

gender AGENDA3



Gender Agenda 1 and 2

The Gender Agenda was originally launched in 2001. The Gender Agenda sought to "start a dialogue and increase understanding of the reality of being a woman officer in [the] police service". Gender Agenda was followed up by the updated second version in 2006.

The aim throughout Gender Agenda 1 and 2 was to develop a common agenda of the issues affecting women and the ability to achieve the potential within the Service; whether this was in our current rank or grade, in our current role or in a rank or role to which we aspire and have the ability to achieve.

The five long term aims for both Gender Agenda 1 and 2 were:

- For the police service to demonstrate consistently that it values all women working in policing
- To achieve a gender, ethnicity and sexual orientation balance across the rank and grade structure and specialisms consistent with the proportion of women in the economically active population
- To have a woman's voice in influential policy forums focusing on both internal and external service delivery
- To develop an understanding of the competing demands in achieving a work/life balance and a successful career in policing
- To have a working environment and equipment of the right quality and standards to enable women to do their job professionally.

For further information on Gender Agenda please go to our website www.bawp.org.

Foreword

As President of the British Association for Women in Policing I am pleased to launch "Gender Agenda 3".

In 2001 BAWP published Gender Agenda 1 and in 2006, Gender Agenda 2. Both documents played a significant part in improving the position of women in the service. Gender Agenda 3 is based on research led by Manchester Metropolitan University designed to assess how far the Service has progressed since 2006.

The past eight years have seen very significant changes in policing both internally and in the external environment. Externally, these include the creation of Police and Crime Commissioners, the formation of Police Scotland, changes in funding arrangements as well as developments in law (including employment law) and the operational challenges and demands we face. Terms and conditions have also been changing, not least as a result of the Winsor Review of Pay and Conditions.

Meanwhile representation of women amongst police officers has continued to increase. Women are increasingly in high profile officer and staff leadership roles. Women are in every specialism and represented at all ranks and grades.

However, the research shows we have been unable to retain some really talented people and, as a result of efficiency savings in many forces, police staff roles have reduced, which has predominantly affected women. Some forces still do not have any ACPO level police officers or police staff, and there continues to be a lack of female representation in some specialist posts. One of the focus groups highlighted that "gender is no longer a barrier to recruitment and progression per se, rather it's family circumstances and caring obligations". The research recommends that further work is needed to ensure all women have an equal opportunity to achieve a

fulfilling career in policing. The research does identify good practice in some areas, but also highlights the concern amongst some surveyed that having a representative workforce is no longer seen as important. Many feel that the police service is regressing rather than moving forwards on this issue.



The findings of this research, combined with other related data sources, has informed Gender Agenda 3 and most importantly, its recommendations. Divided into three areas, National, Force, and Individual, our document outlines how BAWP will work across all police services and with individuals.

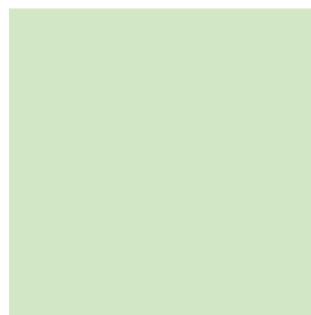
As the police service continues to reform, it is paramount that we look at alternative ways to ensure everyone within the police family is able to progress, providing the best possible service to the public whilst

maintaining an acceptable work/life balance. It is important to public confidence that we are modern and representative. We must ensure we are attractive employers and can recruit from the widest pool.

Gender Agenda 3 will help with this work. We are very proud of how far women have progressed within policing and the contribution women make. However we recognise further work needs to be done and we will continue to support women within the police service to ensure that they have the confidence and skills to be the best in whatever role or career path they choose.

Finally, I would like to thank Manchester Metropolitan University for their help in funding the project and Dr Wendy Laverick and Liz Cain for carrying out the research. Thanks also to Parwinder Dale, our coordinator and all in BAWP who have contributed to creating Gender Agenda 3.

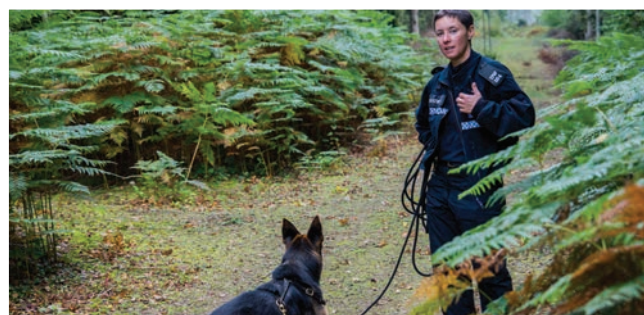
Cressida Dick
BAWP President



In March 2013,
there were
125 women
firearms
officers and
247
surveillance
officers within
the police
service across
the country

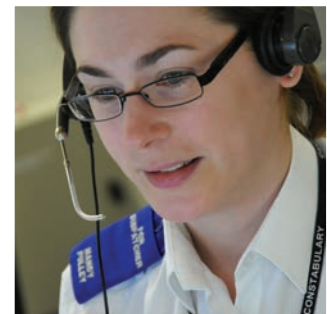
All of the
43 forces
have
increased
the
proportion
of female
police
officers since
2009

Women made up **57 percent** of the High
Potential Development Scheme (HPDS) in
2013. Out of 55 officers on the scheme,
there were **28 women** and 27 men. This
is compared to 26 women in 2012, 23 in
2011 and 19 in 2010



“I think the biggest success stories are those who have good relationships with their line managers, who have a line manager who is approachable and who actually works with the individual but organisationally”

As of March 2014, women made up 27.9 percent of the police officer strength in England and Wales. The total police service strength (excluding BTP) was 64,097 police staff, of which 60.3 percent were women. Special Constabulary service strength (excluding BTP) was 17,789, of which 30.8 percent were women^[1]



The **first female** President of the Superintendents' Association of England & Wales, Irene Curtis, was appointed in 2013

All of the 43 forces have increased the proportion of **female police officers** since 2009

As of March 2014, there were **39 women** (19.1 percent) in the chief police officer ranks



The Police Service in 2015 will be celebrating **100 years** of women police officers



^[1] Home Office - <https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2014>

Methodology



Gender Agenda 3 has been informed by the findings of the report *'Policing reform: consequences for the gender agenda and the female police workforce'* (January 2014), which drew on information from:

- Workshops – held nationwide between November 2012 and June 2013 involving 14 forces, in addition to national policing bodies and union representatives,
- An online survey to all representative staff support associations, which focused on the impact of austerity measures (direct and indirect) and
- The views gained from a series of diversity and equality practitioner interviews.

The aims of Gender Agenda 1 and 2 were used as key themes within the focus groups. Also further themes emerged within the questionnaire and interview data. The topics included the respondents' views on:

1. Equality Model and Dashboard benchmark data/mainstreaming equality and diversity
2. Police and Crime Commissioners
3. Business benefits/costs and risks of a representative/unrepresentative workforce
4. Flexible working/work-life balance
5. Collaboration, reconfiguration, estate consolidation and regionalisation
6. Shift pattern changes

7. Training and personal development
8. Workforce reductions/officer and staff relations
9. Progression (including specialist roles)
10. Retention/sickness/stress/insecurity and support
11. Financial impact
12. Protecting vulnerable communities
13. Effectiveness/service delivery.

Within each participating force, focus group sessions were divided between:

1. Diversity and equality practitioners, female staff support network representatives and human resources participants;
2. Male and female parent and carer sessions; and
3. Male and female specialisms/units/roles.

The objective throughout was to contribute to the identification and development of a common agenda of issues affecting women, while representing views across the ranks, grade structures, genders and specialist roles and posts. The aim of the research was to provide informal thoughts and feelings regarding the outcome of these reforms upon women and their ability to achieve their potential within the service.

For further in depth information please refer to the full report (available to download at www.bawp.org).

How far we have come since Gender Agenda 2

Gender Agenda 2 was launched in 2006. It was a live document supported by the Home Office and was circulated to all forces across the country. So how far have we come?

In March 2014 women made up 27.9 percent of Police Officer strength (35,653FTE), an increase of 0.6 percent from 2013. 60.45 percent of staff and 30.8 percent of Specials were women². There are currently:

- Eight women Chief Constables,
- Two women Assistant Commissioners
- and overall 39 ACPO officers are women

Gender Agenda 2 highlighted positive initiatives such as the introduction of open days and positive action days, initiatives that are still continuing now³.

A number of forces have witnessed rejuvenation, and for some a rebranding, of their support networks, responding to a need to act against some of the negative consequences of force austerity and change programmes⁴.

In the recent 2013 Stevens Independent Police Commission Report half of the women surveyed cared for children, 6 percent cared for an ageing parent and 4 percent had other caring responsibilities⁵. This highlights that the service needs to be supportive of its workforce in their caring responsibilities and understand the related impact on the workplace.

We have seen more female colleagues reaching senior ranks and grades across the service. Women are more represented in all specialist areas.

We have seen a reduction in the number of police staff since 2006, which has changed the landscape and makeup of the workforce.

BAWP introduced its annual awards in 2006, with the aim of recognising the work and contribution of women in the Police Service. We have nine award categories ranging from officer of the year, to community service and lifetime achievement. Since the introduction of the BAWP awards, a total of 34 winners have gone on to receive international awards from the International Association of Women Police (IAWP). In 2009, BAWP award winners won all of the five main categories. BAWP is regularly asked for advice from police services around the world, seeking help with women's progression.



² Home office <https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2014>

³ Laverick. W & Cain .L, (2014), 'Policing Reform: Consequences for the gender agenda and the female police workforce',

⁴ Laverick. W & Cain .L, (2014), 'Policing Reform: Consequences for the gender agenda and the female police workforce',

⁵ Laverick. W & Cain .L, (2014), 'Policing Reform: Consequences for the gender agenda and the female police workforce',

Recommendations

The following highlights the issues raised by the Manchester Metropolitan University research. The BAWP has examined the research and its findings and translated it from an academic report into a workable document that would prove useful to the progression of women within the police service. The report is divided into three sections, National, Force, and Individual showing how BAWP will work with the service, organisation and individual, to support and progress women. This report will be a strategic plan for the BAWP.

1. National

Action for Government, Police Forces, and Police and Crime Commissioners.

Research highlights	Gender Agenda recommendation	How BAWP will take action:
1.1 A perception within police forces of a lack of commitment stemming from the UK Government in relation to equality and diversity. A discrepancy between rhetoric and reality within forces. Examples of meetings and conversations where equality and diversity issues were disregarded by senior leaders and policy makers emerged.	Explore and publicise the business case for diversity and support the importance of diversity within forces, with senior police leaders actively demonstrating their commitment to diversity.	• Engage with Government Ministers, Police and Crime Commissioners (PCCs) and chief officers to recognise the importance of diversity in delivering an effective police service. • Work alongside The Women Chief Officers Group, the Police Federation, police staff unions and Superintendents' Association who are seeking to achieve the same goals. • BAWP President to regularly communicate with Chief Constables on emerging issues and offering best practice where appropriate.
1.2 'Gender is no longer a barrier to recruitment and progression per se rather it's family circumstances and caring obligations' (<i>an assertion made by many participants from focus groups</i>).	Police forces to have appropriate policies and structures to ensure the retention of the female workforce and to tackle existing barriers to progression, including the culture of the police service.	• Work with the College of Policing (COP) and forces to support retention and progression of women. In particular to work with the leadership academy and those involved with Police National Assessment Centre (PNAC). • Help identify and share good practice on how barriers can be overcome to the benefit of the police service.

Research highlights

- 1.3** A concern of the potential job losses that could result from the failure of the job related fitness assessment (JRFA).

The perceived negative impact JRFA will have upon women, older officers, disabled officers as well as officers with conditions which fall short of a disability.

Positive action such as awareness-raising events could help to generate a clearer understanding of fitness requirements in specialist areas.

- 1.4** The majority of forces are involved in mainstreaming equality and diversity. There has been a reduction in the size and remit of dedicated equality and diversity resources and (for some forces) merging equality and diversity with other functions such as human resources and other significant restructure activities.

- 1.5** A lack of police staff career pathways, especially with the number of police staff redundancies and uncertainty, leading to police staff feeling undervalued.

- 1.6** 16 of the 43 forces in England and Wales remain without female officers at chief officer level, while 13 forces have witnessed a reduction in female chief officers since 2009. While the proportional increase in female officers is welcome, it is noteworthy that female officers still remain under-represented at senior ranks, accounting for only 18 percent of officers at the rank of chief inspector or above (3,087 officers of which 556 are women).

Gender Agenda recommendation

Monitor the impact of changes to the JRFA.

Re-establish national framework for improvement, to be delivered locally through the equality objectives of individual forces and PCCs. Recommend an immediate assessment and audit of the mainstreaming concept in relation to equality and diversity.

Define career pathways for police staff, part time officers, and staff on flexible working.

Identify and further support forces without female officers at chief officer level, the superintending ranks, the chief inspector rank and in specialisms.

How BAWP will take action:

- BAWP to continue to represent women at the National Fitness Testing Working Group.
- BAWP to share best practice with all the forces to enable women to feel supported in achieving the JRFA.

- Engage PCCs and draw attention to equality objectives and the obligations for police forces.

- BAWP to work with the COP on developing career pathways.

- Work closely with The Women Chief Officers Group, COP, forces and PCCs.
- BAWP regional representatives to encourage and participate in regional networks.



Research highlights

1.7 Perception that direct entry will add further blockages to vertical and horizontal progression for both officers and staff. It seems that direct entry was viewed overwhelmingly as detrimental to workforce morale.

The anticipated training requirements of direct entry may also impact upon access to promotion and roles for parents and those with wider caring responsibilities.

1.8 Positive initiatives, related to line manager gaps in knowledge and skills, tailored to underrepresented groups being addressed with the provision of development programmes delivered by external training providers.

Such programmes were perceived as filling gaps within organisational training, resulting in performance uplift, often generating additional networking benefits and further development opportunities.

Gender Agenda recommendation

To understand the implications of direct entry on women in policing.

Work with providers of support programmes for female leaders.

How BAWP will take action:

- Foster close working relationships with The Women Chief Officers Group, COP, forces, PCCs, the Superintendents' Association and the Police Federation.
- Work with forces that are trialling direct entry to understand the impact and issues.

- BAWP to encourage the re-introduction of the Positive Action Leadership Programme through dialogue with COP.
- BAWP to work towards providing a directory of external training providers.
- BAWP to work towards providing podcasts via the website.

“Participants (from the focus group sessions) frequently expressed that they experienced difficulties in attending residential courses with consequences for role access and progression for both men and women.”



“BAWP believes flexible working when applied correctly can be both beneficial to the organisation and individual.”

2. Force – Action for Police Forces

Research highlights	Gender Agenda recommendation	How BAWP will take action:
2.1 Concerns raised over what appears to be the systematic dismantling of national and force level diversity and equality support structures and dedicated force-level resources. Some dedicated equality and diversity resources/units had reduced their remit to such a degree that participants reported their units doing no more than providing statistical returns as opposed to providing support or implementing initiatives.	BAWP to review equality objectives placed within Police and Crime Plans and force delivery plans to achieve objectives.	• Engage with PCCs to promote the equality objective. • Raise awareness of the concerns highlighted within the report with the national lead on diversity and the COP. • BAWP regional representatives to work with force networks on any emerging issues and support initiatives to address concerns.

“One of the most effective approaches of membership for women’s support networks appears to have been the decision to make membership universal for all female employees with an ‘opt-out’ option for those who did not wish to remain a member.”

Research highlights	Gender Agenda recommendation	How BAWP will take action:
2.2 Role models are important.	Identify and support forces with below average female representation.	• BAWP to continue recognising women in policing with BAWP Annual Awards. • BAWP to further develop and expand its mentoring and coaching work. • Showcase role models within a range of communication mediums showing good practice. • The re-introduction of Professional Development Days (PDDs).

Research highlights

2.3 The level of financial support for both national and force-level representative staff support networks has reduced within many forces, with such groups and networks increasingly feeling pressure resulting from workforce reductions, organisational restructures and increased workloads.

2.4 A concern that line managers are not receiving adequate management development training. This can be detrimental to both the organisation and individual. Therefore it is vital that the service continues to develop managers appropriately.

2.5 That women (and men), who are subject to alternative working arrangements consistently feel undervalued within their roles.

Gender Agenda recommendation

Strengthen force level workforce support networks.

Review national, regional and force training and development provision to ensure that we are appropriately developing management skills among police supervisors which focuses specifically upon managerial training and commitment to diversity and equality issues.

Chief officers to actively demonstrate their commitment to flexible working through their actions, and successfully communicating this within their forces.

How BAWP will take action:

- BAWP to continue to work with forces through regional representatives to strengthen the relationship between BAWP and forces in particular to ensure every woman in policing has access to force support.
- To hold regional or national PDDs for women, especially in areas where this is no longer offered by forces.
- Encourage innovative use of time and resources to deliver training and support to women, for example lunchtime seminars via video conferencing to link multiple sites.

- BAWP to work with COP to understand what is being delivered to forces to ensure managers are receiving an equality/diversity focus to their development.
- Explore the opportunity for BAWP to put together a training provision for line managers.
- Encourage people to take personal responsibility for their own training.

- BAWP to continue to work with COP as it develops a national framework for flexible working.
- BAWP to support forces and share good practice regarding flexible working.
- Review and update literature provided by BAWP.



Research highlights

- 2.6** Line managers expressed a need for additional training to be directed towards part-time and flexible working arrangements, support for pregnant officers and staff, for those on maternity leave and returning to work, surrogacy and adoption, support for the older workforce including menopause, elder care, and supporting dual police families (both partners employed by the Police Service).

Gender Agenda recommendation

Staff support organisations and equality and diversity practitioner networks.

How BAWP will take action:

- Work with ACPO lead for diversity.
- Work with COP and to have representation at national working groups.

Research highlights

- 2.7** Financial pressures placed upon forces to reduce their spending have resulted in the loss of training across the police workforce, resulting in less flexibility and reduced access to development opportunities. This situation (alongside workforce reductions in senior ranks and grades) risks undermining efforts to enhance female representation across the ranks, roles and specialist posts, resulting in untapped potential and loss of expertise over the longer term.

Gender Agenda recommendation

- To ensure fair access to training which:
- addresses the needs of women in the service in relation to contemporary life cycle trends and patterns;
 - makes the training available to all regardless of their working pattern;
 - provides a choice of training at different locations (national and regional) and trainers to consider the use of alternative training methods such as webinars;
 - challenges cultural expectations which require individuals to return to full time hours.

How BAWP will take action:

- BAWP to meet with the COP regarding how training is offered and the impact on women and how this affects the availability of training and therefore promotion and progression.
- Develop training podcasts available on the BAWP and the COP website.
- Share best practice from forces.
- Work with national work/life balance organisations to bring new learning and innovative ways of working and practice into police forces.

“Attachments, secondments, shadowing and ‘tasters’ enabled participants to assess their suitability for roles, providing insight into the functioning of departments, opportunities for ‘myth busting’ and providing transparency regarding the realities of role activities and requirements.”

3. Individual – supporting the female workforce

Research highlights

3.1 Given the current financial climate, and within a context of significantly reduced training opportunities, mentoring and coaching were also described as particularly efficient methods of 'on the job' training. A number of colleagues have taken it upon themselves to take ownership for informal mentoring and coaching arrangements in the absence of force level capacity.

3.2 The value attributed to attachments, secondments and 'tasters' included an opportunity to test suitability for role, providing individuals with experience with which to obtain knowledge regarding role expectations and requirements before applying for a position and also as a means of evidencing experience to facilitate promotion and progression. Additional benefits were cited as 'learning', access to 'knowledge and experience' and 'personal development'.

Attachments, secondments and the less formalised opportunities provided individuals at different stages of their lives and careers with possibilities to move into different roles according to their changing needs.

Gender Agenda recommendation

Develop a programme of additional support for the female workforce which includes:

- Membership within national and force level representative staff support associations
- Provision of regional network support
- Buddying opportunities
- Personal development opportunities
- Informal and formal mentoring and coaching.

Encourage individuals to explore development opportunities and progression pathways such as attachments, secondments and less formalised opportunities. This will also enable individuals to move into different roles according to their changing needs. Forces need to support and allow individuals these opportunities.

How BAWP will take action:

- Provide training and networking opportunities for both officers and staff.
- PDDs will also be an additional platform to enhance integration and understanding between these different sections of the wider policing family.
- Develop the role of regional representatives.
- Develop the mentoring scheme.
- Explore the possibility of providing a coaching scheme.
- Continue to publish Grapevine, the BAWP magazine.
- Create toolkits for forces to use.

- BAWP to raise awareness of this issue through its website.
- Re-introduction of PDDs.
- Regional networking events.

Research highlights

3.3

A lack of consultation and contact with women during maternity leave, with many observing difficulties in confirming their working pattern, allocated role and requirements prior to their return. Such experiences were viewed as generating stress and anxiety for the women involved and also raised issues in relation to securing childcare arrangements. Also, the late or delayed processing of flexible working applications and failure to secure posts appropriate to skills, expertise and experience.

Gender Agenda recommendation

Development of reintegration programmes for women following maternity leave including maternity buddy scheme, consultation and contact in relation to career development, working pattern, and role allocation prior to their return. Advance notice is essential to enable parents to secure childcare provision.

How BAWP will take action:

- Showcase role models within Grapevine showing good practice.
- Work with COP and to have representation at national working groups looking into the provision of flexible working arrangements.
- Encourage return to work courses or workshops to ease women back into the workplace following what can be an extended period of absence.

“Work is needed to ensure that women are able to have fulfilling careers in policing”

“... informal and formal mentoring and coaching are useful tools which are not currently being sufficiently exploited within forces.”



We would like to thank
Sussex Police for
supplying some of the
pictures included in
this document
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