps to display rank and/or role when necessary. The straight-leg black poly-wool trousers and skirt have a soft ‘bump pouch’.

The new maternity uniform has not only proven itself to be practical under trial, it will also have financial benefits to the force, as Barbara Bulman explains: “It will be more cost effective than the £123 allowance made to police staff (officers no longer receive this allowance) for the purchase of appropriate dark clothing when pregnant.”

The Surrey Women’s Association (SWAY) completely endorses the new maternity uniform, and Force Uniform and Equipment User Group Chair Superintendent Sue Lampard says “It’s really good to see that we are moving in the right direction on this issue.”

Delay to increased maternity pay
Planned increases to the period during which Statutory Maternity Pay, Maternity Allowance and Statutory Adoption Pay payments are made (from 39 weeks to 52 weeks) have been delayed.

The change will now take place for babies due on or after 1 April 2010, or children to be adopted on or after this date.

HM Revenue & Customs has also confirmed that the plans to introduce additional paternity leave and pay will not be introduced from April 2009 as originally intended; under the proposals, fathers would be entitled to take up to six months’ leave (three of which would be unpaid) if the mother of the child returns to work at the end of her first six months of maternity leave. These changes are likely to be applied to babies born after April 2010.
A policy to manage absences from work to undergo gender re-assignment is up for consultation within British Transport Police.

Written by Diversity and Equality Advisor James Bourne, the policy makes it clear gender dysphoria is a recognised medical condition and is treatable by gender re-assignment surgery.

It advises that staff should be dealt with using what the force calls its Attendance Standard Operating Procedure, but won’t be penalised for extended time away from work to undergo re-assignment surgery and treatment.

“I followed some of the Home Office’s proposals and tailored them to BTP’s needs. In particular that there should be a measurable and limited amount of time that can be taken in a 52 week period to undergo re-assignment surgery. These absences would be requested in advance and agreed with management, HR and Occupational Health and not impact upon promotion or career prospects,” says James.

Gender re-assignment is not a one off surgical event – the journey can vary from three to eight years depending on whether the person is going from male to female, or female to male. This doesn’t include the Real Life Experience (RLE) of at least two years prior to surgery where the person has to live in their chosen gender.

Lindsey Howitt is trained in British Sign Language and CACDP (Council for the Advancement of Communication with Deaf People) accredited and has 21 years experience in communicating with people with special needs.

“She learnt British Sign Language in 1997, a skill which she may eventually have to use at home too. “My daughter, who is now 21, has been gradually going profoundly deaf. She also has special needs and learning difficulties.”

Lindsey says that until now there had been “very little provision” for those with disabilities in the area she works in to meet and talk to local officers.

The initiative has earned Lindsey, and the force, praise from local MP Liz Blackman who said how important it was that “all sections of the community feel they have direct access to the police”.

Lindsey, who has been a PCSO since April 2007, previously worked in the force’s call centre.

Policy to manage gender re-assignment absences

A GREEN Paper on Police Reform is expected to be published this month (March).

The paper is set to focus on four main themes: getting the best use of our resources and capacity; effective leadership and governance; clear, effective performance machinery and clarity and cooperation over competing demands.

Tony McNulty in his letter to stakeholders said he hoped the Green Paper would help everyone “take stock” of where they are and “determine the best way forward for the police service to develop in the years ahead”.

Members offer: free place at PDD

WOULD you like to attend BAWP’s Spring Professional Development day and are struggling to get backing from your force? Are you an individual member of BAWP? If so, then you can apply to be considered for a free place at the event.

All you have to do is explain, in no more than 150 words, how you think you would benefit from attending the event:

The committee have decided to offer this opportunity to give individual members the chance to get more involved with the association through networking and professional development.

President Julie Spence says: “I know there are some staunch supporters of BAWP who use their own money to join each year, but don’t necessarily get a chance to attend our events. This should give them an opportunity to bid for a place. If popular we will consider offering a free place to every professional development day we stage.”

Send your submission to nickyphilipson@btinternet.com by April 1.

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Read about what the BAWP suggested should be included in the Green Paper in the President’s comment on page 2.

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Fife hosts first Scottish event

More than a hundred Fife Constabulary women got a chance to tell the force's top bosses what is important to them and how they think recruitment, retention and development issues should be prioritised.

The interactive session, which used electronic voting buttons, was a highlight at the launch of the force's Women's Development Forum.

The event was the first of its kind in Scotland.

Diversity Officer Inspector Audrey Laird organised the event after she was inundated with women wanting to join the forum. “I had to turn down quite a number as it was going to be too big a committee. With so much interest it seemed like a good idea to run an event to let everyone be involved and have their say.”

Audrey says the most significant change staff asked for at the event was more positive attitudes to flexible working. “Work has now started to address this, along with issues such as clearer career development planning and developing coaching and mentoring programmes.”

Guest speakers included Deputy Chief Constable Norma Graham, who described the event as “historic”, Forensic Force Medical Examiner Kranti Hiremath, Julie Calder, Managing Director of Abbey Business Centres Edinburgh and BAWP Committee member Detective Chief Superintendent Angela Wilson from Tayside Police.

Suffolk event a success

Women from four police forces, BT and Suffolk County Council picked up tips on assertiveness, conflict management and achieving a work/life balance at an event organised by the Suffolk Association for Women in Policing.

They also learnt how to deal with difficult people at work and how to make the most of their work personality.

The five workshops were run by training company Skills Path.

Post-event feedback has been great says chair of SAWP and organiser Tracy Watling. “We had a lot of people, including some men, at the event and many have said how great the trainers were at tailoring the sessions to make them relevant and hold people’s attention,” she said.

“Other comments were about how useful the day was, how they enjoyed it and how it made them think about what they want and how to get it.”

Delegates attended from Norfolk, Suffolk, Essex and Cambridgeshire forces.

Staffs includes community in development

Women working in partner agencies and members of the community have been invited to Staffordshire Police’s first professional development day in May.

The move is part of a plan to expand the force’s women’s network, improve networking opportunities for staff and improve communication with, and trust in, the police.

It will also show police employees that other professionals experience similar issues regarding leadership and career progression, says Chief Inspector Amanda Davies, network chair. “Being able to share experiences helps women to understand they are not alone,” she added.

The agenda includes a session on myth busting when it comes to engaging with Asian women, female genital mutilation and personal development. Speakers include ex-ACPO Anne Summers and Manley Hopkinson, who was a skipper on the BT Global Challenge round-the-world yacht race, and on the winning team in the 2003 Polar Race.
People first policing - the women’s perspective

How do we improve the citizen’s experience of policing? How do we support women in policing to be the best advocates for policing? Those were the challenges President of BAWP Julie Spence gave delegates at the 2008 Senior Women in Policing Conference.

In her opening speech Julie Spence emphasised the importance of re-orientating the service from police first policing, to people first policing; of encouraging the public to help set our standards. “It is not about hitting the target and missing the point,” she said. “However the target culture can and has served us enormously well, but there sometimes becomes a point where the targets become more important than doing the right thing.”

Julie explained how targets and benchmarks are an important part of a performance improvement culture, but that targets should be shaped by the public and not the Home Office or police service. “We need to develop market research to understand what citizen’s value and then design services according to public standards and tolerances.” She said. “We must be fair, treat people with respect, listen and understand, but not necessarily spend more time with them or do everything they want. Providing a good service doesn’t necessarily take longer.”

Julie agreed that to encourage staff to become the ‘best advocates for policing’ they must be supported and properly developed: “We have got to get the internal environment and external environment right before we can deliver excellence.”

Jacqui Smith is first Home Secretary to attend SWIP

Police pay and gender targets were just two of the topics Home Secretary Jacqui Smith was quizzed about when she took to the conference stage.

Ms Smith delivered a speech on the importance of delivering citizen focused policing in which she told delegates that its success has implications not just for the public face of policing – how we interact and engage with local communities, “but for the internal wiring of policing as well.”

But it was the post speech questions which provided delegates with most food for thought.

One officer was greeted with a round of applause when she asked Ms Smith if the police pay announcement was a “demonstration of strong arm tactics”.

Ms Smith replied that the decision was based around ensuring current economic stability, but promised it would be reconsidered in the future. “As we go forward we are able to get the best possible deal for pay,” she said.

When asked about gender targets Ms Smith said she believed everyone should be promoted on their own merits, however said: “I just don’t believe there is only one good woman, for every four good men.”
You are all MAD! That was Paul McGee’s opening gambit to a room filled with more than 300 senior female police officers and staff.

“Everyone you work with, and who works for you, they are MAD too.” He added.

“The question”, he said, “is what kind of a difference are they making.”

MAD stands for ‘making a difference’, something which Paul told delegates is what every member of the police service does. “You don’t realise the difference you do make,” he said.

However Paul believes a person’s performance and the degree to which they make a difference to citizen’s lives through their actions, relies in part on the relationship they have with their boss. “We receive the performance we are willing to tolerate,” he said.

He urged managers to talk to their staff, let them know they are valued, but also to clearly communicate their perspective. “Look at what is going on in their world at the moment and what is important to them at this time.” He said.

“Remember to turn the beachball”

Remember the Beachball – this is one of the six SUMO principles:

Increase your understanding and awareness of other people’s world. (What colours you see of a huge beachball depends on your perspective). This will help to bring about more successful relationships.

Women must raise their heads above the parapet

“I’d like to see the day we don’t have to get together as a group of women to talk about women’s career issues,” said Terri Dial from Lloyds TSB. But unfortunately, she said, “we have to get to work to higher standards than men… and jump through higher hoops when men just tick the boxes.”

The solution Terri, who is the Executive Director of UK Retail Banking, said is not to get mad, but to get even better and raise your head above the parapet. “If you are inaudible, you are invisible too,” she said. “Feminine leadership styles are actually emerging as the preferred style. So we are living in a time which is very good for us.” She said. “And remember no-one can make you feel inferior without your consent.”

What does citizen focus

Embedding citizen focus is going to require a change to the culture of all police forces - and it is going to take time. That was the resounding message from four speakers who all looked at aspects of citizen focus.

Director of the national neighbourhood policing programme Jerry Kirkby says neighbourhood policing plays an integral part of providing a citizen focused service. “It has been viewed as a success. The government thinks it is a success, the police service and the public.” He said. “But visibility and familiarity is not enough. We have to understand what will really make a difference on the street and reignite the passion in our staff.”

Jerry shared his view that achieving a citizen
Women tracked through Tesco

Tesco tracks the number of women coming through to management, rather than setting gender targets, said its Personnel Director Catherine Glickman in her pre-dinner speech.

But they share similar challenges to the police service, she explained, as they want more women and BME staff. “On the shop floor 65 per cent of staff are women and although one in four people being promoted to director level – running a country or large business arm of Tesco - are women, there is only one female employee on the board.” She said.

The tactics to help women progress within Tesco are similar to those used within policing. Catherine explained how mentoring, women’s networks, dinners, and improved work/life opportunities were all important tools.

When focus mean?

“...of all to take sage...at...policing good a citizen success. police ability and understand street...a citizen...focused service isn’t about breaking it down into chunks – “my view is that you have to swallow it whole”.

Deputy Chief Constable Julie Hodson thinks the police service should value, recognise and reward people for customer focused behaviour. In going back through application forms to join the service, she said people start with a passion to provide a great service. But then something happens “to shape people” so they believe certain members of the community are more deserving of their help than others. “We have a service where a damsel in distress who has been raped and assaulted or an old dear will get a premium service.” Mrs Hodson also added that response policing “builds an in/out mentality”. “It is often a triumph of efficiency over effectiveness.” She said.
In the Spotlight

Name: Anita Williams  Age: 39

Current posting role: Air Observer and Training Officer with Devon and Cornwall Constabulary

Brief career history: Twenty years with Devon and Cornwall Constabulary as a Patrol Officer, Fast Response Officer, Air Observer in the Air Operations Unit and then a Air Observer Training Officer.

Family: Husband Martin – married for 13 years, daughter Laura-Josephine aged nine and son, Alfred Hughie aged four.

Q. What did you want to be when you were growing up?
A. I was very much into any kind of sport, but competed for my county and South of the Thames in athletics. I started as a middle distance runner and ended up as a long jumper, where I gained a top 100 UK ranking.

So when I was growing up competing in the Olympics for my country seemed to be at the fore of my ambitions, until I completed my A levels and then wanted to be a PE teacher.

Q. Who has been your greatest inspiration or role model and why?
A. Surprisingly enough an athlete, namely Daley Thompson. I admired his talent in the sporting arena, but more of an influence to me was his positive personality and the impact this had on the sport and his performance.

I actually met him during a training session at Crystal Palace and most definitely had the autograph book at the ready.

Nowadays, my children inspire me to achieve in a very different way, to provide a childhood for then that they can look back on with fondness and happiness – one that sets them up for life.

Q. What is the most memorable moment of your career to date?
A. It’s going to sound like a cliché, but in my current role we are often put in the position of helping someone who needs rescuing, is stranded or needs rapid transfer to hospital. The whole process epitomises the fundamental reason of being a police officer.

Even though, over the last 20 years I have been involved in many memorable incidents where the outcome was happy, it’s the sad incidents which stay with you where the outcome was always going to be out of your control but you still hoped beyond hope you could’ve changed it.

Q. What barriers to success have you come across and how did you deal with them?
A. I have always been a strong believer that the only barrier to success is the individual. I suppose throughout my career I have strived only for positions that I know I am capable of, and have therefore been oblivious to any such barriers.

I am fully aware that there are difficult people in any organisation who find pleasure in obstructing the path of others, but if you believe in something anything is possible, I suppose nowadays it’s referred to as a Positive Mental Attitude.

Q. How have you achieved a satisfactory work/life balance?
A. I feel I have, but only due to the fact my husband, who is also in the police, stepped aside to allow me to follow my chosen career path. Without the support and understanding from home no balance could be achieved.

Even though I have always enjoyed my police work I have made two conscious decisions: a) to always leave work where it belongs and b) never to take anything too seriously. Having outside interests and two little children really do put everything into perspective… in a positive way that is!

Q. What advice would you give to an ambitious new officer or member of police staff?
A. Make sure it’s truly the career you want as you spend a lot of time at work.

Enjoy your early years on the beat and always look to others for help as it’s the type of job where there’s always things to learn.

Those early years set the foundation for a career in the service and inspire you to develop in many different ways, so hard work is called upon, but never lose the ability to have a laugh, especially at yourself at times.

Q. What three words describe your personality?
A. Positive, thoughtful and organised.

Q. What are your vices?
A. Colleagues at work would say chocolate, but it’s not true… honest!

Q. Where is your favourite holiday destination and why?
A. Prior to having children I travelled to quite a few places including taking a few months out of the police to explore the Far East and Australia.

If it was still practical to do so, I would choose to travel to even more remote ‘off the shelf’ places.

With the family we like to visit Playa Blanca in Lanzarote. The resort has a really friendly atmosphere, warm weather throughout the year, clean, good standard of accommodation and you can either relax by the pool or explore the island by car.

Q. Where do you see yourself in five years time?
A. Hopefully flying over Devon and Cornwall if I had my way. I am a strong believer in that if you are happy and maintain the same level of enthusiasm for the role as when you started then why move.

With 10 years before retirement from the police, there are many avenues I could take including trying for promotion, but will that make me any happier than I am now… I doubt it!
A glass or concrete ceiling?

By Lynne Copp, Managing Director, The Worklife Company

I write this during the week the Conservative Party attacked Labour’s ‘one size fits all’ policy on women, arguing that a new approach is urgently needed to address the different issues women face.

Shadow Minister for Women, Theresa May, launched a new report: ‘Women in the World Today’, which provides new data to show that women in the UK are currently being let down; in the workplace, in society and at home. It said that in the workplace:

• Women still suffer from a gender pay gap. Using overall mean hourly earnings, the pay gap between men and women remains 17.2 per cent.
• For most women, flexible working and a sensible worklife balance remains elusive: around 41 per cent of parents spend two hours or less with their child each day and only one third of families manage to eat together every day.
• Women are more likely to have smaller pensions and live in pensioner poverty: one in four single female pensioners lives in poverty. For every £1 a man receives from a pension, a woman receives just 32p.

There is not a week goes by when I do not refer to, or hear the phrase “war for talent”. As companies strive to attract, and more importantly, retain their top talent, they do so using every innovative technique at their disposal. Still, many organisations struggle to retain – especially women. Are these companies using the wrong techniques or are they just missing an obvious opportunity?

Recent research has shown that women are leaving organisations faster than you can dismantle a glass ceiling. Women are becoming disgruntled by the lack of flexibility and the lack of recognition of their needs, motivations and talents. Of the total number of working age women (more than 26 million), only 11 per cent are in senior management roles. However, whilst women do better than men in every phase of school and further education, and businesses suggest that brains rather than brawn are the secret to successful bottom lines, women are still a rare breed at the top. In the FTSE 100, less than a quarter of companies have even a single woman director and only one in ten senior roles go to women.

Sadly, it doesn’t get easier if a woman leaves to establish her own business either, of the total funding available from venture capital and angel networks, only two per cent is awarded to female-run businesses.

Why is this happening?
A Hay Group survey suggested men were far more ambitious than women and more motivated at work. Is this because men are generally more motivated, or because workplaces don’t motivate women as much? I believe that it may be the latter. However, in addition to these facts, I really believe that most men don’t deliberately exclude women. They just don’t understand the juggling, the caring, the leadership style and the working practices of most women. Even though 74 per cent of senior women are married to, or living with someone who has a full-time role. Comparatively 75 per cent of men in senior positions have a wife who stays at home.

In my work with women as part of my Dancing Round the Handbags® book and workshops, I see women whose passion and commitment to be successful motivates them beyond words, but I also see women tired of knocking on the sound-proofed ceiling of inflexibility. The ceiling is indeed concrete and impenetrable for many women.

If you want to attract women into different police roles, how about asking them ‘how’ they might wish to work instead of force-fitting them into a pattern that suits one sort of employee? We must look at time differently, shift patterns don’t actually need to be the way they are, do they? For example, why not allow two officers to job share across a year? By taking advantage of generational difference, you could allow a parent to work term time and an older member of staff to work their holiday period. It is a win for the parent, a win for the older person who doesn’t want to be on the beach when there are raucous children around and it is a win for the organisation because they have the role covered by two experienced officers; time to rip up the rule-book on time.

Therefore, in your war for talent, look under your nose, learn a new language – female leadership style, and then design your organisation to release potential and motivation.

Finally, consider this; if you were to go to the gym every day but only ever exercise the right-hand-side of your body, what would happen to the left side? It is the same if you only ever promote and stretch one gender in the workplace; the result is a business that is half as good as it could be.

Lynne Copp has spoken at BAWP events and manages ‘The Work Life Company’ www.theworklifecompany.com
At a time when we are not short of controversy in policing, the topic of affirmative action will not go away. Dilip Amin recently reminded us of the need for the police service to be more representative or risk losing its mandate for policing - effectively - with consent.

I agree wholeheartedly with his arguments around career progression, promotion and managing talent. But yet again it seems that, despite a clear exposition of the challenges on representation, we are missing a fundamental point. In the words of Karl Marx the trick is not just to understand the world but to change it. How are we going to transform the service so that it better reflects the communities we police? And in a timescale that doesn’t lead us to give up hope? For me, and for many others who care about the future of policing, affirmative action must be a serious consideration.

To give credit where it is due, a number of critical bodies have indeed taken up the debate. ACPO Council decided in April 2007 that the concept of affirmative action should be pursued further. For obvious reasons, BAWP and the National Black Police Association (NBPA) have led many discussions in conferences and training sessions. But it is worrying how easily the proposition of affirmative action is both misunderstood and misrepresented, often smothered by dubious statistics.

BAWP argues fundamentally for a more representative police service that generates greater trust and confidence externally with an internal culture which truly embraces diversity.

Why we need a diverse workforce
The basis of British policing is policing by consent. Whilst the principle holds good for 21st Century policing, today’s citizens demand more. It is recognised that for policing to remain valid and legitimate a more participative engagement with members of communities is required to sustain trust and confidence in the police service. Despite the fact that the communities that are policed have become increasingly diverse in their make-up, essentially the warrant to protect and serve remains dominated by white males. For the policing institution to achieve citizen-focused policing with active engagement of citizens, those citizens must recognise the value of the service, feel the service is accountable to them and be able to evaluate its performance. There has been an increasing call for the police service to ‘look’ more like the communities it serves to underpin its legitimacy in our democratic society. It is contended that the principle of policing by consent is being eroded because the present composition is not consistent with the diversity of policed communities. Further, that unless this position is addressed that police legitimacy will be undermined.

The events of the last ten years be it The Lawrence Enquiry, the Commission for Racial Equality investigation, terrorism or serious organised crime have focused minds on the imperative for effective national intelligence to have strong local roots in communities. In order to achieve this, those communities must have trust and confidence in the police. Thus, it is clear that to effectively police a diverse multi-cultural society we need a diverse representative police service – it is an operational imperative, an organisational need to increase the number of police officers from more diverse backgrounds. It is not as perceived by some, as a nice to do.

What do these new challenges require? A range of things – some based upon specific skills and abilities e.g. languages and some on less tangible matters e.g cultural knowledge and understanding; and other things being no more than a perceived commitment on behalf of the service to ‘let others in’ and visibly represent a wider range of people. The groundswell of opinion that this is important appears to have reduced the requirement to
Getting the record straight

The full paper affirmative action paper is available via the BAWP website - www.bawp.org
Coaching helps develop policing’s future leaders

Senior managers on the NPIA Strategic Command Course are now being offered professional coaching. In 2007 the coaches: Nancie Shackleton and Kris Bush provided more than a hundred hours of expert support and guidance. The benefits, say delegates, are numerous from being challenged in a safe environment to having the chance to discuss future plans. In fact one attendee went as far as to say the course would be worthless without it.

Nicky Phillipson spoke to Kris Bush to find out more about the initiative.

Approach
Coaching can help both male and female leaders develop both professionally and personally. The coaching offered on the course is voluntary and separate from any assessment process. Last year 80 per cent of delegates took advantage of this new opportunity and attended coaching sessions. Nancie and Kris provide a confidential service. This means delegates can focus on their own development priorities in the knowledge that the information will not be shared outside of the coaching session. Their approach to coaching is, in the main, non-directive. The pair use questions to help the delegates become more aware of themselves and their development goals. This ensures each person is in control of their own learning and development.

How can coaching help?
Delegates all have their own reasons for attending the coaching sessions says Kris Bush. However there are many common issues. For example some delegates look to increase and develop their self awareness as leaders, and the impact they have on others around them. This is often achieved by using tools such as the Myers Briggs Type Indicator and the Strengths Finder. Other delegates want to develop and set appropriate learning objectives for the course that will stretch their leadership and competencies. Coaching can also be used to help senior managers change and develop aspects of their behaviour, for example, how to develop rapport with others, how to minimise any non-verbal behaviour they display which isn’t helpful or how to be more confident and effective in interactions with others. The coaching is geared around the delegate’s own needs for development and aims to maximise their potential for future roles in ACPO.

The evidence
Delegates on the 2007 Strategic Command Course gave coaching the thumbs up:

“An independent and impartial opportunity for feedback. A chance to discuss any issues around the course or my attendance of it (impact on domestics etc) in a confidential manner. Help in arriving at decisions I made about my approach during the course.”

“Relaxed yet focussed - clarified my thinking/views.”

“The safe environment. The challenge. The support. The insights - it was invaluable, actually the SCC would be worthless without it.”

“This is an essential element of leadership development and must be advised to all ranks.”

Third of delegates women
The Strategic Command Course is the senior leadership development course for the police. It is attended by police officers and police staff who are selected at an assessment centre. Although the Strategic Command Course is an assessed course, the main objective is to develop senior leaders for policing challenges at the executive level. There were fifty delegates on the most recent Strategic Command Course 2007. This included six female police officers (12 per cent of the delegates) and three female police staff (six per cent of the delegates). This follows a fluctuating proportion of females attending the course over the last few years, as shown in table 1.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total delegate numbers, % of females in brackets</th>
<th>Number of female police officers % in brackets</th>
<th>Number of female police staff % in brackets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>48 (22%)</td>
<td>9 (19%)</td>
<td>1 (2%)</td>
</tr>
<tr>
<td>2004</td>
<td>53 (11%)</td>
<td>6 (11%)</td>
<td>0</td>
</tr>
<tr>
<td>2005</td>
<td>28 (29%)</td>
<td>4 (14%)</td>
<td>4 (14%)</td>
</tr>
<tr>
<td>2006</td>
<td>29 (31%)</td>
<td>5 (17%)</td>
<td>4 (14%)</td>
</tr>
<tr>
<td>2007</td>
<td>50 (18%)</td>
<td>6 (12%)</td>
<td>3 (6%)</td>
</tr>
</tbody>
</table>

The coaches

Nancie Shackleton is a qualified coach with experience of working within the police service. She is currently head of strategic development for Lincolnshire Police and she attended the Strategic Command Course as a delegate in 2006. Kris Bush is a chartered occupational psychologist and executive coach who works for Ascolto Limited, a consultancy specialising in personal and organisational development.
When you think of Australia, you probably think of kangaroos, the Sydney Opera House, Great Barrier Reef and Ayers Rock. Well – here’s the chance to see Australia in a whole new light at the IAWP’s 46th training conference in Darwin.

Darwin is the capital city of the Northern Territory located in the tropical top end; three quarters surrounded by beaches and blue sea with guaranteed sunshine for the conference.

The conference, which is taking place from September 6-11, is being hosted by the Northern Territory Police Force.

The theme ‘Policing New Territory’ will be explored through four main themes:

- The changing face of crime
- Policing – A career of choice
- Leading by example
- Strengthening partnerships

Conference co-ordinator Superintendent Jo Foley promises “innovative and new approaches to these topics”.

Each day will be made up of keynote speakers, expert commentaries, best practice and technology demonstrations and a range of workshops which delegates can choose from. There will be a chance to take part in a workshop at an indigenous community on the Tiwi Islands, a short ferry ride from Darwin.

The conference is being supported by Nicole Kidman, UNIFEM Ambassador, and Christine Nixon, Chief Commissioner of Victoria Police in Australia.

Keynote speakers include:

- Professor Eli Silverman – Emeritus Professor, Department of Lay, Police Studies and Criminal Justice Administration, John Jay College of Criminal Justice (CUNY)
- Timothy W Turner, Ed.D – Federal Bureau of Investigation – retired
- Dr Sue Gordon AM – Magistrate in the Perth Children’s Court, Western Australia and Chair of the Northern Territory Emergency Response Taskforce
- Chief Commissioner Christine Nixon – Victoria Police, Australia

Commingled with the conference will be a behind the scenes tour of Kakadu National Park, Uluru (Ayers Rock) and a post-conference tour.

Accommodation blocks have been organised, but with accommodation at a premium in Darwin at that time of the year, people attending the conference should make bookings as early as possible.

A first-class post conference tour has also been organised for delegates who wish to extend their stay. It will provide an opportunity for visitors to experience the real Australian outback including the world-heritage listed Kakadu National Park, breathtaking Uluru (Ayers Rock) and amazing sunsets every evening of the eight days.

Commissioner of Northern Territory Police, Paul White, said he was looking forward to hosting the conference and delegates from around the world.

“I’m sure delegates who come to Darwin in September will leave with great memories and having undertaken a great training program,” he said.

“We don’t just want to host a good conference – we want to host a great one. Having Darwin’s spectacular backdrop, an innovative training conference and a dedicated organising committee, I’m sure ‘Policing New Territory’ will be one of the best conferences in recent times,” he said.

Find out more about the conference at the IAWP website www.iawp2008.org If you would like advice on applying for funding from your force contact IAWP Vice President and BAWP Committee Member Jane Townsley on jane.townsley@btp.pnn.police.uk or Region 13 Co-ordinator Helen Rawlings on Helen.rawlings@sussex.pnn.police.uk
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Tel: 0870 766 4056 • Fax: 0870 766 4056 • E-mail: sec@bawp.org
Website: www.bawp.org

• You can attend national and regional training days and social events.
• We can link you to other police professionals in this country and abroad.
• We can enable you to share your expertise or specialist knowledge with others.
• We have a ready-made network for work-related and social contacts.
• We can keep you informed of training opportunities and conferences.
• We can help your voice be heard in matters affecting women in the police service.
• You will receive regular copies of this magazine.

Membership details
Full membership is open to all officers and police staff, female and male, serving in the UK, along with retired officers.
Associate membership is open to anyone with a professional interest in criminal justice.
Corporate membership is now available for £350 p.a.
Please contact BAWP Secretary Carolyn Williamson for more details.
Please complete the form below and send it with your payment to: BAWP, PO Box 999, Bordon, GU35 5AQ.

Name ___________________________ Rank/Title ___________________________
Address ___________________________ ___________________________
Postcode ___________________________ Country ___________________________
Tel: ___________________________ Mobile: ___________________________
E-mail ___________________________ Force/Organisation ___________________________
Station/Dept ___________________________ Type of work (if not police) ___________________________

• Membership type (circle one) FULL/ASSOCIATE • Membership term (circle one) £20 for one year/£50 for three years
I believe I am eligible to join, and enclose a cheque payable to ‘BAWP’. (If for any reason, your application is not accepted, the fee will, of course, be refunded in full.)

Signed: ___________________________ Date: ___________________________

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