



In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality



www.heforshe.org

Gender Equality in UK Policing

Fifth Annual Report 2023





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Foreword

Chief Constable of South Wales Police **Jeremy Vaughan**



It has been one year since I took over as the UK Policing Lead for HeForShe. In that time, I have been impressed by the individuals I have met across the HeForShe network who are taking everyday actions to address gender inequalities found within policing. We must remember that we can only achieve gender equality if everyone is working towards it.

This is the first annual report that I have overseen, and it is promising to see improvements in the data and the breadth of the good practice examples that have been provided. I am proud of the supportive network that has been developed under HeForShe and how the annual report is used as a key tool in sharing good practice.

The data shows the representation of women officers has increased not only overall but also at middle management and senior leadership levels; this is excellent progress. The representation of women police staff has remained the same with very little change over the last few years, more work needs to be done in this area.

The good practice examples in this year's report have a number of themes. Several forces highlight the work they are doing to keep women in our communities safer, with many forces also highlighting what they are doing to tackle sexism and misogyny internally. A number of good practice examples focus on how women are being supported in the workplace, either with better understanding of certain health conditions, improved family leave policies, or improved support for promotions and lateral moves.

A highlight over the last year, was the HeForShe Ally Event held in South Wales in April 2023. This event allowed forces to come together to learn what a HeForShe Ally is and how to recruit and motivate a network of them. A HeForShe Ally is someone who stands up for gender equality and takes everyday actions to address gender inequalities found within policing. We need active HeForShe Allies across all forces and I am pleased to hear the numerous examples of Ally activity since the event.

The United Nations are currently asking all members of the HeForShe Alliance to focus on being **'respectfully disruptive'**. This theme is a **'recognition that the status quo must be challenged, and that we must chart a new course towards gender equality'**.

This is something that I ask all HeForShe Allies across policing to consider – are you being respectfully disruptive? This year's report shows progress, but it is still estimated that it is going to take hundreds of years until we achieve gender equality. Therefore, how can we, as a police service, be respectfully disruptive to accelerate progress?

This is something, we are going to focus on over the next year, going that step further to progress change. Taking those bold actions that really benefit our workforce and the communities we serve.

I hope you enjoy reading this year's report.

Foreword

Global Head of HeForShe, UN Women **Vesna Jaric**



The HeForShe Initiative is a global movement for positive, transformational change toward a gender-equal world. The commitments and relentless leadership of HeForShe Champions and the Alliance members translate the vision of a better, safer world for all from promise into reality.

UK Policing has been a trusted partner of UN Women and the HeForShe Alliance since 2017. In 2022, UK Policing renewed its commitment to pursue gender equality and pledged to address the gender imbalances of middle management teams, remove sexism and misogyny from police culture wherever they exist, and report progress and results on a regular basis. UK Policing has consistently and steadily demonstrated high awareness and openness to envision new policies and practices to ensure better gender representation. For example, by reconceptualising traditional training practices, UK Policing has ensured access to women to join firearms police units, addressing their historical underrepresentation, which stood at just 6%.

By introducing a mindful approach that takes into consideration work-life balance and offers woman-to-woman coaching opportunities, the institution has demonstrated, through leading by example, that it is possible to respectfully disrupt old practices and build new ones to the benefit of all.

I would like to express appreciation and gratitude to Chief Constable Jeremy Vaughan, who has taken on the role as the HeForShe UK Policing Lead in 2022. The results featured in the 2023 HeForShe Impact Report are a testimony to his luminary leadership and a reflection of his deep understanding that gender equality is an important grounding for safe, effective policing.

Executive Summary

Detective Superintendent of Sussex Police **Miles Ockwell**



This year's report is written just after the UN Women's HeForShe Summit held in New York in September 2023. The event was live streamed to a global audience and had powerful discussions around the progress and challenges towards gender equality.

The theme of the Summit was being **'respectfully disruptive'**; taking that next step to identify and respectfully challenge gender inequalities where they exist. As HeForShe advocates, this is an important message to take forward; we have a duty to be proactive and **'respectfully disruptive'** when seeking to address gender inequalities within policing.

The data and best practice examples within the report demonstrates that progress is being made and this should be celebrated. However, in the context of all of the challenges that policing currently faces, there is a clear need to be bolder in order to accelerate the change needed. The work of our HeForShe Allies in police forces across the UK and their role in being **'respectfully disruptive'** within the workplace is key to this.

This year's data shows steady progress across all areas; the overall number of women officers has increased from 32% to 35%, women officers in middle management teams have increased from 25% to 27% and women officers in senior leadership teams have increased from 29% to 30%.

This data is encouraging and should be seen as a positive. However, this progress is slow, and unless the pace of change is accelerated, we are still many years away from achieving gender balance at all levels of policing.

The good practice examples in this year's report show the wide-ranging work that forces are undertaking towards gender equality. Tackling Violence against Women and Girls (VAWG) features among many of the examples. This is important and relevant because it is gender inequality which is at the route of this violence and HeForShe provides police forces with a platform through which they can address both in parallel.

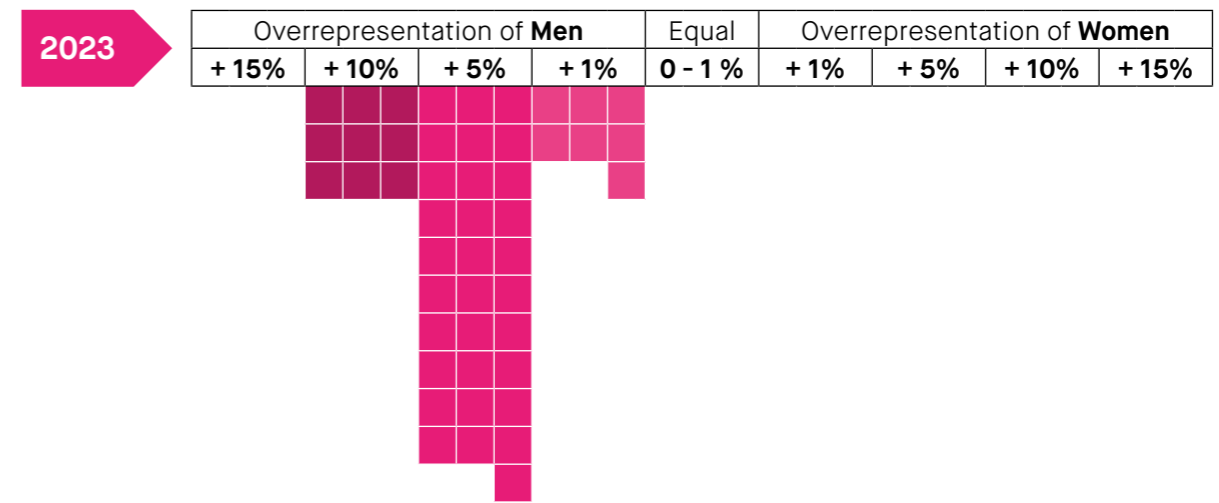
Gender inequality also sits at the heart of sexism and misogyny, so it is encouraging to see strong examples where forces are undertaking work to give people the knowledge and confidence to challenge such behaviour in the workplace. This is key to gaining and maintaining the trust and legitimacy of the communities we serve.

Data Analysis

Middle Management Teams

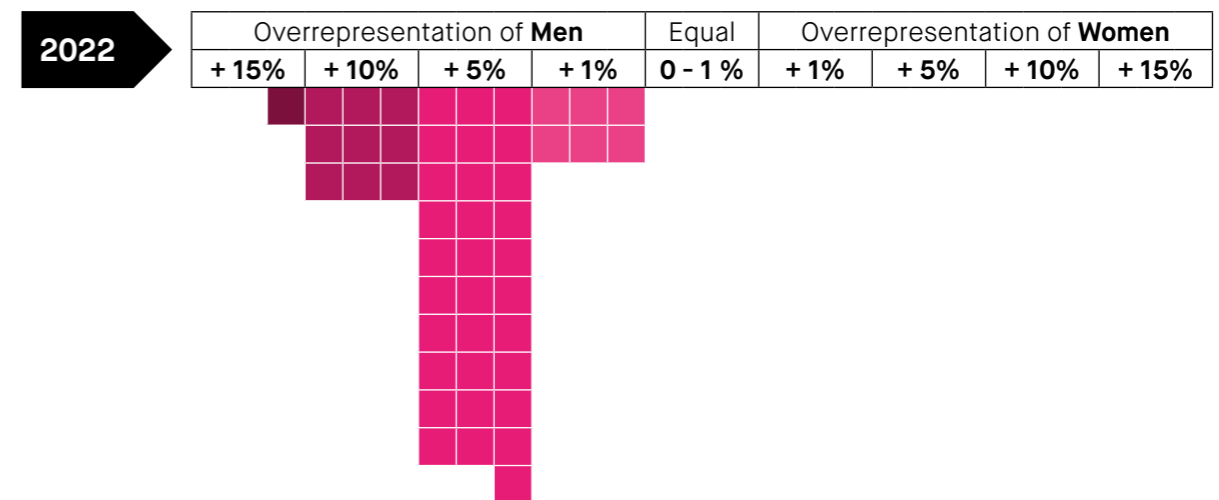
All UK police forces have made a commitment to address gender imbalances in middle management teams; for police officers this relates to the ranks of Sergeant and Inspector.

The graph below is a visual depiction of the national picture in relation to the proportionate representation of women officers in middle management teams within UK police forces as of the 31st of March 2023. Each coloured box (which is not weighted by size) represents a police force.



The graph clearly shows that at the ranks of Sergeant and Inspector all UK police forces have an overrepresentation of men. When looking at national numbers of police officers, this equates to 35% of all officers being women, however at the ranks of Sergeant and Inspector only 27% of officers are women.

This is the second year of producing data relating to middle management teams; this enables us to track the progress made since last year. When comparing last year's graph (below) to this year's, progress is in the right direction with forces moving towards the **'equal'** space. Last year, only 25% of women officers were Sergeants and Inspectors and this has increased to 27%.



Data Analysis

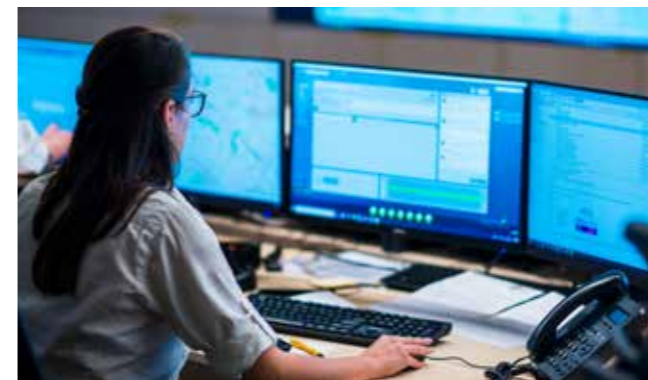
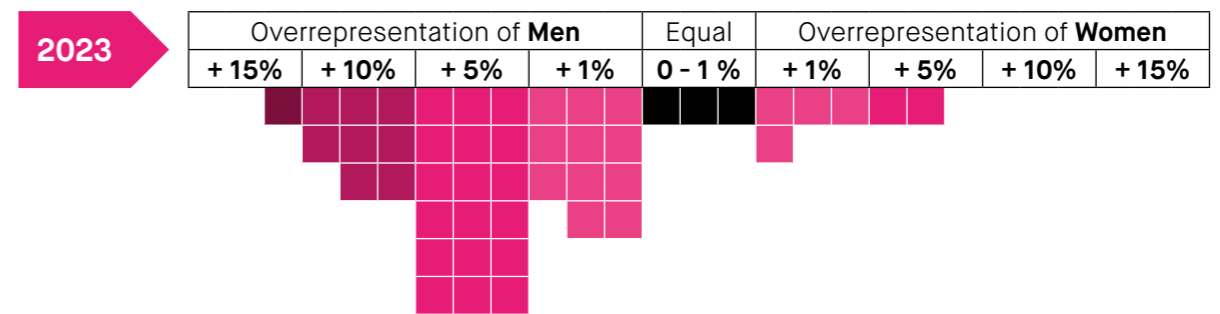
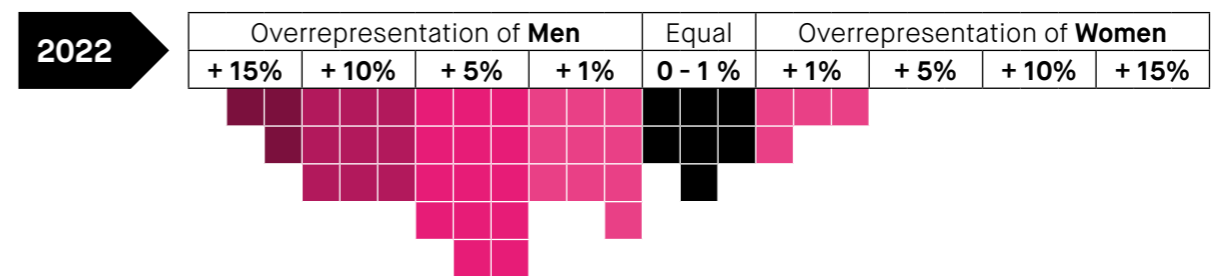
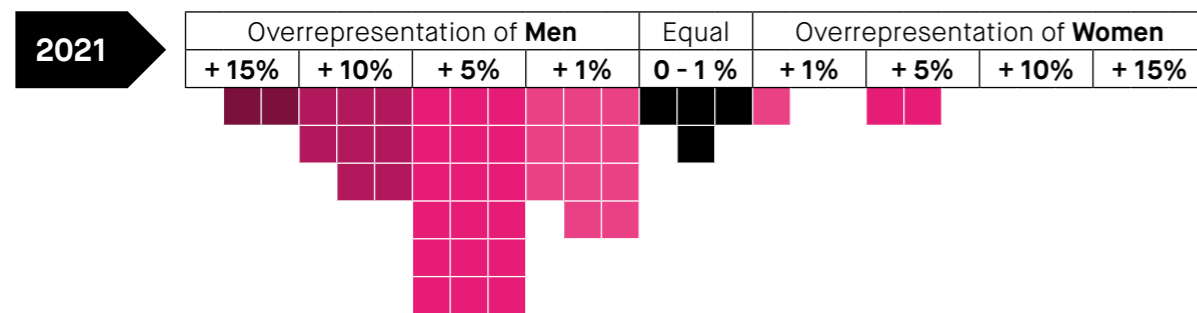
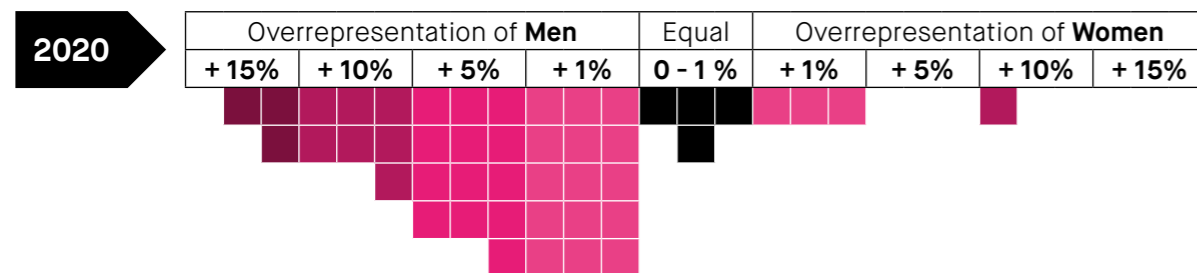
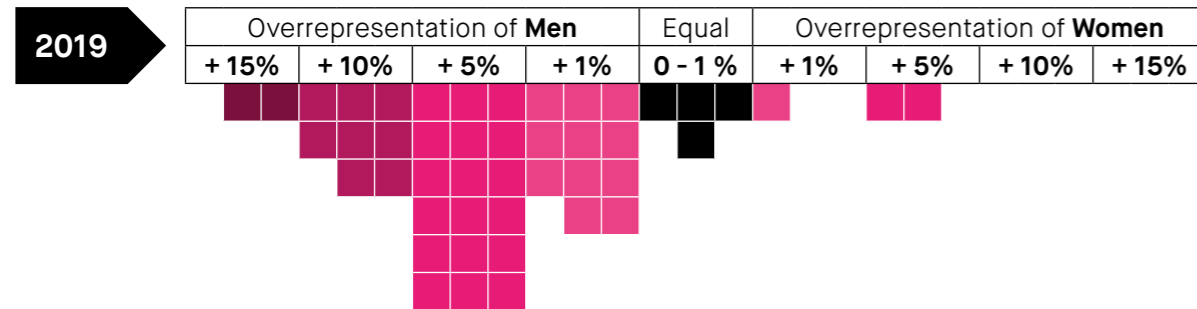
Senior Leadership Teams

When initially signing up to the HeForShe movement, police forces across the UK made a commitment to address gender imbalances in senior leadership teams. For officers, this is defined as Chief Inspector and above.

The following graphs provide a visual representation of the national picture in relation to the proportionate representation of women officers at senior levels over the last five years. Each coloured box (which is not weighted by size) represents a police force.

For UK policing to have gender balanced senior leadership teams, all forces need to be in the 'equal' space. Looking at the below graphs, progress over the last five years can be demonstrated, with forces moving in the right direction – away from the +15% and +10% towards the lower percentages of overrepresentation. However, there is still a long way to go with many forces still having a significant overrepresentation of men.

Last year, 29% of officers in senior leadership teams were women, this has increased to 30% this year.



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 per force between 2022 and 2023.

The first column relates to the number of women officers overall, the second just for women officers in middle management teams and the third just for women officers in senior leadership teams. For the purpose of this report, middle management teams are defined as Sergeant and Inspector and senior leadership teams are defined as Chief Inspector and above.

Almost all forces have seen an increase in the overall number of women officers within their force. This is in line with the increases seen over the last few years and the recruitment of additional officers through Operation Uplift. The average increase in women officers per force is 8.36%, this is an increase on last year's average increase of 6.46%.

This is the first year we have been able to track the number of women officers in middle management teams. The majority of forces have seen an increase in the number of women at the ranks of Sergeant and Inspector. The average increase of women officers in middle management teams per force is 9.18%. This is great news as the first HeForShe commitment focuses on addressing the gender imbalances at these ranks.

Like previous years, the number of women officers joining senior leadership teams is more of a mixed picture. As the data below shows, several forces have had no change or a reduction since last year's report. However, when looking at the average number of women in senior leadership teams per force there is an increase of 11.07%. This is only slightly less than the average of 11.84% last year and continues to show there is an improving picture when looking at the gender balance of senior leadership teams.

Throughout this report, we refer to 'women', but forces must remember the intersectionality of a woman when trying to make improvements to the workplace. The journey of one woman within policing will not be the same for all women. Likewise, the experiences of a woman of colour, or a woman with a disability or a woman from the LGBTQ+ community will again, all be different with additional barriers and difficulties individually faced. Forces should widen the focus of their work around gender equality ensuring that it is inclusive of all women in the workplace.

The national HeForShe Team has been working with the National Women of Colour in Policing UK (NWoCiPUK) network to better understand the representation of women of colour throughout UK policing. The intention is for this to continue and expand to other networks so a more accurate picture of women in policing, with various protected characteristics, can be produced.

Police Force	% change in number of women officers	% change in number of women officers in middle management	% change in number of women officers in senior leadership
Avon & Somerset	15.06%	5.11%	25.00%
Bedfordshire	8.63%	-1.18%	-5.26%
British Transport Police	1.36%	10.78%	0.00%
Cambridgeshire	9.31%	3.66%	20.00%
Cheshire	7.44%	18.97%	-15.00%
City of London	16.90%	8.11%	17.65%
Cleveland	6.26%	40.00%	6.25%
Cumbria	8.15%	-5.50%	22.22%
Derbyshire	12.47%	15.66%	14.29%
Devon & Cornwall	8.22%	9.80%	17.39%

Police Force	% change in number of women officers	% change in number of women officers in middle management	% change in number of women officers in senior leadership
Dorset	4.13%	7.89%	0.00%
Durham	14.51%	12.82%	-11.76%
Dyfed-Powys	5.79%	10.67%	-12.50%
Essex	8.25%	16.77%	9.52%
Gloucestershire	7.08%	2.78%	27.27%
Greater Manchester	10.03%	7.82%	5.26%
Gwent	10.81%	19.40%	14.29%
Hampshire	8.06%	-1.14%	6.67%
Hertfordshire	10.89%	0.89%	0.00%
Humberside	11.46%	1.74%	40.00%
Kent	8.70%	6.81%	22.22%
Lancashire	13.41%	6.83%	0.00%
Leicestershire	3.33%	5.15%	0.00%
Lincolnshire	1.21%	6.25%	16.67%
Merseyside	6.74%	4.09%	8.82%
Metropolitan Police	5.10%	7.74%	-5.11%
Norfolk	4.71%	17.39%	9.09%
North Wales	7.26%	14.44%	18.18%
North Yorkshire	8.49%	5.05%	23.53%
Northamptonshire	7.85%	11.49%	-21.43%
Northumbria	9.58%	7.18%	5.88%
Nottinghamshire	2.85%	5.36%	5.56%
Police Scotland	1.49%	2.41%	-2.44%
PSNI	-2.16%	0.00%	-1.96%
South Wales	10.83%	12.07%	0.00%
South Yorkshire	8.82%	15.17%	-3.57%
Staffordshire	14.74%	13.25%	27.78%
Suffolk	4.84%	14.81%	11.11%
Surrey	13.40%	3.31%	63.64%
Sussex	9.18%	7.88%	-4.17%
Thames Valley	11.78%	1.52%	12.12%
Warwickshire	9.97%	23.26%	25.00%
West Mercia	9.08%	13.28%	0.00%
West Midlands	7.04%	6.53%	-1.85%
West Yorkshire	12.42%	17.69%	2.38%
Wiltshire	8.96%	8.45%	116.67%

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 2023**.

Police Scotland and the Police Service of Northern Ireland provided their own data as of the 31st of March 2023. The National Crime Agency provided their own data for 2023. Data relating to prior 2023 is taken from previous HeForShe annual reports.

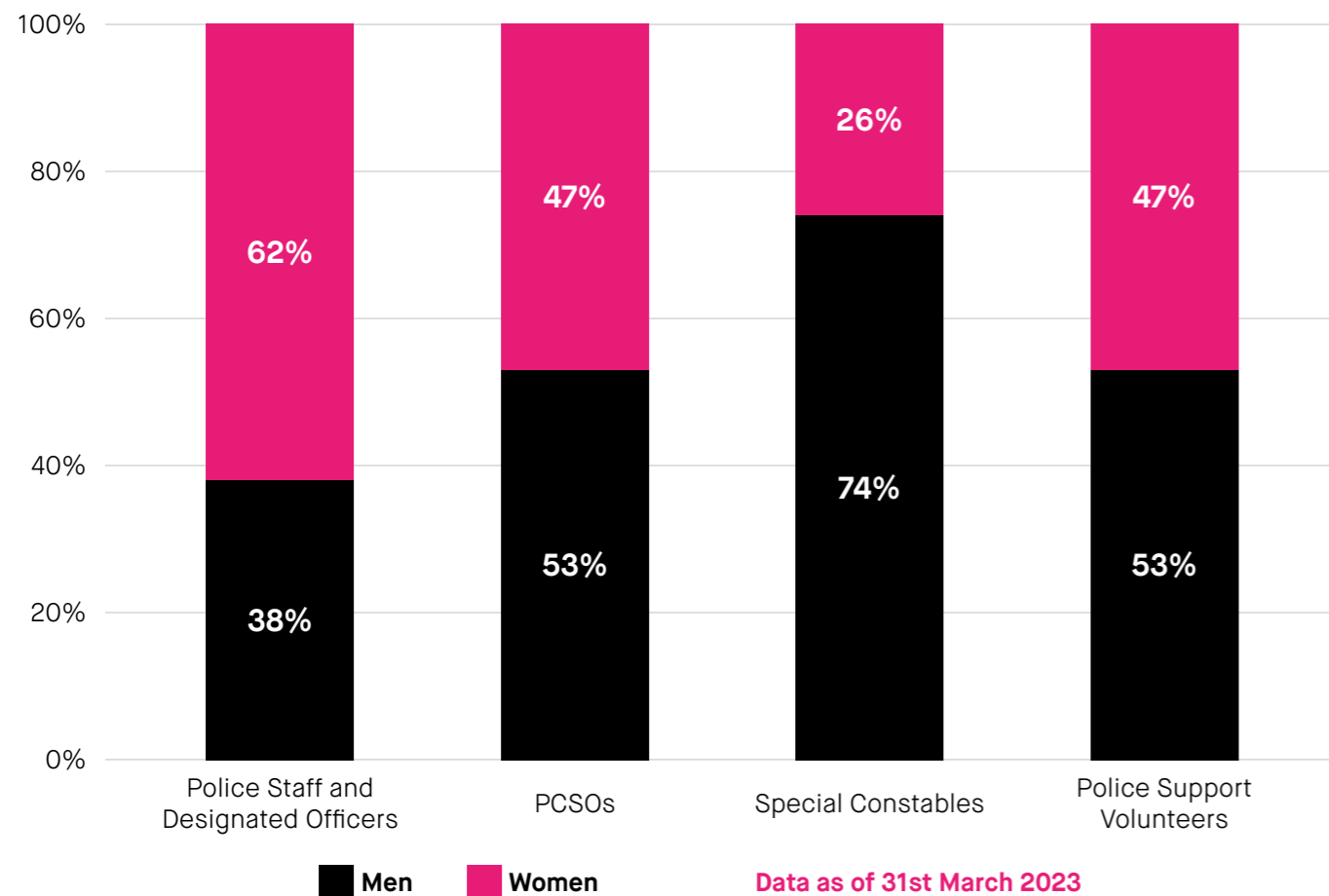
The Home Office reports on the sex of officers and staff, rather than gender. However, when sex data is not available, gender is used. Further information on this can be found in section 5 of their report.

Data Analysis

Police Staff

Police staff provide an essential part of UK policing and undertake a wide range of roles. This year's police staff data provides an almost identical picture to last year's data and follows a consistent theme over all previous HeForShe annual reports.

This year's data shows women make up 62% of police staff and designated officers, this is the same as last year. Women make up 47% of Police Community Support Officers (PCSOs) and again, this is the same as last year. When looking at Special Constables, the number of women has gone down by 2% and for Police Support Volunteers the number of women has gone up 1%. In general, there has been very little change amongst the representation of police staff over the last few years.



Commentary around police staff has highlighted the fact that even though there is an overrepresentation of women, when most individual forces break the data down further by pay grade, the majority of women are in the lowest paid roles. National data to support this is not available, therefore the responsibility is on individual police forces to produce their own data looking at this. The HeForShe Programme Managers are happy to assist with this if required.

When looking at the first HeForShe commitment and the representation at middle management teams, most forces will likely find an overrepresentation of women when looking at police staff. Forces should consider what action they can take to encourage a more equal representation at this level.

Avon and Somerset Constabulary

Good Practice Example

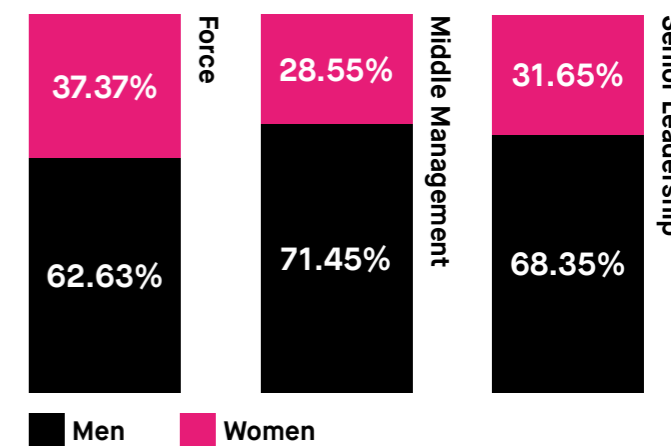


Avon and Somerset Constabulary continues with its commitment to promoting gender equality and inclusivity.

This summer, the force welcomed Assistant Chief Constable Joanne Hall as head of their CID and Operations Directorate, further adding to the diversity of the Chief Officer group. The organisation has also continued in its campaign to tackle Violence Against Women and Girls (VAWG) both internally and within its communities. It is one year since Avon and Somerset Constabulary launched HeForShe and the movement has continued to attract allies, with a further push to expand the network to be implemented prior to the closure of 2023.

Avon and Somerset Constabulary has sought to promote diversification and gender equality through the recruitment and development of female colleagues within the Operations Directorate. For example, Sergeant Kelly Archer has been working closely with the Senior Leadership Team to identify and mentor potential candidates for the role of Authorised Firearms Officer. This work has included delivering presentations and providing candidates with bespoke support prior to the assessment process. Similarly, earlier this year Sergeant Danielle James and PC Amberly Harris embarked on a similar process to support candidates applying for roles within the Roads Policing Unit. Significantly, following the most recent application process, 36% of the successful candidates identified as female (representing a marked increase in the number of female candidates recruited through previous recruitment processes).

Finally, Avon and Somerset Constabulary has consistently supported the development of a diverse and high-performing Dog Handling Team. This was evidenced at this year's annual Police Dog Handler Awards, during which PC Emma Sipson and Police Dog Chase received specific recognition. The pair also shone at the National Police Dog Trials, with PC Sipson receiving special praise for her contribution as stooge during the event. The Operations Department hopes that through the celebration of such work, it will continue to diversify and attract the best talent from across the organisation into its ranks.



-8.82%
Difference in Middle Management

-5.73%
Difference in Senior Leadership

Bedfordshire Police

Good Practice Example



Bedfordshire Police
Compassionate | Courageous | Inclusive | Professional | Proud



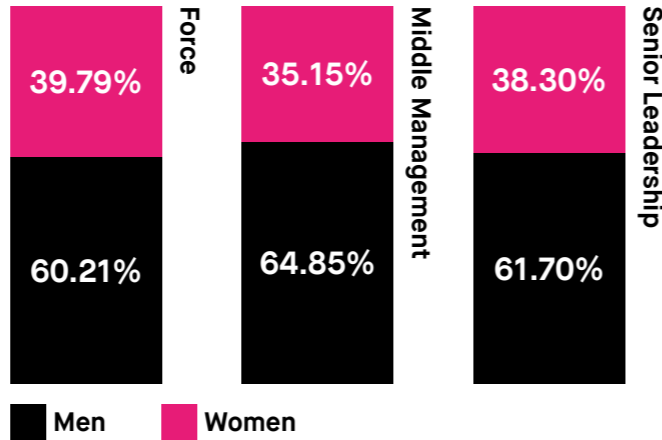
Bedfordshire Police has taken a proactive approach to protecting women and girls following the increased focus on officers abusing their powers.

It is one of the only forces to specify Male Violence Against Women and Girls (MVAWG) in its awareness campaigns, acknowledging the vast majority of offences being committed are by male perpetrators.

The force has an external campaign, Project Firefly, which aims to shine a light on street-based violence, harassment, and abuse. As part of the project, work has been undertaken with partners and licensed premises to better train and educate people on how to provide support. As part of this, a series of videos and blogs under MVAWG voices were launched to give survivors a platform to encourage others to come forward.

The force is also working with a community group for a 'Be Heard' campaign to build trust and confidence with black and diverse communities to report domestic abuse.

Internally, the force has recognised the need to support colleagues who have been victim, or witnessed abuse or sexual harassment, launching a Blue Bell network comprising of allies across the organisation. Earlier this year, Blue Bell carried out roadshows across the estate which saw almost 40 people sign up to be part of the network and champion that support. The roadshows were supported by HeForShe and the force's Professional Standards Department, encouraging people to report concerns and support colleagues.



-4.65%

Difference in Middle Management

-1.50%

Difference in Senior Leadership

British Transport Police

Good Practice Example



The Detective Constable Accelerated Entry Scheme (AES) was launched within the force in Spring 2022 with the aim of making BTP a more modern and inclusive place to work.

Utilising a bespoke social media campaign on Facebook, Instagram, Twitter (now X) and LinkedIn platforms. The scheme utilised learning from the advertising and STEM industries, translated into wording and imagery in order to create a female and ethnic minority orientated advert. This resulted in over 600+ requests to join online recruitment information sessions.

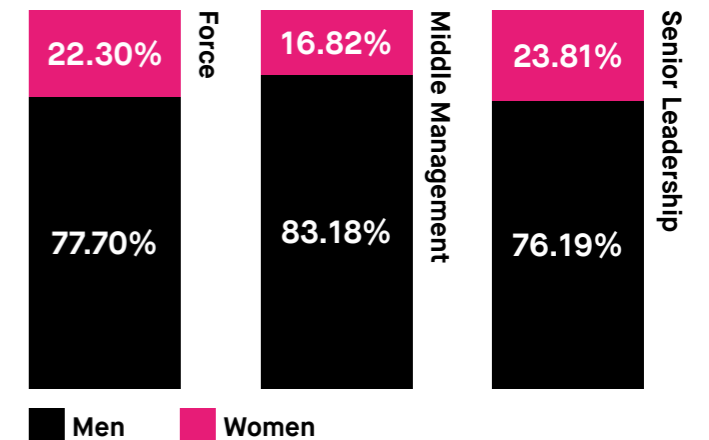
The AES attracted 250 applicants across the 3 campaigns with 48% of applicants declared as female, approximately 4 times greater than representation in BTP PC campaigns. 23% of applicants were also from ethnic minority backgrounds. Again, higher than the 14% average seen in PC campaigns. The intersectionality of candidates indicated a broad reach achieved by the advertising campaign over London, Birmingham, and Manchester.

Extensive support was in place for recruits when they joined and began training to mitigate culture shock and limit attrition rates seen in other forces operating similar programmes. Early indications, in the form of questionnaire responses from the force's Major, Serious and Organised Crime (MSOC) Teams, after recruits had completed placements with them, indicate a positive cultural shift within the force, as a result of engagement and quality of recruits attracted by the scheme.

Data collection is also underway to examine which social-economic, gender and ethnicity backgrounds the scheme reached and build upon those successes alongside learning where the reach could be improved.

This gives a unique opportunity to capture the voice of recruits entering policing for the first time and examine the force's culture as perceived by those from harder to reach recruitment pools.

So, what next? The crime command has been instrumental in the relaunch of HeForShe at BTP, in particular the network of Male Allies and are working on an awareness campaign that will combine emotional intelligence training and short film clips for both new recruits and serving employees. This is aimed at heightening awareness and understanding that behaviour can have an impact on the reputation of policing and undermine public confidence.



-5.48%

Difference in Middle Management

1.51%

Difference in Senior Leadership

Cambridgeshire Constabulary

Good Practice Example



Cambridge Constabulary are the first force to have developed behavioural focused, leadership & culture programmes for all supervisors which meet the needs of their changing workforce.

The 5-day workshop for 1st and 2nd line managers is evidenced based, using research from Durham University and the College of Policing's leadership syllabus.

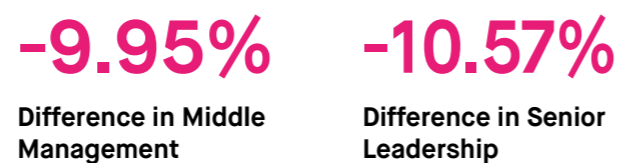
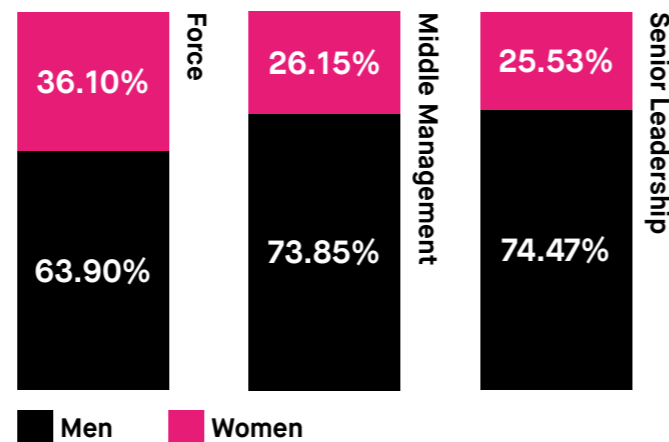
The workshop aims to create a more inclusive culture, encouraging difference and creating happiness at work where all voices are heard, and everyone is valued for who they are and what they bring to policing. This includes:

- Enhancing supervisory capability to meet demands of the role.
- Developing a more inclusive workplace where all staff feel valued and supported and an environment which embraces difference and recognises diverse perspectives are the best way of solving the complex and challenging issues facing policing.

This strengthens trust and confidence in one another, and the communities served.

THE WORKSHOP

- Develops supervisors understanding of diversity, equality and inclusion and the positive outcomes that can then be achieved.
- Provides information on how to create an inclusive culture, ensuring all staff are treated with dignity and respect and everyone is encouraged to contribute.
- Increases supervisors understanding of the importance of their own wellbeing and that of their teams.
- Develops personal leadership and supervisory skills and knowledge utilising national frameworks.



Cheshire Constabulary

Good Practice Example



Members of Cheshire's Women in Policing (CWIP) network from experience, understood that women within Cheshire Constabulary who were either wishing to start a family, pregnant or currently on maternity leave, often felt worried about how to juggle personal lives and the demands from the workplace, and those that were on maternity leave sometimes felt distant from the workplace.

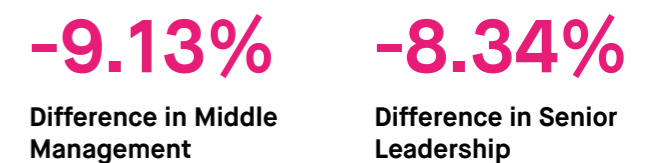
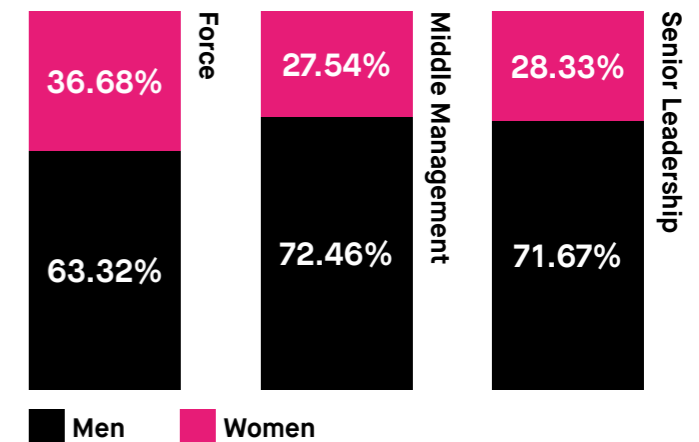
When the time came for them to return to work, there were many anxieties about what to expect, changes maybe to their role, new legislation and/or new systems and how workload could be managed whilst balancing family life.

From these lived experiences many themes and patterns emerged of repeated mistakes which were raised with the CWIP network and HR teams. A task group was formed. Through this collaborative approach it was clear changes were required to ensure all women at all stages of family planning were supported and looked after. Modelled on the well-established 'Menopause Hub', the 'Family Hub' was formed.

The Family Hub is a series of articles, policies and procedures under one tile on the Cheshire Constabulary intranet in the Knowledge Bank, alongside other operational and support services. This covered new areas of concern about IT security on mobile devices and access to buildings, advice previously not available.

To launch the Family Hub an informal coffee morning, where experts from HR, Wellbeing, Pensions and Payroll were invited, along with colleagues who were wishing to start a family, were pregnant or on maternity leave.

The first Family Hub event took place in March 2023, and it brought together those that had any queries or worries enabling them to discuss these with CWIP and the experts. The event received positive feedback. CWIP are now working with a university to use evidence-based learning to further improve the Cheshire Constabulary support.



City of London Police

Good Practice Example



City of London Police have developed a monthly partnership operation tackling different themes aligned to the three Violence Against Women and Girls (VAWG) pillars – building trust and confidence, relentless perpetrator pursuit and creating safer spaces.

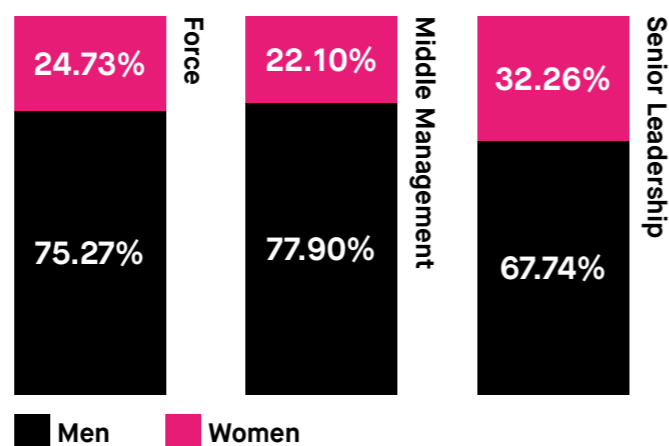
Known as Operation Reframe, the aim of the operation is to 'reframe the night' a premise based on academic research that shows a night-time economy 'facilitated' rather than 'policed' reduces violent crime. Through Operation Reframe, a safe space was created for women in the night-time economy of the City of London.

Operation Reframe involves a number of partners including the City of London Corporation Licencing, Street Cleansing, Environmental and Communities teams, external partners including Parkguard, St John Ambulance, Security Industry Authority and the Samaritans as well as a dedicated group of volunteer allies drawn from across the force.

The interventions delivered through Operation Reframe are wide ranging but always focus on promoting the safety of women in the night-time economy while building trust and confidence in the police. Interventions have varied from helping women to get home safely, testing the awareness of 'Ask for Angela' in licensed premises, inspections of private hire vehicles and provision of a Medical and Mental Health Team through to checks of security door staff in licensed premises, the presence of a welfare tent, arranging capable guardians to help women where needed, testing drinks for spiking in licensed premises and providing awareness to women where appropriate and tackling aggressive begging.

To assist in evaluating the impact of Operation Reframe, a trust and confidence survey was completed with members of the public. The results provided positive feedback around the visibility of police and linked feelings of safety:

- 79% of people surveyed said they strongly agreed or tended to agree, that seeing a police officer in uniform made them feel safer.
- 86% of people surveyed said that they strongly agreed or tended to agree that they would be confident to approach and speak to a uniformed officer.
- 86% of people surveyed said they strongly agreed or tended to agree that they would be confident in approaching a guardian volunteer.



-2.63%

Difference in Middle Management

7.53%

Difference in Senior Leadership

Civil Nuclear Constabulary

Good Practice Example



The Civil Nuclear Constabulary has launched the Gender Responsive Policing Strategy (GRPS) and Action Plan. The GRPS sets out the clear vision for a gender responsive police force with a fully inclusive workforce.

The CNC has organisational development structures in place to deliver gender equality supported by Executive leadership. The absence of gender specific policies is now to be addressed through the GRPS.

CNC current workforce data indicates there are high levels of women in senior leadership positions, however, the CNC under-utilise the talents of women, particularly at Authorised Firearms Officer (AFO) level.

A key aim for the CNC is to attract and retain a high-quality workforce that reflects inclusivity and to be a leading Employer of Choice for Gender Equality through promoting and embedding an organisational culture in which staff of all genders, of a diverse range of cultural backgrounds and heritages, participate equally at all levels.

The GRPS and Action Plan is overseen by the Executive Team, particularly the Deputy Chief Constable (who leads the CNC's work on Equality, Diversity and Inclusion), the Director of People and Organisational Development and the CNC People Committee, a sub-Committee of the Civil Nuclear Police Authority. The People Management Group will monitor and report on the progress of implementation to the Executive and the CNC People Committee and provide an annual report.

The CNC is reviewing the organisational and personnel development processes in place to deliver further change in a bid to achieve gender equity across the business.



A gender audit has been undertaken to inform the strategy, it assessed the gender responsiveness of the CNC in internal areas of business and identified key development opportunities.

Work is ongoing for a HeForShe relaunch within the CNC and strategic Allies are being identified. The relaunch was paused due to the launch of the GRPS and Action Plan but has renewed focus now and a recent EDI Manager appointment will aid the relaunch.

In response to feedback from female officers, uniform changes have been made, with the issue of a new style of cargo trousers which will hopefully address issues specific to female AFOs.

Cleveland Police

Good Practice Example



Building upon the 2021-22 focus which saw the introduction of the 'Tell Me' service which provided free, independent and confidential advice to Cleveland Police personnel who have been affected by sexual harassment or sexually harmful behaviours within the workplace at any time, over two hundred staff attended Cleveland Police's first Violence Against Women and Girls (VAWG) Conference in January 2023.

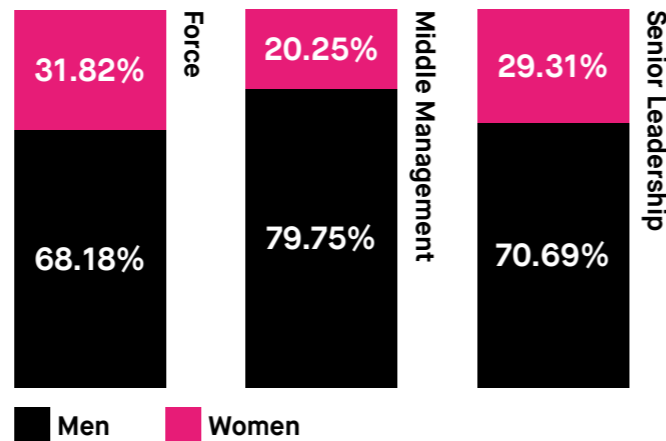
The event organised by Detective Superintendent Helen Barker, Cleveland Police's Force VAWG Lead, presented an opportunity to increase awareness and understanding of the issues facing women and girls in society.

Speakers included Cleveland Police's own Detective Chief Inspector Rachel Taylor from the Historical Investigation Unit and Jeanette Smith, Specialist Prosecutor for the CPS who worked together on Operation Rosa, an investigation into complex sexual offences spanning 20 years of offending in Cleveland. Professor Jane Monckton-Smith from the University of Gloucestershire covered the links between homicide, coercive control, and stalking, while Sammy Woodhouse spoke about her experience as a victim of the Rotherham child sexual exploitation scandal and her work as an activist against child sexual and criminal exploitation.

To understand the extent to which sexism and misogyny existed within the workplace, Cleveland Police then held four listening circles. The listening circles provided a safe space for colleagues to share their experiences and concerns. Men of Cleveland Police were then invited to listen to the concerns and to collectively find solutions to the issues raised.

Meanwhile, Operation Beech, which took place in Middlesbrough, aimed to safeguard sex workers, gather intelligence to identify offenders and protect the vulnerable people involved in sex work. The operation was recognised nationally, winning the 'Working Together Award' at the first National Police Chiefs' Council and College of Policing's recognition event for police officers, staff and volunteers working to tackle VAWG.

The next steps will see Cleveland Police conduct a force wide review to understand what barriers exist in respect of gender inequality at Sergeant and Inspector ranks as well as underrepresented disciplines such as firearms to further progression.



-11.57%
Difference in Middle Management

-2.50%
Difference in Senior Leadership

Cumbria Constabulary

Good Practice Example

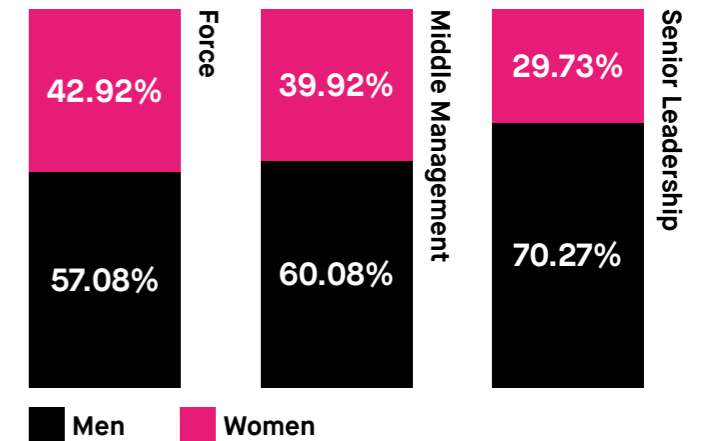


Cumbria Constabulary has been focused on developing a culture that understands that misogynistic and sexualised behaviour will not be tolerated.

Continually reinforcing and supporting a 'call it out' culture through practical measures such as:

- Briefing officers and staff on sexual misconduct including sexually predatory behaviour/emotional abuse and disclosure of information/misuse of systems during shift briefings, training inputs and leadership meetings.
- Promoting an online, anonymous 'call it out' survey to understand experiences of sexual harassment and inappropriate behaviours in the workplace.
- A newly branded, quarterly newsletter from the Professional Standards Department (PSD) which can be used to communicate key messages around unacceptable behaviours.
- A video produced by a Detective Inspector in PSD on Sexual Misconduct and Data Protection breaches.
- Focused inputs for departments to address the risk of sexual misconduct.
- Updated confidential reporting and whistleblowing procedures to provide more in-depth information on what to expect when reporting something to PSD confidentially, including whistleblowing, protected and qualifying disclosures, and implementing a risk assessment for those reporting.
- Introducing a formal welfare officer programme to improve welfare provision for those reporting to PSD and who become police witnesses in misconduct.

- An updated and revised Sexual Harassment Policy signed off by the Chief Constable in February 2023.
- A series of webinars to highlight the positive steps forward the Constabulary has taken in tackling Violence Against Women and Girls (VAWG) and empowering staff to understand the importance in recognising inappropriate behaviours, keeping themselves, friends, families, and victims safe, and understanding the avenues to report and find support.



-3.00%
Difference in Middle Management

-13.19%
Difference in Senior Leadership

Derbyshire Constabulary

Good Practice Example



Derbyshire Constabulary recognise and respect the right of all of their staff to a family life. They are committed to supporting staff who are or are about to be parents and to promoting a healthy work-life balance.

This year, the force Gender Equality Network (GEN) has developed a Police Parenting Portal. This site has been developed to make it easier for officers and staff to access helpful information and guidance throughout their parenting journey. The portal sits on their public facing website and gives access to those away from work on family leave a way to navigate through information and resources.

For further support the GEN network also has a well-established Family Leave Single Point of Contact (SPOC) network. The SPOCs ensure that officers and staff are supported throughout their parental journey, have a clear understanding of and access to development opportunities and ensure realistic and balanced discussions take place around return to work, providing a consistent approach.

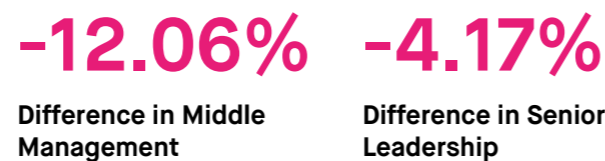
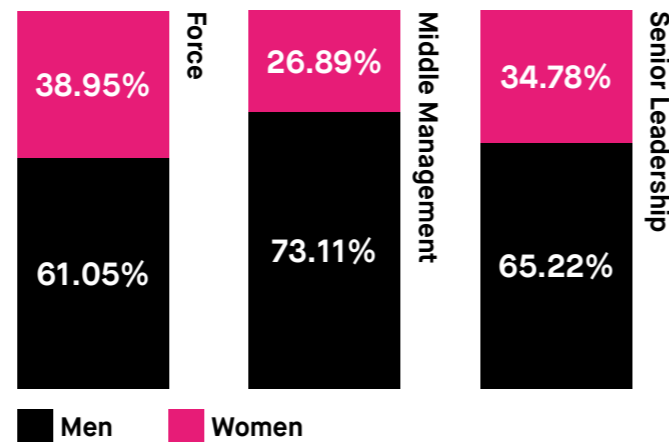
Derbyshire Constabulary also aims to be a breastfeeding-friendly workplace by empowering individuals to breastfeed for as long as they choose. The force Breastfeeding Support Group is now well established and has SPOCs whose aim is to support and provide advice for nursing parents. These SPOCs work alongside line managers to ensure that:

- any nursing parent has suitable and easily accessible private facilities.
- accessible safe and reliable storage for breastmilk is provided.
- raising awareness of health and well-being implications to line managers of those who are currently nursing or ending their breastfeeding journeys.

A 'Breastfeeding after returning to work – Guidance for line managers and staff' has been produced to support this work.

Derbyshire Constabulary are also working with Modern Mums Physiotherapy to fund a Mummy MOT for all women following childbirth. The Mummy MOT is a comprehensive postnatal examination that includes an in-depth assessment for the function, activation, and strength of the postural, abdominal, and pelvic floor muscles.

Derbyshire Constabulary hope by supporting these areas of work, they will retain staff and ensure that officers and staff on any form of parenting leave feel supported.



Devon and Cornwall Police

Good Practice Example

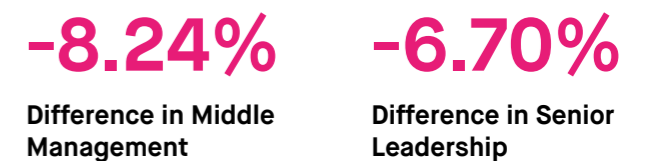
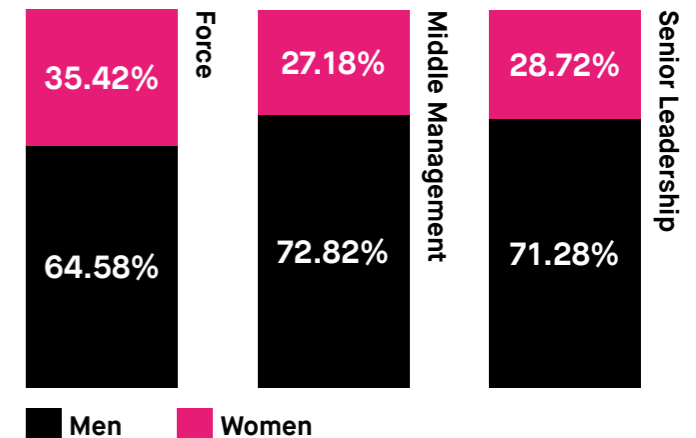


The Devon and Cornwall Positive Action Team continue to provide 1-to-1 support to all those from underrepresented groups.

The team is currently working on expanding that encouragement and support for those looking to take the Sergeant and Inspector exams. The biggest group to receive this support is women, who remain under-represented at these ranks.

Following consultation, there is a clear perception amongst police staff that there is lack of opportunity for career development and progression when compared to police officers. The Positive Action Team have established a working group to develop staff and also highlight the opportunities available and crucially, make them easier to access. This was launched with a 'Learning at Work' event which was delivered over a week in May – there was a large uptake from across the force and across many varied departments with over 605 'event tickets' being booked. Furthermore, there is an intranet page which aims to bring together the options and opportunities police staff can access. To continue developing this piece of work and to continue to offer career development support, a further planning meeting is planned for September.

Devon and Cornwall HR department have developed an external website that is accessible to those out of the workplace on family leave. All those who are identified through HR as taking time out of work are given the link and a password to enable them to access helpful information linked to numerous aspects of family leave without having to log in via a force system. Further development is underway to improve and better promote this.



Dorset Police

Good Practice Example



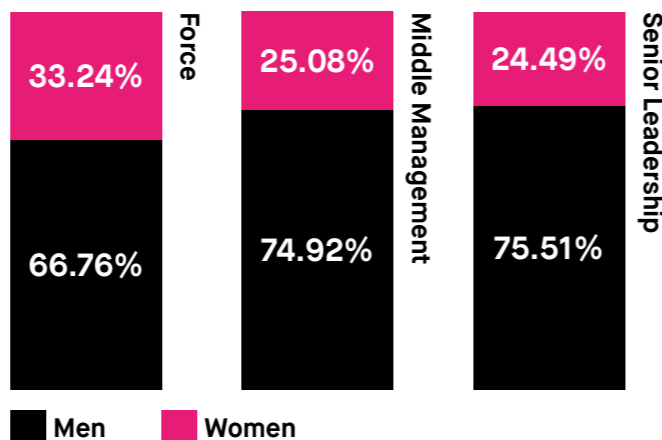
Dorset Police's Positive Action Team has continued to deliver its 'Positive Action Promotions Support Programme' to all underrepresented groups.

This programme delivers support 4 months ahead of promotion boards to help potential candidates to achieve success at the board process. To widen accessibility to the programme, all content is offered online with a choice of online or face to face for 1:1s, mentoring and mock interviews. At present this support is available to those qualified at Sergeant or Inspector rank but not substantive in role.

Content currently includes:

- Inspiration and Engagement webinar
- Unlocking Potential (increasing confidence) workshop
- Mindfulness and TED Talks
- CVF breakdown
- Interview structure
- Mentoring programme
- Mock interviews

During winter 2023/24, Dorset Police will be widening the scope of the support to encourage and inspire those from underrepresented groups to commence exam study and achieve success.



-8.16%

Difference in Middle Management

-8.75%

Difference in Senior Leadership

Durham Constabulary

Good Practice Example



In 2021, an external 'Call It Out' survey was conducted, the results of which influenced Durham Constabulary's response to Violence against Women and Girls (VAWG) within public settings.

In November 2022, Durham Constabulary commissioned an internal 'Call It Out' survey to explore what it was like to work for the force and how experiences, perception and incivility impacted staff. The survey was well received and provided the force with rich data and clear trends to focus upon.

Focus groups are now underway which are focusing upon the following identified trends:

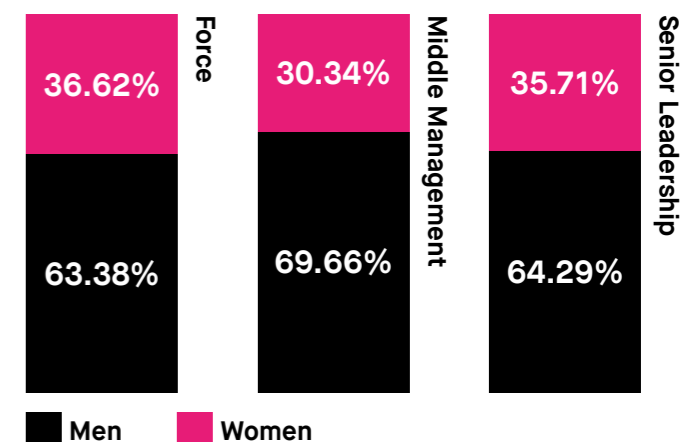
- Learning, Training & Development
- Human Resources
- PSD & Misconduct
- Estates
- Staff Networks
- Communications

Assistant Chief Constable Tonya Antonis now chairs a Culture Governance Group to ensure voices are heard and action is taken.

A joint initiative between the force, its local Police and Crime Commissioner and staff associations has funded the provision of free sanitary products which have been placed in every operational police building. The initial trigger for this was 'period poverty' being experienced by some members of staff. However, feedback from staff is that this is benefitting female members of staff from all ages and backgrounds. This work has received national recognition at the Oscar Kilo awards.

HeForShe events have been targeted at newly promoted front line male police Sergeants. Those attending are encouraged to challenge their own thinking and help their understanding of what it means to be a female in the workplace. The aim is to improve behaviour and encourage 'calling out' of poor behaviour at an early stage, preventing it from escalating to more concerning behaviour. Feedback from those attending has been overwhelmingly positive.

Following on from the success of the 'If you can see it, you can be it' development event last year, it is hoped to run another similar event open to all staff before the end of 2023.



-6.28%

Difference in Middle Management

-0.91%

Difference in Senior Leadership

Dyfed-Powys Police

Good Practice Example



In June 2023, Dyfed-Powys Police achieved Endometriosis Friendly Employer status.

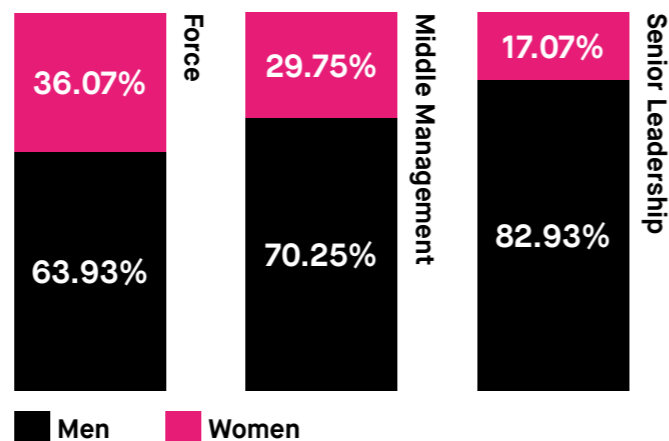
Dyfed-Powys Police joined this scheme to improve the support the organisation provides for those with this chronic condition. The force is committed to develop a working environment and culture that enables employees with endometriosis and menstrual health conditions to thrive at work.

Through joining this scheme improvements have been made within the working environment in three key areas: leadership and management support, communication and tackling stigma/culture.

Information about endometriosis is available on the force intranet site. Officers and staff can seek support from their line managers, or they may contact one of the force's Endometriosis Champions who whilst not being able to provide medical advice can listen and provide support.

Dyfed-Powys Police continues its work in ensuring that staff and officers are aware of the menopause policy, guidance and resources that are available. To increase confidence in talking about the menopause the Menopause Working Group, a branch of the Gender Equality Network, have organised Menopause Cafes across the force area with the most recent one being held in September 2023 at Aberystwyth Station. The cafes are open to all and are accessible virtually or in person.

These events provide opportunities to seek support either for yourself or others and assist with reducing the sense of isolation that some individuals may feel during this period of their lives. It's also important to hold events such as these to equip managers with the correct information to be able to support their colleagues. With an ageing population, more people are now working for longer and it is important to support those who wish to continue to be part of the workplace.



-6.32% Difference in Middle Management
18.99% Difference in Senior Leadership

Essex Police

Good Practice Example



Essex Police currently has 61 Ambassadors supporting the HeForShe movement.

To improve understanding and identify gaps in knowledge, a short survey was produced for Ambassadors utilising MS Forms. The survey was well received. Feedback provided suggested more guidance and information was needed to build confidence in holding discussions around gender equality and promoting the HeForShe movement.

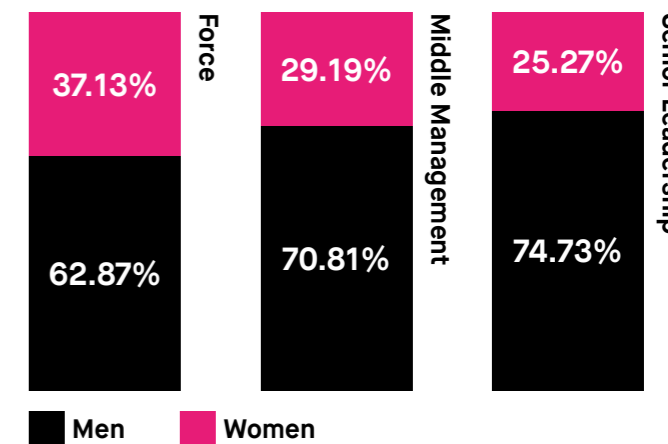
A HeForShe SharePoint page has been created, hosted on the force intranet. It is easily accessible for all employees. The page holds information of the Ambassadors including testimonies and why HeForShe is important to them personally. This allows colleagues wanting to get in touch for help and advice to have a point of contact.

It also contains good practice examples, HeForShe newsletters and current workstreams in different areas of the organisation. The Gender Equality toolkit is available through this page and has been utilised to promote further discussion around gender equality within teams.

To continue to support the Ambassadors and monitor workstreams and progress, an MS List has been created. This allows tasks to be allocated and updates automatically uploaded and emailed to the HeForShe lead. This supports the ongoing work by sharing innovative ideas, allowing the lead to retain the focus for the force and update Chief Officers as required.

Communication is also encouraged through an MS Teams group, allowing questions to be asked, support for events to be arranged and sharing of information. This group continues to grow with good levels of engagement.

Moving forward HeForShe continues to support the Essex Police Professionalism Strategy, linking into the ongoing work for Violence Against Women and Girls (VAWG). This involves regular engagement with the Professional Standards Department (PSD) to gain understanding of trends and themes and where further support is required. Essex Police are looking to appoint Ambassadors to be a point of contact for VAWG related complaints where appropriate. This will involve assisting in the peer review process of the complaint report, delivering feedback if necessary and engaging with those involved and the wider team if there are further issues identified.



-7.94% Difference in Middle Management
-11.86% Difference in Senior Leadership

Gloucestershire Constabulary

Good Practice Example



Gloucestershire Constabulary and the Office of the Police and Crime Commissioner successfully hosted a Violence and Intimidation against Women and Girls (VIAWG) Conference in May 2023.

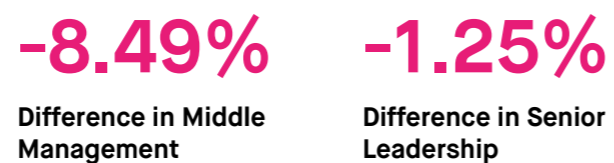
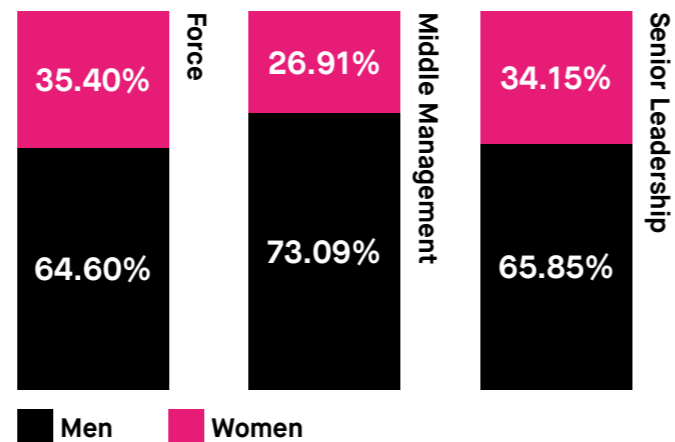
Over 180 people attended including police officers, staff and partners. The event delved into many areas of male perpetrated violence against women from domestic abuse and sexual violence to coercive control and stalking. Key speakers included Laura Bates, founder of the 'Everyday Sexism Project', Maggie Blyth from the National Police Chiefs' Council and Chief Inspector Sharon Baker from Avon and Somerset Police. HeForShe Allies were in attendance.

Following on from Gloucestershire Constabulary's 'Cross the Line' report in 2021 and to understand what internal organisational culture feels like now, Gloucestershire Constabulary has arranged for further focus groups. The focus groups will include officers and staff and be female only, male only and mixed. The intention is for the Constabulary to assess the progress made following the 'Crossing the Line' report and identify improvements that are still required. HeForShe Allies are involved in these focus groups.

Gloucestershire Constabulary launched 'Innovate', a personal development programme designed for underrepresented groups to increase skills and confidence in the workplace but also to empower people to believe in themselves. So far, three cohorts of 15 officers and staff have been through the six-day programme. Modules include personal effectiveness, effective time management, effective listening, communication styles, presentation skills, interviewing and psychometric testing to help participants identify strengths.

80% of those coming through Innovate have been female, many looking for promotion to first or second-line management roles and already six women have achieved promotion following the course.

Gloucestershire Constabulary has identified that it needs to do better when communicating about VIAWG. They are therefore developing a new language policy called 'Words Matter'. This is currently being developed in consultation with the feminist lobby group 'This Ends Now'. This policy will provide specific guidance on language for use in key subjects including domestic abuse and sexual violence. It is intended this will help with inclusivity and avoid language that could be perceived as victim blaming, thus improving trust from women in the community.



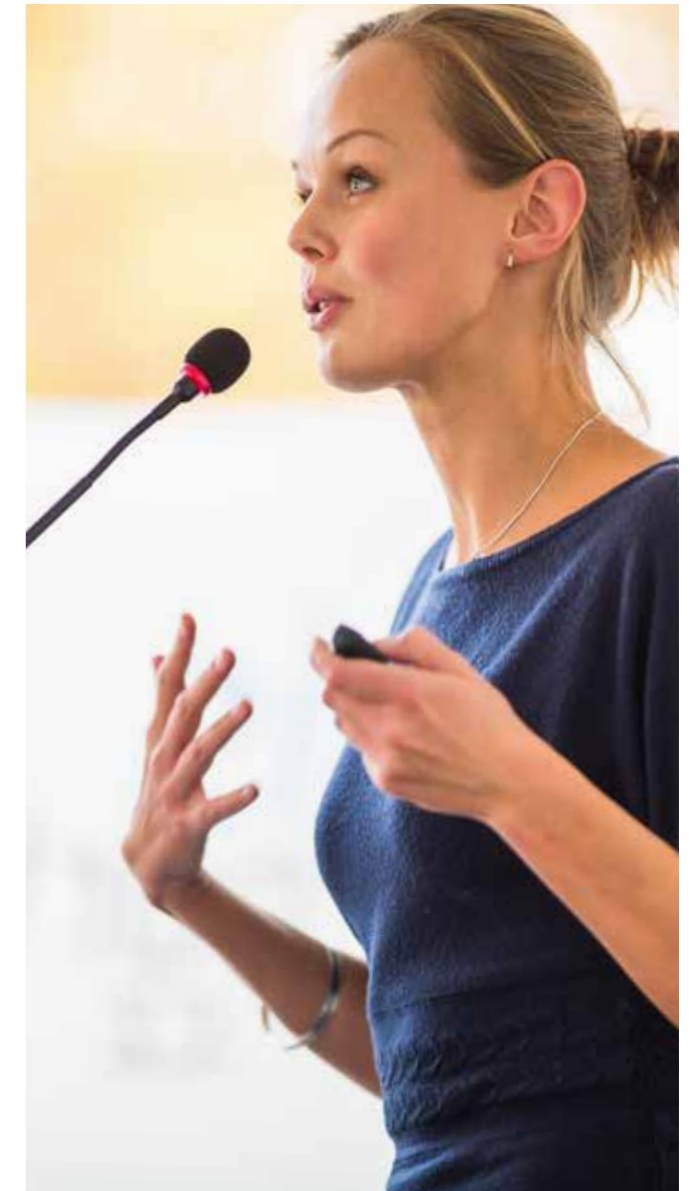
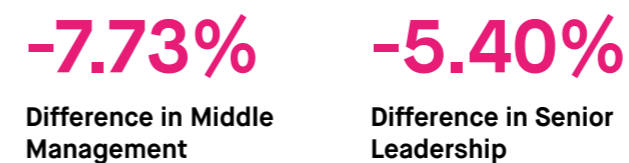
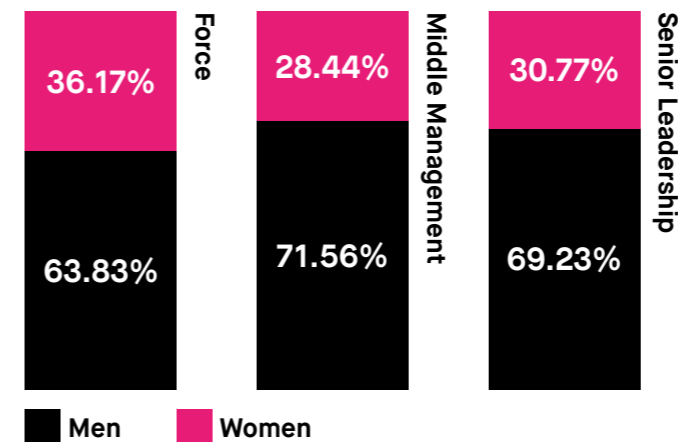
Greater Manchester Police

Good Practice Example



The Association of Women in Policing (AWP), within Greater Manchester Police, has built on the original HeForShe design and now hosts regular coaching and mentoring workshops for women police officers and staff.

These include promotion workshops, as well as general coaching and skills-based classes. To facilitate these workshops, the AWP has recruited mentors and coaches, 50% of which are men, across all ranks. The workshops are held monthly, with additional sessions put on for promotion at all ranks.



Guernsey Police

Good Practice Example



Guernsey Police joined the HeForShe network and officially signed up to the commitments in July 2023.

In a small island context, Guernsey Police works closely with the Guernsey Border Agency, with joint teams and shared services and as such the HeForShe principles are being spread through the breadth of Law Enforcement services within the Bailiwick of Guernsey.

As the Force moves forward to embed the HeForShe principles and commitments throughout the organisation, allies are being sought and baseline statistics prepared to measure progress against.



Gwent Police

Good Practice Example



The campaign's call-to-action was centred around the expectation that staff would be upstanders rather than bystanders in the event of behaviour which made them feel uncomfortable. Using a design inspired by pop artist Roy Lichtenstein, the graphics were placed on every desktop in the force to ensure they were viewed by all staff.

In this way, the campaign:

- Reinforced the behaviours that would not be tolerated,
- Set the expectation that colleagues would Step up, Step in and Set the tone,
- Focused on practical skills and language that would help colleagues make those interventions,
- Reiterated the reporting and support routes available to all.

A report from HMICFRS in 2022 found **'Almost all staff we spoke to were aware of the behaviour expected of them and spoke positively about the commitment of the force leadership.'** The campaign has been shortlisted for an award at this years Chartered Institute of Public Relations annual awards.



Gwent Police has undertaken an internal comms campaign this year. The campaign started with a video entitled #NotInMyForce.

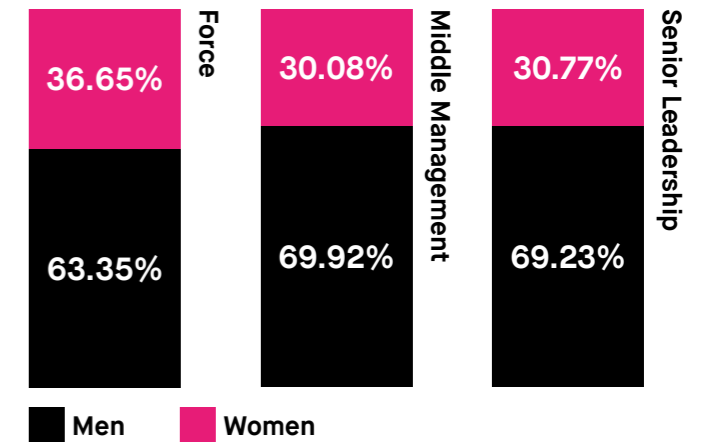
HeForShe members conducted a workshop with women staff and officers and asked for examples of misogynistic comments that had been said to them. These were subsequently read to men from different teams across the organisation. Their reactions were recorded and formed the basis of an internal comms video aimed at raising awareness.

The video received more views and engagement than any other in force history. It was used as the cornerstone of a campaign which included every force team discussing Violence against Women and Girls (VAWG) with a Chief Superintendent or staff equivalent.

This led to the creation of a force campaign encouraging staff to **'Step In, Step Up, Set the Tone'**. Research told us that colleagues wanted to challenge inappropriate behaviour but lacked the skills or language to do so successfully.

A three-step campaign was created:

- 'Step in'** – focused on distraction techniques to diffuse uncomfortable situations,
- 'Step up'** – concentrated on approaches to challenge behaviour directly, and
- 'Set the tone'** – was a reminder that the minority only influence the culture if we let them, challenge is essential.



-6.57%

Difference in Middle Management

-5.88%

Difference in Senior Leadership

Hampshire and Isle of Wight Constabulary

Good Practice Example



All leaders from the rank of Inspector/police staff equivalent and above were required to attend a three-hour session which was facilitated by the Constabulary's dedicated E&I training team.

In addition to the topics mentioned above, all participants took part in a case study exercise. This saw all leaders provided with details of a case of harassment and sexual assault which was perpetrated by a member of HIOWC. They were asked to consider how to address such issues, how to identify concerning behaviours early and how to support victims and their line management through the investigation journey.

Feedback from the 308 attendees was that the course showed a great understanding of policing culture, it was informative, emotional and almost all stated that they felt it was training that should be shared more widely across the Constabulary. The package has been developed further to enable a force wide roll-out.

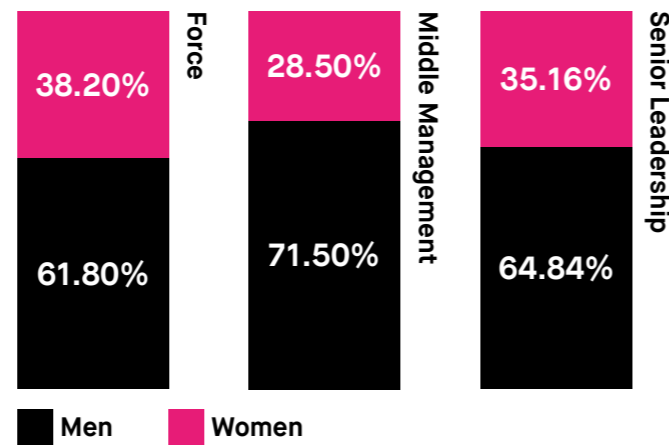
Hampshire and Isle of Wight Constabulary (HIOWC) this year, focused on the delivery of training to middle managers around Violence Against Women and Girls (VAWG) and in particular, around sexism and misogyny.

The need to enhance existing training provided and develop something bespoke came from listening circles that had been completed in the Constabulary. There were just over 90 listening circles completed in a variety of areas. These circles generated feedback and key themes that required focus.

The Constabulary set about developing a training package with the aim of developing a culture that is safe for women and girls inside and outside of the Constabulary.

The package was developed by the Constabulary's Equality and Inclusion (E&I) Team and focused on the following themes, sexism and misogyny, victim blaming, compassion fatigue and leadership skills in relation to VAWG.

The package was written in a motivational style following on from the success of the Constabulary's award-winning Inclusion Matters programme. This style of training sees material presented in a way which challenges participants to consider a subject both factually and emotionally. Connection with emotions has been shown to create motivation in participants to take the learning from the session and apply it in their day jobs.



-9.70%

Difference in Middle Management

-3.04%

Difference in Senior Leadership

Hertfordshire Constabulary

Good Practice Example



Over the last 12 months, Hertfordshire Constabulary has held a number of events with both the Women's and Men's Networks. This has promoted the support for both male and female officers and staff.

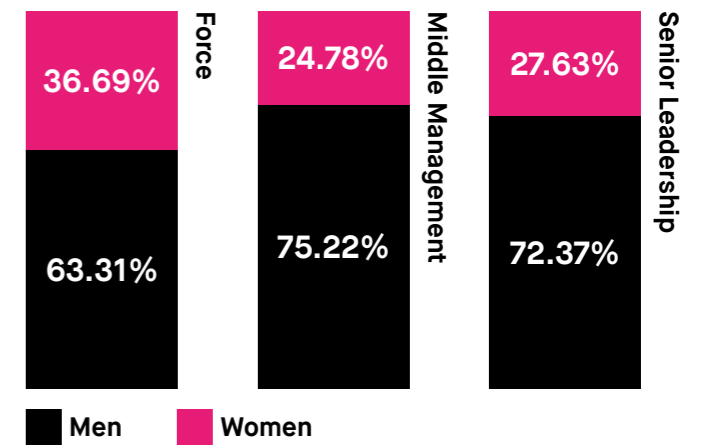
A new cohort of HeForShe champions have been identified and work has been ongoing for talent spotting of young in-service officers. This has built on the work that was carried out last year, resulting in female officers being in the top band of passes for the recent Sergeants' promotion process. As well as an increase in the number of female Sergeants and Inspectors in response and neighbourhood roles, an area of focus for the Constabulary. A by-product of this talent spotting has been the opportunity for reverse mentoring to take place.

Building on the reverse mentoring, one female Superintendent has been working with the response teams and going out on patrol with them acting as the driver for the area car. This has provided front line female officers the opportunity to discuss their challenges and concerns.

One area of focus has been around providing safe spaces for parents who have returned to work and wish to express. The force has also looked at providing more support to officers and staff going through fertility treatment. This includes dedicated fridges for storage of medication and critical friends for line managers who have staff going through the journey.

This has also formed a strand of the design for the new HQ building which is due to be constructed in the next three years.

Externally, increased engagement has been taking place with the armed forces to look at recruiting those who are due to leave or those who have already left. This forms part of the work with the Armed Forces Covenant. A focus of this has been support to females considering joining the police service.



-11.91%

Difference in Middle Management

-9.06%

Difference in Senior Leadership

Humberside Police

Good Practice Example



Over the past year the force has embraced the new commitments for gender equality and placed them at the heart of their activity.

One way has been the Supporting Women in Specialisms work with a focus on public order and inclusion in the Special Operations Unit. The intention being to support and advise female officers who are underrepresented in specialist areas across the force. Sharing of lived experiences videos have been created and launched on International Women's Day, helping to raise awareness and provide support and points of contact offering up expertise and mentorship to female officers to specialise in areas such as public order and armed policing. The lead saying:

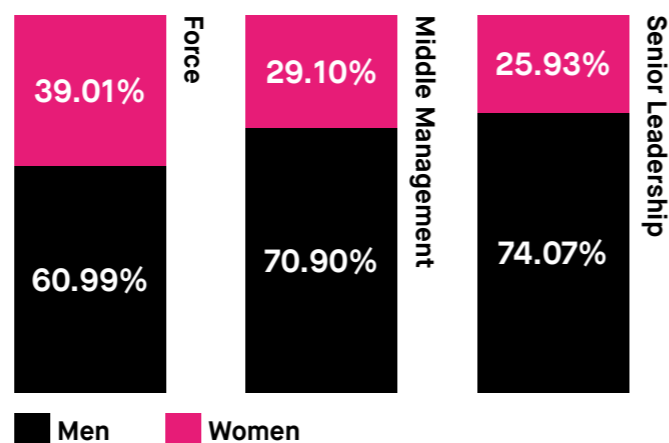
"Regardless of gender, we want you for your skills and for what you can bring to the team. If you have that same passion, then you can do it! It takes strength of mind and character, but it's our absolute duty to inspire the next generation of women in specialisms, and ultimately, shout loud and be proud about what we do."

Through the work of HeForShe, it has been identified that a development programme for female leaders in policing could be one way to increase the number of women progressing through the organisation into senior leadership positions. This has seen the Female Development Programme being created. The programme will last for one year and be open to female leaders across Humberside Police. The annual cohort will consist of approximately 10 to 15 females.

The programme consists of six modules:

- Mentoring and engagement
- Women in Leadership
- Promotion Support
- Skills Development
- Internal and external networking
- Confidence Building

On completion, the cohort will receive certificates and celebrate their success. This event, as well as the rest of the course, will provide excellent networking opportunities for women on the programme and will hopefully encourage the cohort to keep in touch and support each other going forward.



Kent Police

Good Practice Example



Kent Police



Kent Police received an award for its approach in tackling Violence against Women and Girls (VAWG).

The recognition event was developed and judged jointly by police forces and representatives from charities including SafeLives, Suzy Lamplugh Trust and Karma Nirvana, alongside the Domestic Abuse Commissioner for England and Wales, Nicole Jacobs, and police staff associations.

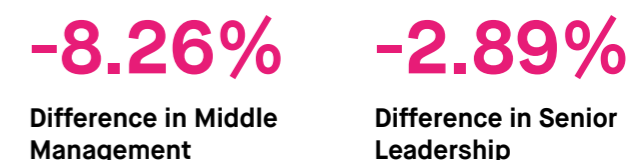
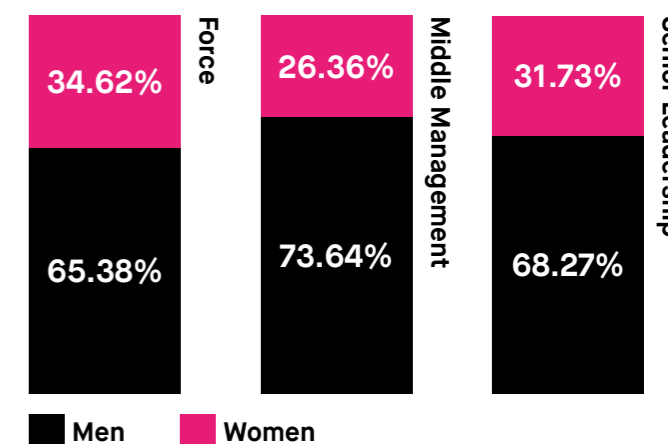
Kent Police was recognised in the 'working together' category for the implementation of the 'Best Bar None' licensed premises accreditation scheme. The scheme is in operation across the whole county and is designed to improve standards in the night-time economy across Kent.

To be accredited under the scheme, licensed premises must demonstrate competency in a number of key areas, including venue management, staff training and customer safety.

This award is the second accolade the scheme has won. Earlier this year it was crowned the 'Best New Scheme for 2022' at a national event held at the House of Lords. All winning entries had to demonstrate how they built trust and confidence, that their approach was victim-centred, and they had to show impact, including how they were pursuing perpetrators.

Alan Dann, Crime Reduction Project Manager, said: **"I'm really proud of this initiative, and in turn the recognition it has received. It is a fantastic example of partnership working, with police, councils and licensed premises owners working together to reduce the risk of crime taking place and creating safer environments for people to socialise."**

This year also saw the launch of a mandatory menopause digital training package for all officers and staff. This has seen huge engagement and an uplift of referrals into the Menopause Action Group, enabling much more support to those who need it in a timely manner. Furthermore, there has been a notable shift in open conversations and understanding about the impact of the menopause across the organisation across a much wider audience than that which had previously been achieved, with a resultant positive impact.



Lancashire Constabulary

Good Practice Example



Lancashire Constabulary has developed a bespoke promotion support process to deliver on the commitment to address the gender imbalance at middle management ranks, i.e., Sergeant and Inspector.

Data tracking from previous promotion processes showed that female candidates were disadvantaged at the application stage. Either they did not apply in the same numbers as their male colleagues, or where they did apply, were disproportionately paper sifted out of the process. The data supported the fact that once at interview, female candidates performed as well as their male colleagues. It was therefore assessed that the blockers for female promotion lay at the application stage.

Giving women in policing the confidence to put themselves forward for promotion was the first task. Lancashire delivered promotion support sessions to prospective candidates to encourage them to apply and to myth-bust some common misconceptions. This was achieved by having inspirational female officers deliver their own stories to encourage and inspire.

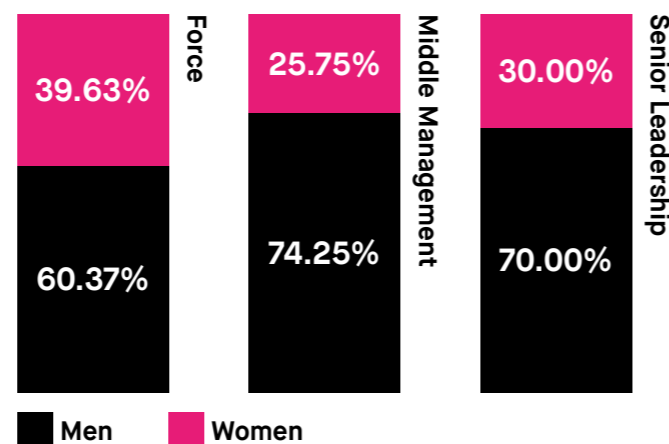
A major hurdle was overcome when the application form stage of the process was dispensed with. This was known to be a blocker. All eligible candidates were guaranteed an interview. In preparation for that, Lancashire's HeForShe reps worked with HR to deliver intensive sessions around interview and presentation preparation, how to deliver an effective interview response and use the preferred model which had only recently been introduced. These sessions were followed up with the sharing of resources including templates, checklists, mock interviews, and bespoke feedback.

Of the 30 female candidates in the process, 27 accepted and received support from Inspire/HeForShe through a support session and/or through one-to-one support. The support sessions were a huge success with the pass rate for female candidates being 90%, compared to 67% for male candidates. This goes a significant way to addressing the gender imbalance at Sergeant rank.

Comments from some of those supported:

'Thank you very much for your help; really appreciate it and definitely can't go through a process like this without help'.

'The HeForShe session was invaluable to me in my prep. Thanks for all you did, I felt much better prepared and like I had access to support'.



-13.88% Difference in Middle Management
-9.63% Difference in Senior Leadership

Leicestershire Police

Good Practice Example



Leicestershire Police run two Keep in Touch (KIT) days a year which are held at the force headquarters and are coordinated by the Women's Inclusive Network.

The KIT days are an informal day where expectant parents, new parents, officers and staff on maternity or paternity, those with new families and those on any form of parental leave can attend with their children.

The aim is to provide a welcoming atmosphere and to address any concerns that officers and staff may have with regards to their maternity/paternity leave, returning to work etc. Representatives from numerous directorates and departments attend from Senior Officers to Stores and Supplies, IT, Federation, Unison, Resource Planning, Finance, Payroll, Breastfeeding Network etc. This ensures a one stop shop for questions and answers. A 'Market Place' environment lends to ease of access to these services.

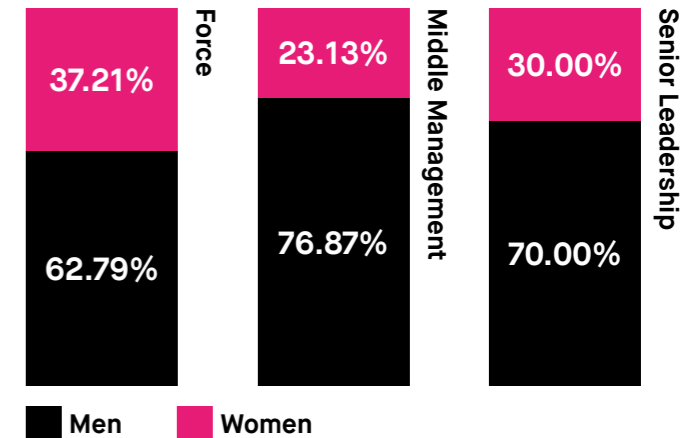
The days are themed and in the past, have had themes such as 'Teddy Bear Picnic'.

A soft play area is set up for the children and the force provides a photographer who takes professional photographs for families for a donation to a local charity (this year was LAMP, a mental health charity).

Testimonials:

"I love it. Being off can leave you feeling disconnected from your work life so it can feel a bit daunting when you are beginning to think about returning to the workplace. It's so nice to see everyone."

"It's been a great event, just a brilliant way to catch up with changes that have happened while I have been off to help me plan how and when I want to come back."



-14.08% Difference in Middle Management
-7.21% Difference in Senior Leadership

Lincolnshire Police

Good Practice Example



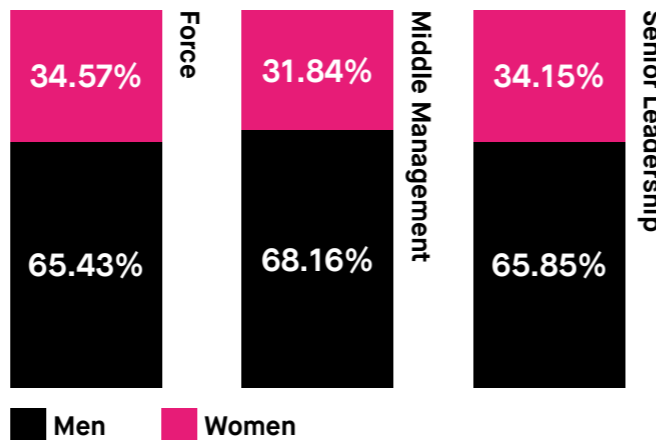
This year Lincolnshire Police has introduced Violence against Women and Girls (VAWG) Voices which is an independent group of women volunteers from across the Lincolnshire public, who meet with the force online to share their lived experiences of VAWG and act as advisors to the policies and procedures that the force use.

The group was created in response to the 4th pillar of the National VAWG Action Plan, which is to raise trust and confidence. An advert was created and opened to all women in Lincolnshire to apply, with a positively high number of applications received.

Lincolnshire Police are dedicated to creating an environment where women and girls can feel safe and be safe within the county, free of fear and harassment. VAWG Voices has enabled the force to work towards this by listening to those with lived experiences to shape their response.

The group has been well attended and meets every 6-8 weeks, there are also some professionals who are part of the group who have their own experiences and stake in work against VAWG, whose membership has proved valuable in multiple ways. This includes partnership organisations that support aspects of VAWG such as domestic abuse.

Members of the group have had inputs in the VAWG materials distributed by the force and are continually involved in the force's feedback channels. In the future, it is an aim to have the group involved in scrutiny.



-2.74%

Difference in Middle Management

-0.43%

Difference in Senior Leadership

Merseyside Police

Good Practice Example



These skills will be identified and applied, through involvement in a range of team and individual scenario-based command tasks such as: problem solving, weapons systems, navigation, planning exercise, communications exercise, command task, paper feed exercise and intelligence gathering.

The Army leadership model runs as a golden thread through all activities. This model is recognisable in conjunction to the Police Code of Ethics. This model is known as LEADERS.

Lead by example.

Encourage thinking.

Apply reward and discipline.

Demand high performance.

Encourage confidence in the team.

Recognise individuals' strengths and weaknesses.

Strive for team goals.

Exercise Blue Lioness is in its third year and is supported by the Gender Equality Network and HeForShe lead, offering support with funding and mentors as continuing development following this event. It's been recognised at a regional level and has already been adopted by other forces.



Merseyside Police, in conjunction with the Duke of Lancaster's Regiment, have developed a female leadership programme 'Exercise Blue Lioness'.

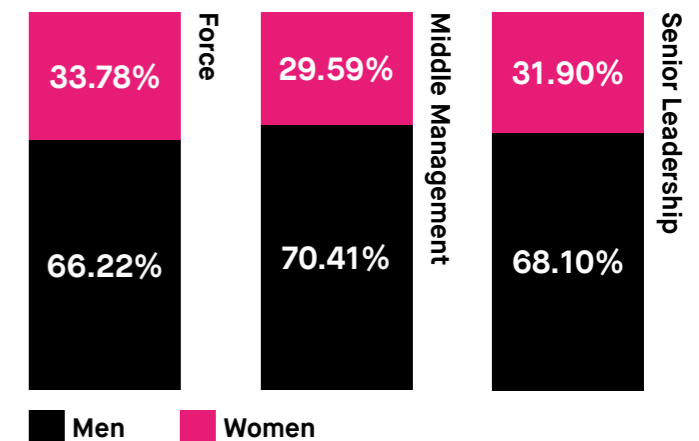
The day is open to all female Constables, Sergeants and police staff equivalents and is aimed to promote self-development. This opportunity is not only open to those seeking promotion, but lateral development and is aimed at increasing networking amongst female officers and staff within the organisation.

The exercise, which is military led, is conducted at Military Training Camp Altcar and is minimally physical and inclusive for all. The exercises on the day have no relation to policing to provide fair opportunities for everyone to take a leading role regardless of their role or experience.

The aim is development of critical leadership amongst a cohort of female police officers and staff in a controlled environment. It is a fun, and a completely different way to develop leadership skills and understand how teams thrive, with a purpose of delivering challenging (but crucially enjoyable) training to enhance and develop female officers and staff.

The key areas of development are explored, focusing on the following themes.

- Development of personal and team communication skills
- Applying flexibility and the application of contingencies
- Critical thinking and decision making
- Innovation & creativity
- Development and identification of mentoring skills



-4.19%

Difference in Middle Management

-1.88%

Difference in Senior Leadership

Metropolitan Police Service

Good Practice Example

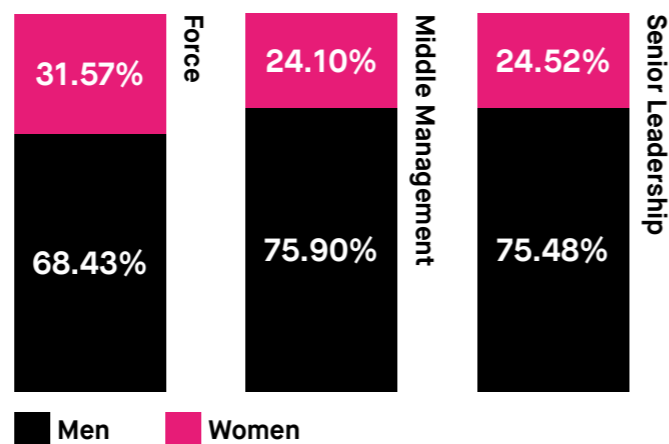


Sitting within the Directorate of Professional Standards (DPS), the Anti-Corruption and Abuse Command was formed to transform the Met's ability to proactively identify, investigate and prosecute officers and staff engaged in corrupt and abusive activity. The DPS also saw an uplift of 130 posts to help expedite investigations and address the uplift of reports driven, in part, through enhanced internal and external messaging encouraging people to speak out.

Other work includes:

- Operation Assure, a new process to dismiss officers who can no longer pass vetting.
- Operation Dagnet, all serving officers have been checked against the Police National Computer for any undisclosed convictions.
- Operation Trawl involved the Met's officers and staff being checked against the intelligence records held on the Police National Database.

Assistant Commissioner Jukes, the Met's HeForShe senior lead said **"Baroness Casey's Report into the Met's culture and standards, saw officers and staff from across the organisation, with a passion for policing and determination for reform, share experiences with the review. We are absolutely dedicated to reforming and rooting out rogue officers, who would further damage and betray the trust women and communities have in us, and we will continue to work tirelessly to restore the high standards the public rightly expect and deserve."**



-7.48%
Difference in Middle Management

-7.05%
Difference in Senior Leadership

The Met now has nearly 2000 HeForShe Allies working to improve gender equality across the organisation.

A few examples of the work they've been delivering include:

- Supporting the work of SIGNA to promote up-stander behaviour and facilitate the training of circa 40,000 officers and staff pan London.
- Free vending of sanitary products, being rolled out across all of the Met's female, accessible and gender-neutral toilets.
- Various initiatives, including better support for colleagues returning from maternity leave, with enhanced flexibility regarding duties and shifts.
- £40,000 was raised for a local safe space where awareness is raised about Violence against Women and Girls (VAWG) and other priority policing issues.
- Continued support of the Network of Women (NoW) to address issues that impact on women in the workplace.

The Met knows it needs to do much to win back the trust of women and communities, and so there have been a raft of reforms aimed at rooting out rogue officers and improving professional standards.

Operation Onyx was commissioned following the appalling case of David Carrick, who raped and sexually assaulted 12 women while serving as an officer in the Met. A thorough review of all completed sexual offence and domestic abuse cases from the last 10 years, involving serving officers or staff, where the allegation did not result in a dismissal at the time has seen previously completed cases identified, where there may be new or missed lines of enquiry, as well as others where officers or staff needed urgent risk assessments or vetting reviews.

National Crime Agency

Good Practice Example



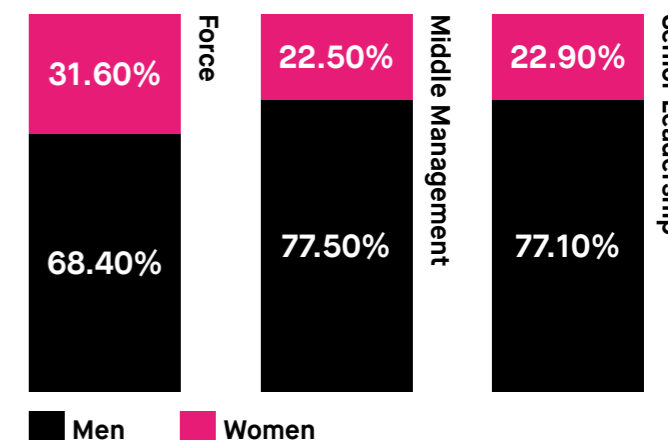
Following the National HeForShe Conference in 2022, the NCA Tactical Lead took inspiration from the good practice shared by colleagues and decided to look to improve the support provided to officers in the NCA who are unfortunate enough to suffer a pregnancy loss.

The existing NCA policy outlined that if there was a pregnancy loss in the first 24 weeks or after and the officer had less than 26 weeks employment, then they were not entitled to statutory parental bereavement leave.

The aim was to create a fully inclusive policy that was easy to understand and supported both officer and manager during this difficult time. The policy proposal presented was that any officer suffering a pregnancy loss not covered by the statutory support guidelines would be entitled to up to 5 days special leave. This would be available for all officers from their first day of employment and would not impact on any other special leave arrangements in place for them. This was for both parents and is inclusive of abortion, termination for medical reasons, and those going through adoption or surrogacy.

To implement this a business case was initiated by the HeForShe Tactical Lead to the NCA Gender Equality Group for discussion and feedback. This was widely supported, distributed for further consultation across all Diversity Network Groups and finally presented to the Strategic Equality Forum, chaired by the Director General of Capabilities. The business case was fully supported.

The HeForShe Tactical Lead worked collaboratively with HR policy colleagues and the Agency has now introduced this additional support to all of its officers, communicating this change to all officers. The NCA now supports all officers, no matter their gender or circumstances, who have suffered a pregnancy loss and were not covered by statutory support guidelines.



-9.10%
Difference in Middle Management

-8.70%
Difference in Senior Leadership

Norfolk Constabulary

Good Practice Example



Norfolk Constabulary's inclusivity network, The Forum, continues to coordinate activity, including the development of a schools mentoring pilot promoting values of diversity and equality & inclusivity through work with young people. Three mentoring workshops took place with great feedback from students involved.

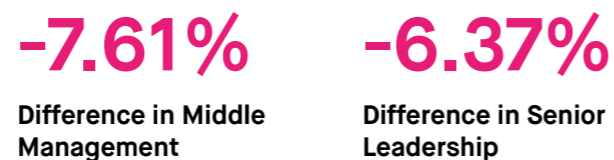
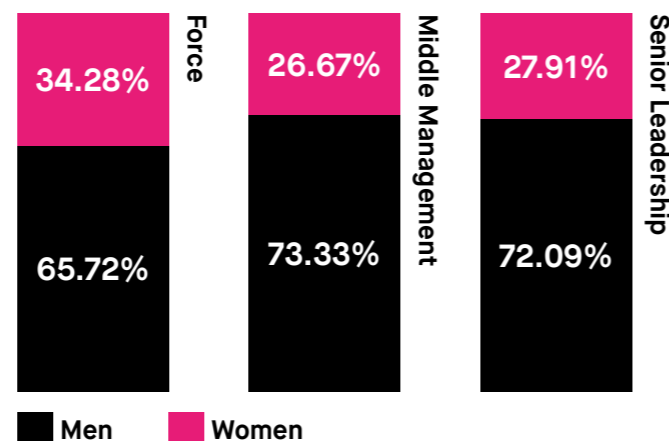
HeForShe Allies from across the force met for a workshop to promote and progress the commitments. After an opening by Deputy Chief Constable Megicks, Assistant Chief Constable Jules Dean gave an inspiring talk on equality. An anonymous poem from a colleague provided reflections on experiences working with men and exercises to challenge thinking and consider perspectives from a wide range of areas were completed. Updates followed from the Professional Standards Department on misconduct cases and results from focus group discussions fed back.

The Forum also has a branch for younger colleagues. Forum Futures provides a different perspective, to become more relevant to the younger workforce. They help to ensure that workstreams, priorities and messages are in line with what is important to young people and support with methods of communication to ensure as much of the organisation is reached as possible.

In January, a further new branch of the Forum was established – Maturity Matters – to help staff and officers to navigate the personal and professional challenges that come with being older. An informal coffee morning over Teams led to discussions on aims and objectives, with those attending speaking about the different challenges that came both at home and at work.

While personal lives can be dominated by the caring demands of both teenage children and elderly parents, experience and knowledge in the workplace can often be overlooked. Flexible working, opportunities to job share, confidence and harnessing skills are identified areas for development and discussion, along with utilising experience to volunteer as mentors. Workshops covering issues including well-being, menopause, interview techniques and career progression are being progressed.

A series of workshops have also been developed relating to confidence, self-development, and self-promotion. Using #IAMRemarkable and material developed by the Learning & Development Team, workshops address these concerns and promote connection with peers and further supportive networking to enhance experiences.



North Wales Police

Good Practice Example



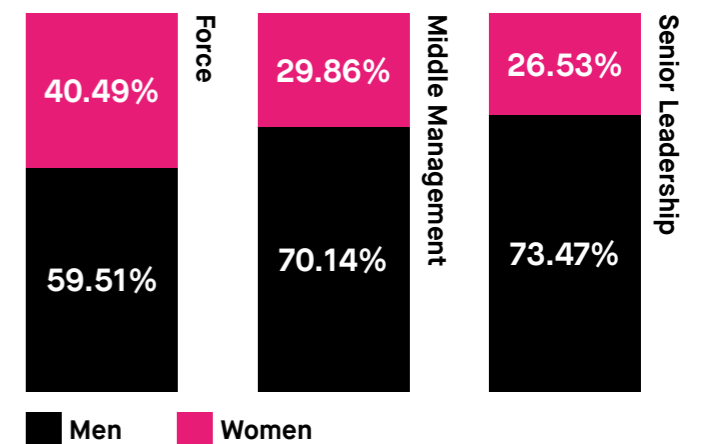
Since the last report, North Wales Police has welcomed Chief Constable Amanda Blakeman KPM as its first female Chief Constable, a great landmark for the organisation.

One of CC Blakeman's first tasks has been to launch a cultural survey to identify what is good, bad and indifferent about working in North Wales Police and what the culture of the organisation is like. It is expected that findings from the survey will feature in its HeForShe initiatives in the future.

As a result of the current spotlight on policing culture nationally, North Wales Police is seeking how best to stamp out offensive and inappropriate behaviour and create the right environment both from an internal and public facing perspective. The branding and communication campaign, 'Know where the line is' has been developed within the Professional Standards Department and shared across the organisation.

In November 2022, a letter from the National Police Chiefs' Council was addressed to all leaders in the organisation to stimulate conversation about this topic for colleagues to understand what is and what is not acceptable behaviour and to build confidence in those who wish to come forward to report any concerns. Within the letter was a link to a sexual harassment video for teams to view together and discuss. The video reinforced that this behaviour continues to happen in North Wales Police and how teams should work together to eradicate it and encourage reporting. The campaign was also supported by the Police Federation and UNISON.

Since the launch, the article and video on the Professional Standards Department website has seen considerable traffic suggesting the message has been delivered right across the organisation. Reporting of sexual misconduct incidents related to the message delivered by 'Know where the line is' to the Anti-Corruption unit remained the same in 2021 and 2022, however 62% of the previous years' figures have already been reported in the first half of 2023 suggesting that there may be an increase of this type of reporting. A Sexual Harassment Policy has also recently been ratified in force along with a College of Policing sexual harassment training package.



North Yorkshire Police

Good Practice Example



In late 2022, North Yorkshire Police launched the Association of Women in Policing (AWP) with the intention to provide a safe and inclusive space open to everyone who is passionate about issues affecting women in policing.

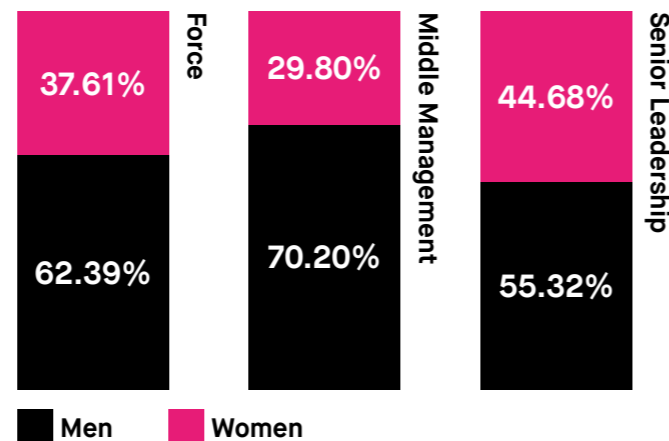
The focus of the AWP is to ensure barriers that may unfairly prevent women from reaching their full potential within policing are identified and that everyone works collectively to remove them.

The AWP has established a Maternity Lead and a Menopause Lead and regularly host 'Menochats' where those that want to know more about what to expect, advice on how to manage symptoms or just a chat about how they've been feeling get together with like-minded individuals for an hour. So far, the sessions have proven to be beneficial, not only due to the sharing of knowledge and experience but also from a mental health perspective.

The AWP has also worked with the Senior Leadership Team and other departments to change policy regarding the officer safety training dress code so that is no longer a requirement for officers to attend their fitness tests in uniform.

They have also consulted on a pilot scheme to support and guide colleagues through the Job-Related Fitness Test prior to taking part in Public and Personal Safety Training. This scheme will comprise of practice sessions, led by the safety trainers, and whilst these sessions are open for men and women there will be some sessions which are female sessions only. Attendees will be provided with advice, guidance, and support to help them successfully complete the Fitness Test.

As part of the sessions, a practice test will take place which will be to the same standard as the Fitness Test. If colleagues pass the test on the practice session, this pass will be valid for four weeks allowing the colleague time to book onto a Personal Safety Training course without having to take part in the Job-Related Fitness Test again.



-7.81%

Difference in Middle Management

7.07%

Difference in Senior Leadership

Northamptonshire Police

Good Practice Example



OUTCOMES

The Northants Police HeForShe allyship group's efforts have yielded significant results:

- 1. Heightened Awareness:** The group's activities have raised awareness about gender equality, ensuring it remains a top priority within the organisation.
- 2. Deeper Understanding:** Regular meetings have enhanced members' understanding of gender-related issues, enabling them to advocate for change more effectively.
- 3. Enhanced Preparedness:** Monthly discussions of real-world scenarios have better equipped members to handle gender-related challenges in the workplace.
- 4. Broad Participation:** The practice of inviting new members to meetings has expanded the group's reach and fostered more inclusive conversations.

Northants Police is working towards gender equality through allyship.

Northants Police's commitment to the HeForShe initiative has seen significant progress in promoting gender equality within the organisation. This report highlights the key actions taken by the Northants Police HeForShe allyship team during the reporting period.

MONTHLY ALLYSHIP MEETINGS

To foster a culture of allyship, the Northants Police HeForShe team established monthly meetings. These gatherings provide a platform for allies to engage in open dialogue, share experiences, and strategise actions. This consistent interaction has strengthened the bond among allies and kept gender equality at the forefront of the organisation's agenda.

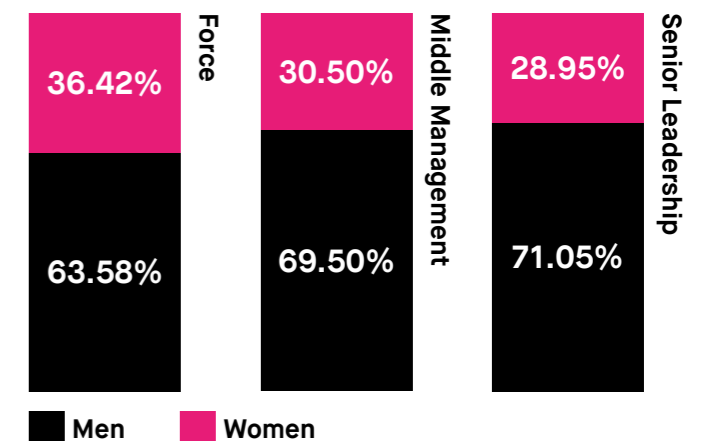
PROMOTING NETWORK GROWTH

Inclusivity is a core principle of the HeForShe initiative. To encourage expansion, each ally is encouraged to bring a new member to every monthly meeting. This approach has resulted in a more diverse and engaged group, facilitating a broader conversation about gender equality within Northants Police.

CULTURAL DAYS

A pivotal moment occurred during a cultural day event, where inputs on the HeForShe initiative were presented. This event inspired front-line Inspectors to join the HeForShe allyship group, furthering its impact across the organisation.

Northants Police remains committed to the HeForShe initiative and allyship. The organisation will continue to promote networking, monthly meetings, and the growth of the allyship group. The number of committed members continues to grow from relatively small numbers at the starting point and has an even gender ratio currently. The focus will remain on cultivating a culture of gender equality and ensuring all members are well-prepared to address gender-related challenges in the workplace.



-5.91%

Difference in Middle Management

-7.47%

Difference in Senior Leadership

Northumbria Police

Good Practice Example



Northumbria Police has focused on long-term representation ensuring female progression in officer, staff, and volunteer roles.

To support this, Northumbria Police has created a Disproportionality Framework allowing the force to look at challenges and barriers in a more targeted way.

To better understand some of the challenges and barriers for female staff, the force has delivered both an annual workforce survey and a dedicate survey focusing on misogyny. In both cases the learning has been delivered to Chief Officers for them to task out actions. Throughout this the key has been involving staff from across the organisation.

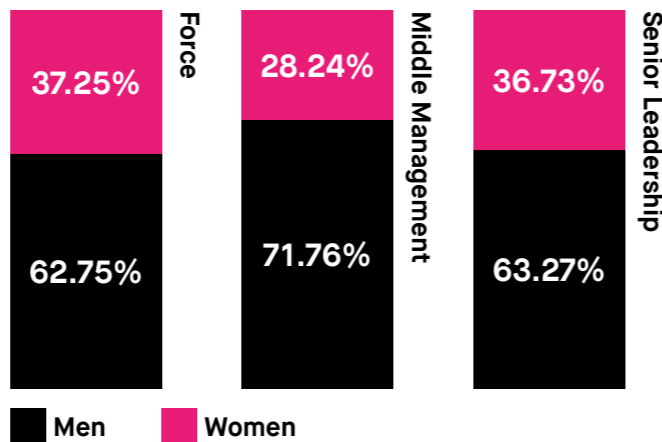
As a result, the force is launching an **"Ignite Your Potential"** development program for female staff. This is delivering an accessible development plan for many who have not considered their progression to this point. This is launched with ten local roadshows to bring the content across the force.

Northumbria Police has completed their Gender Pay Gap Report and associated action plan, combining work with the Disproportionality Framework to better identify areas where progress can be made. This is supported by senior management.

Underpinning all of this work is the aim of a gender balanced workforce of police officers, this is built into the Positive Action Plan 2024-2029. The force is using Positive Action Champions during recruitment events to provide bespoke support to anyone who is considering a career with Northumbria Police. This allows potential applicants to ask questions and discuss any barriers they may have; the PA Champions share their lived experiences which helps to alleviate any anxiety or concerns.

Northumbria Police has launched a Buddy Scheme supporting officers at the initial stages of their career being matched up with a newly qualified and trained mentor. This allows another layer of support for development that also impacts retention.

In 2023 the force has refreshed and refocused all staff networks, including the Northumbria Women's Network. This has given more of a commitment from the force in time allocated to staff working in network roles, increased reach on internal comms and financial support. This was demonstrated by the hugely successful International Women's Day event held.



-9.01%

Difference in Middle Management

-0.51%

Difference in Senior Leadership

Nottinghamshire Police

Good Practice Example



Nottinghamshire Police is committed to co-creating a safe Nottinghamshire for women and girls.

The force has developed the Nottinghamshire Violence Against Women and Girls (VAWG) Strategy 2023 to 2028. Below are details of the internal campaign that has been delivered.

Chief Constable Kate Meynell launched on 13th March 2023 a campaign to **"Call Out Unprofessional Behaviour"**. This internal campaign emphasises a zero-tolerance approach to all forms of unwanted and unprofessional behaviour. The aim of the campaign is to create a culture across the organisation where staff and officers take positive action to challenge behaviours which are harmful to the force's communities and colleagues.

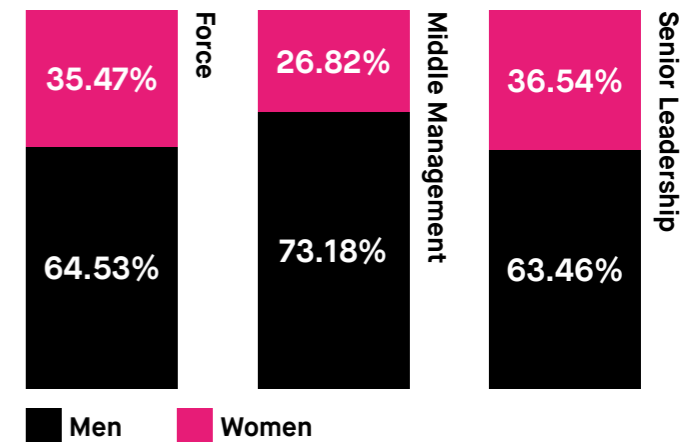
Chief Constable Meynell said **"I want our colleagues within Nottinghamshire Police to be able to come to work and be their true, authentic self and to feel safe and valued. It is particularly important that supervisors address harmful and inappropriate behaviour. As leaders within Nottinghamshire Police colleagues will look to you to see how you react to certain behaviours and if you fail to take appropriate action, it will validate the behaviour in people's eyes."**

To support this campaign, Nottinghamshire Police has developed a video which has been launched to inform and educate all officers and staff on how to challenge inappropriate and unprofessional behaviour in the workplace.

Detective Inspector Claire Gould who has led this work said **"No one should ever feel discriminated against or to be made uncomfortable in their private lives, let alone in their professional working environment. It is essential to drive out these kinds of behaviours and to support our colleagues."**

To support this video, the force partnered with Communities Inc to develop and deliver a bespoke training package called **'Stand By Her'** for all staff. Both elements have received positive feedback and the force continues to embed this across the organisation.

To support this work, the force has refreshed their Sexual Harassment, Bullying, Standards of Behaviour and other forms of Harassment Policy. The aim of this policy is to prevent all forms of harassment or victimisation and provides guidance to resolve any problems should they occur and to avoid reoccurrence.



-8.65%

Difference in Middle Management

1.07%

Difference in Senior Leadership

Police Federation of England and Wales

Good Practice Example



As the representative body of all rank and file officers, the Police Federation of England and Wales has a vital role in improving working environments for all members, particularly those who may be underrepresented. Gender imbalance is an issue that is faced by all 43 forces and the work of the Federation, be it through the Women's Network or Equality leads, the Chair's office or others, is critical in redressing this imbalance.

Sue Honeywill, National Board Wellbeing Lead and Lead for the Women's Network notes, "The work we have been involved in over the past 12 months and more has borne some tangible results that directly address the concerns of female officers. We have for the first time, standard issue, gender specific body armour which, for those on forces that have invested already, means their physical health and comfort has been afforded the same consideration as their male colleagues. Alongside this we have female uniform requirements as standard. Small steps but important to our female members."

Work has continued to advance maternity leave, dependency leave and flexible working options. Statistically, we know that more female officers than male officers leave the force at 11-15 years and 16-20 years of service. This potentially suggests that, when trying to balance family and work, female officers find it better to resign than continue to work in policing.

Improved flexible working options, better maternity leave, and holding forces to account over dependency leave can go some way to ensuring experienced officers are retained rather than needlessly lose them.

Sue comments, "All of the above may seem like small insignificant steps, but these combine to demonstrate that the requirements of female officers are being considered in ways that they had previously not. It's important for our female members to feel as valued as their male colleagues."

Critical work is ongoing, indeed, sadly increasing, as we continue to hold Chief Constables to account for the discrimination that is taking place. The Federation are representing and funding claimants as they seek to prosecute the sexism and misogyny that still exists. To support this, the Equality Lead spearheaded the creation of a toolkit for Fed Reps on sexual harassment at work, so they can successfully support members to bring these claims.

Police Scotland

Good Practice Example



To ensure the toolkit worked in practice and achieved the aims and objectives that had been set out, a proof of concept was carried out with colleagues in Armed Policing. The format included an Inclusion Moment, which is a tool to get people talking and listening to one another and the topic related to barriers for women in the workplace, which led to discussion around the importance of the male voice in gender equality. The session involved working intuitively through each stage of the toolkit selecting appropriate visual materials, with a key focus on how the attendees could participate and feel confident to challenge inappropriate behaviours. The outcome was successful as it generated discussion with attendees sharing their own experiences, asking questions to better understand and reflection after the event, which resulted in a number of individuals contacting the facilitators to learn about how they could become Ambassadors.

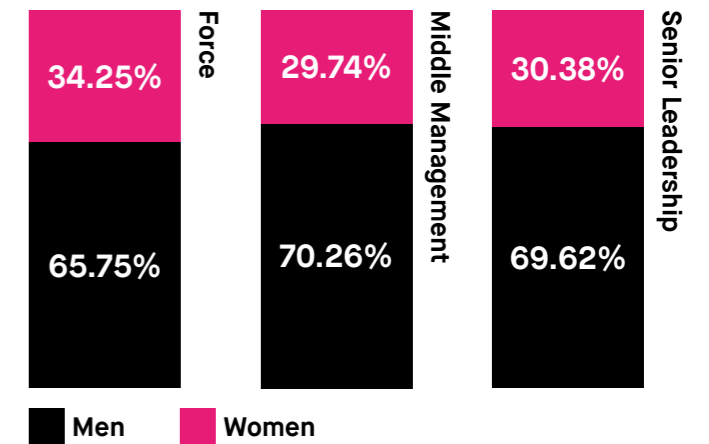
The next steps for HeForShe in Police Scotland are two workshops taking place during October and November 2023 for those who are interested in becoming a HeForShe Ambassador.

A small team in collaboration with the Scottish Women's Development Forum (SWDF) developed and refreshed the Police Scotland HeForShe intranet site to incorporate a HeForShe Gender Equality toolkit. The toolkit was launched in September 2023, alongside the Police Scotland HeForShe Ambassador Network.

This first phase of the toolkit explores barriers, stereotypes and perceptions around gender equality, with the aim of generating discussion and encouraging allyship. The toolkit focuses on a "What you can do" section, offering a range of tools to raise awareness and provoke thinking. A variety of excellent resources were already available across Police Scotland and the toolkit was designed to signpost and utilise tools already in place. The focus being firmly on how to recognise the impact of gender equality across everything that Police Scotland do and linking to the force values and code of ethics.

As part of the toolkit, a video was created by the HeForShe Tactical Lead to encourage people to learn more about the HeForShe initiative and encouraging colleagues to become HeForShe Ambassadors.

The toolkit content was designed to complement the activities and outcomes outlined within the Police Scotland Sex Equality and Tackling Misogyny Group and the Police Scotland 'Policing Together' Strategy and will continue to evolve.



-4.51%
Difference in Middle Management

-3.87%
Difference in Senior Leadership

Police Service of Northern Ireland

Good Practice Example



At the end of September 2022, the Police Service of Northern Ireland launched their Tackling Violence against Women and Girls (VAWG) Action Plan.

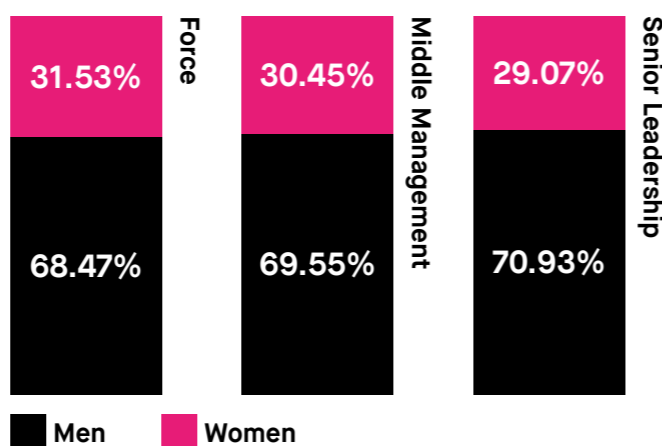
On International Women's Day 2023, the PSNI published updates on the actions within their targeted plan and reaffirmed its commitment to building trust and confidence, relentlessly pursuing perpetrators and making all spaces safer for women and girls.

Chief Superintendent Davy Beck, Safer Spaces VAWG Lead, said, "Officers and staff across the organisation have worked incredibly hard over the last six months embedding the VAWG Action Plan into business as usual and making significant progress".

Progress includes:

- Policing streets differently - tracking reports of crimes against women and girls and targeting neighbourhood policing resources to these locations.
- Taking a zero-tolerance approach to offending - prioritising action in respect of those wanted for violence, intimidation or abuse against women and girls using existing and new legislation available to bring offenders to justice.
- Working in partnership to design out crime - 12 District Crime Prevention Officers (CPOs) and 3 Service Designing out Crime Officers (DOCs) liaise with local businesses, event planners, architects and developers to reduce opportunities for crime, including violence against women and girls, and anti-social behaviour.
- Making the night-time economy even safer - joining together with licensed venues and security staff across Northern Ireland to help keep people safe while enjoying a night out.

- Listening to the voices of PSNI police officers and staff - taking positive action in response to any concerns raised about inappropriate behaviours in the workplace.
- Ensuring officers and staff are robustly trained - working with local community groups and support services over the last year to develop specialist training packages with the voices of women and girls and their experiences at the forefront.
- Measuring performance - in relation to crimes of violence against women and girls, via a dedicated dashboard.
- Listening to victims and building trust - listening to victims more and more about their experiences with reporting and the criminal justice system.



-1.08%
Difference in Middle Management

-2.46%
Difference in Senior Leadership

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 (NEC), 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' policing services. One of these seats is reserved for a lead representing gender issues. The reserved representatives add huge value to the work of the Association and support work to influence the national agenda around diversity and inclusion, with specific focus around intersectionality.

To better understand the challenges and issues facing members, the PSA recently held 'listening circles' for female members, to enable them to give their feedback and insight on matters affecting them at work, linked to gender.

Hosted by the Vice President and the NEC lead for gender, the online sessions were an open and inclusive space in which to share experiences and best practice. The key themes from the session were used to create an action plan, which the Association will use to inform positive influence across the service. Examples include acting as a critical friend to the College of Policing as it seeks to further develop its senior promotion processes to ensure that they are inclusive and accessible to all and creating flexible working groups to understand the policies in place across the service, and how these can be improved.



The Vice President also continues to work with the National Police Chiefs' Council Lead for tackling Violence against Women and Girls (VAWG), to ensure that the lived experiences of senior leaders are understood.

South Wales Police

Good Practice Example



SOUTH WALES
POLICE
HEDDLU
DE CYMRU



The 'Inspire Conference', an initiative by the 'Maximising Potential' team with support from HeForShe, was conceived to recognise and nurture the immense talent within the force.

Aimed at inspiring and motivating women to pursue their ambitions, the conference sought to:

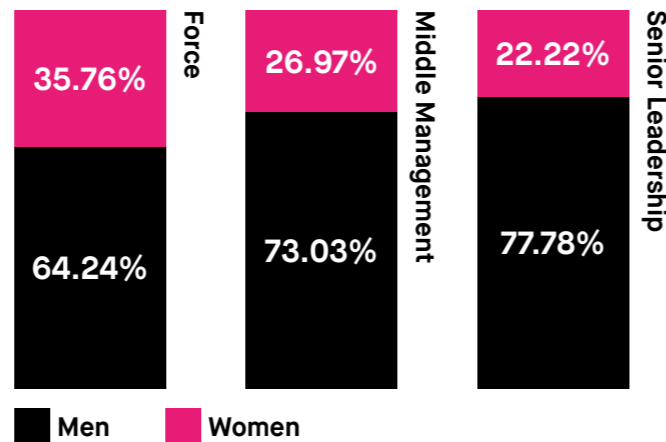
- Engage employees in the Gender Equality Network and avail the support mechanisms within South Wales Police.
- Highlight paths for both linear and lateral development by featuring inspirational force members.
- Encourage employees to pursue mentorship and coaching.
- Empower individuals to take charge of their career growth, emphasising the importance of seeking opportunities and networking.

The conference hosted a diverse array of speakers, both internal and external, representing various ranks and roles. They shared their experiences with an enthusiastic audience. Notably, the HeForShe force lead detailed the support individuals can expect from HeForShe Allies. The event also emphasised the networking roles of GEN and HeForShe, vital for mutual encouragement and attaining development goals.

Attendees praised the event: "An outstanding and enlightening day. The real-life experiences shared by officers were particularly impactful". Others expressed how it spurred their aspirations: "It's prompted me to explore advancement within my department". One feedback read, "The conference was captivating from start to finish—both light-hearted and motivational!".

Post-conference, an online interactive notice board, PADLET, was set up to allow continued sharing of inspirational stories.

Buoyed by the event's success, a follow-up conference titled 'Breaking Down Barriers to Obtaining My Pips' is slated for October 17th. Targeted at Sergeants and Inspectors hesitant about seeking promotions despite their qualifications, this session aims to address the underrepresentation in senior ranks, resonating with HeForShe's objective.



-8.79%
Difference in Middle Management

-13.53%
Difference in Senior Leadership

South Yorkshire Police

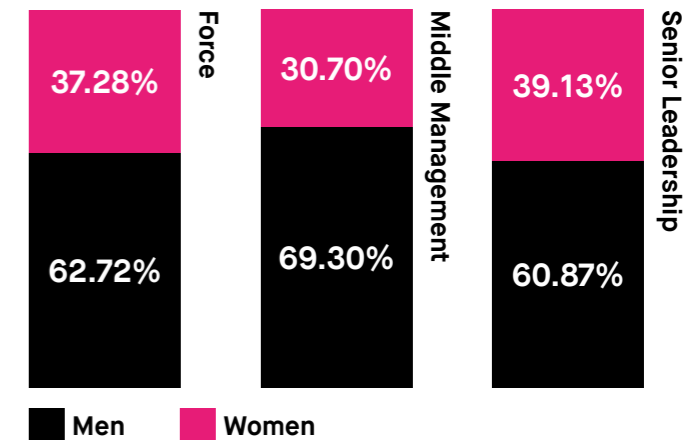
Good Practice Example



South Yorkshire Police has taken steps to support those experiencing the menopause through the relaunch of a Menopause Action Group.

Some of the steps that the group have taken are:

- Addressing issues with the fit of police uniform, particularly when experiencing hormonal changes/menopause/peri-menopause symptoms, by making the process of ordering cotton items easier.
- Providing small desk fans for warmer weather.
- Writing a menopause policy for the organisation (currently awaiting approval).
- Hosting menopause awareness roadshow type events in different force buildings to provide access to information that could help people with their wellbeing both at work and at home.
- Provision of discrete "period packs" for anyone who is 'caught short'.
- Providing and participating in support events for those hormonal changes/menopause/peri-menopause symptoms (female only sessions).
- Supporting educational events for males to raise awareness of the menopause so that men are better equipped to support their colleagues and family members etc.
- Working with the Women's Network and Men's Forum to promote all of the above to a new audience.
- Organising a High Tea event for October 2023 to provide awareness of the menopause and an opportunity to socialise with other attendees.



-6.58%
Difference in Middle Management

1.86%
Difference in Senior Leadership

Staffordshire Police

Good Practice Example



Staffordshire Police has continued to focus on 7 themes that will help to raise awareness and address underrepresentation and gender inequality within policing and the communities of Staffordshire.

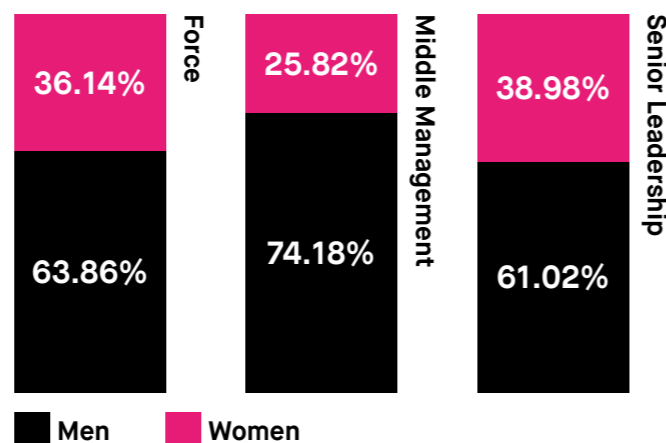
The 7-step plan commenced with a focus on:

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

Staffordshire Police, working closely with force advocates and allies, helped to raise more awareness on women's health within the workplace.

- Continue to review existing policies, guidance and processes to ensure that women's health conditions are considered.
- **Flexible working** – Day 1 right and no limit on number of requests that can be made in a 12-month period.
- **Fostering Friendly Employer** – The first force in the county to achieve this accreditation in support of all genders who wish to foster or become kinship carers.
- **Baby Loss Policy** – brand new policy which has been formally agreed with the Union and Staff Associations and will be discussed with Staff Support Networks. This provides enhanced support (2 weeks paid leave) for colleagues who suffer baby loss.

- **Disability Leave** – Paid time off for those with Equality Act considerations to attend appointments in support of their health and wellbeing.
- **Menopause and the RAP** – a tool used to support women who may need adjustments if they are experiencing menopause symptoms without the need to label them as 'restricted'.
- Train and educate line managers in the different types and impact of health conditions, barriers and blockages that women face to enable them to have supportive conversations and ensure women can discuss symptoms/concerns.
- Develop strategies to help address the gender pay gap. Where gaps have been identified, introduce a clear action plan to redress the balance.
- Continue to provide healthcare information covering women's health issues and the treatments available and remind women of support available.
- Continue to work with staff support networks and associations/unions to ensure information is being shared and consultation takes place so that the voice of employees is being heard.



-10.32% Difference in Middle Management
2.84% Difference in Senior Leadership

Suffolk Constabulary

Good Practice Example



2022 - 2023 has seen Suffolk Constabulary expand their HeForShe cohort with 15 additional allies being identified across all directorates.

The new cohort met for the first time in late 2022 with allies aligning themselves to various work streams, such as maternity and infertility support groups. In addition to this, Suffolk Constabulary undertook a process of reverse mentoring to try and achieve the following:

1. Identify 30+ real life experiences (anonymised) to reflect upon and assist the organisation with informing the next steps.
2. Raise awareness of the 'HeForShe' initiative within Suffolk Constabulary.
3. Raise collective awareness of the real-life issues that currently exist and allow these to be shared with peers.

The reverse mentoring sessions were conducted between October 2022 - January 2023. In January 2023, a meeting was held to discuss findings. Allies described the sessions they attended, their experiences of the reverse mentoring process, and the details of the content explored. All the sessions remained anonymous.

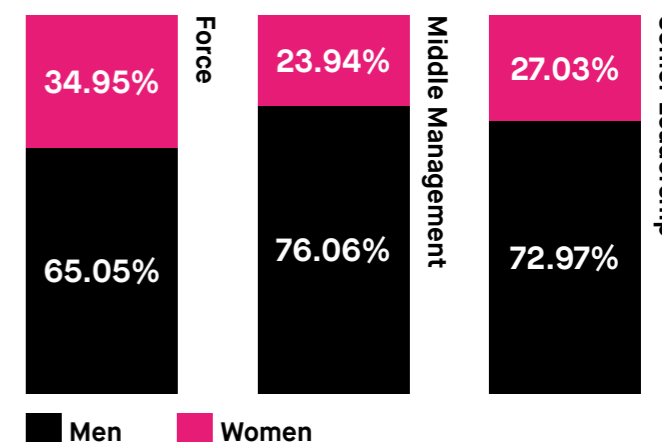
Suffolk Constabulary allies found the reverse mentoring sessions both informative and enlightening, highlighting issues they were previously unsighted upon. There was a consistent feeling that the participants were either cynical or suspicious regarding why they were being conducted, especially amongst longer serving members, who presumed they were a means to an end for a promotion process etc. It was generally felt that after reassurances were given the attendees response changed to being happy, pleasantly surprised, and engaged with the process.



Suffolk Constabulary identified a few 'quick wins' that were rectified straight away as well eight commonly emerging themes that were shared with the SAWP (Suffolk Association for Women in Policing) in the context of planning what the 'next steps' might look like.

In April 2023, Detective Inspectors' Pollikett and Smy attended the national HeForShe event where they engaged in networking and forging excellent relationships. The pair also had a de-brief to the relevant leads about the event upon their return to force.

In recent weeks, Suffolk Constabulary undertook an internal survey to understand how the HeForShe movement was being interpreted. Responses are being utilised to help plan the year ahead.



-11.01% Difference in Middle Management
-7.92% Difference in Senior Leadership

Surrey Police

Good Practice Example



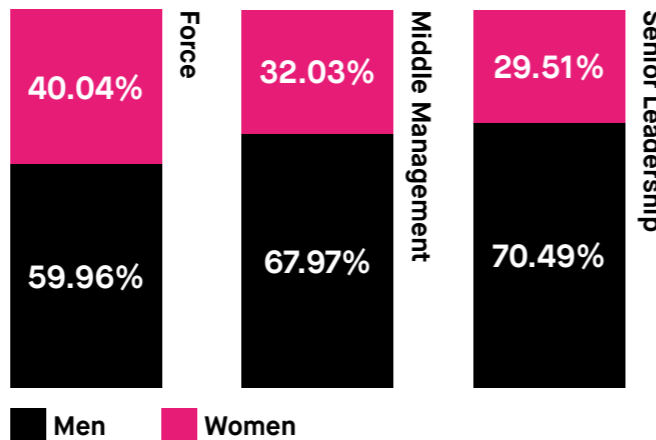
Surrey Police has worked to improve support to increase representation of women in middle management positions (Sergeant and Inspector). Surrey Police has established an ally network across the force to support women within the organisation.

Surrey Police undertake annual appraisals to identify those deemed 'ready now' for promotion by their line managers to be put forward for promotion processes and other development. These appraisals are moderated by command leadership teams. This can result in unconscious bias influencing decisions.

An opportunity was identified to involve HeForShe Allies during annual appraisal moderations to join in discussions, challenge and question moderators where they may identify disadvantage as a result of gender.

This has resulted in conversations generated relating to those women working reduced hours potentially being underrated during moderation and a previous appraisal rating being maintained, rather than downgraded, where an officer who was on maternity leave had recently returned to the workplace.

A HeForShe ally representative is now invited to each moderation, a minimum of one rank above those being moderated.



Sussex Police

Good Practice Example



Ops Command Firearms Mentoring Programme

Gender equality in terms of representation in policing is improving, however there continue to be certain ranks, specifically Sergeant and Inspector level, along with specialist departments and roles where there is still significant underrepresentation.

To address this issue with the ambition of increasing female officers within the Tactical Firearms Unit, Sussex have introduced a mentoring scheme for female officers who are keen to pursue a career in firearms.

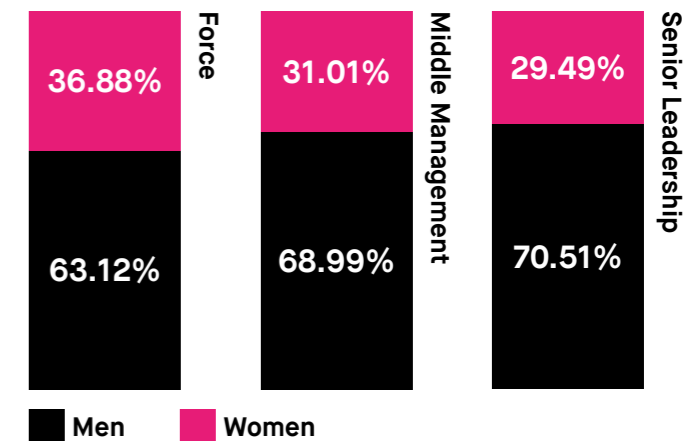
The scheme is being run by two Sergeants and goes above and beyond what has been tried before to provide tailored support for individuals and utilise officers within the department to act as mentors.

The programme includes:

- Advertisement with an automatic response asking what the individual needs were for each mentee.
- 24 TFU officers who are all mentors spread across bases and sections.
- Mentees allocated to mentors based on needs and this being shared.
- Ongoing one to one support for mentees through mentors.
- Attachments to firearms training – observing training so they get a real feel for the job requirements. This manages force funding securing the most dedicated candidates.

- Attachment to Gatwick Airport paired with suitable Armed Response Vehicle (ARV) for additional learning.
- Surrey Day – shoot, weapons handling, National Decision Model (NDM) input, scenario training with NDM de-brief to help prepare for assessment, presentations, and bleep test prep.
- Mentors supporting mentees on applications.
- Application assistance programme implemented. New package delivered on what constitutes a good application.
- Positive Action vs Positive Discrimination management.
- Looking at different weapon systems.
- Looking to secure appropriate vests in preparation for firearms course.
- Mentor training needs identified, and package put together.
- Ongoing support as now working towards assessment days.

The programme is still developing but the early results are incredibly positive and subject to review and evaluation. This provides a great opportunity for wider roll-out within Ops Command for other specialist units were under representation is significant.



Thames Valley Police

Good Practice Example



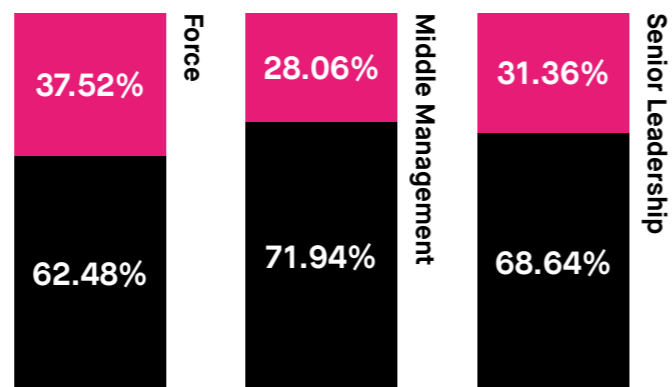
During the course of 2023, there have been three key developments for HeForShe in Thames Valley Police: the delivery of gender equality training within command training; the development and roll out of Healthy Team Culture training to all supervisors; and the embedding of HeForShe within the Men's Forum.

HeForShe formed a central part of the gender equality training delivered as part of Firearms Command Training. This enabled key awareness raising and information about gender equality delivered to everyone in the firearms command structure, from Assistant Chief Constables through to Firearms Sergeants, Operational Firearms Commanders and Firearms Tactical Advisors with over 60 officers trained in total.

The content included an explanation of what HeForShe is, what it stands for, what gender equality means, how it relates to equity, and why it brings benefits to the organisation. Because of the training, several senior officers signed up to support HeForShe, including ACCs and a number of senior firearms officers, raising the awareness and profile of the movement within the force.

This enabled and helped to inform Healthy Team Culture training that is now being rolled out to all supervisors across Thames Valley Police. This training aims to give leaders an awareness of how to build positive team cultures that create an environment of inclusion and a sense of psychological safety and belonging. 20 of the HeForShe champions have volunteered to be involved in the delivery of the programme following the initial pilot sessions.

Finally, HeForShe has joined with the Men's Forum to lead on advocacy for gender equality from within the staff support network. Two HeForShe champions are on the committee for the Men's Forum, and this has provided access to funding and support for HeForShe activities that were previously unavailable. This is a positive step to ensure the longevity and impact of the HeForShe movement within Thames Valley Police.



Men Women

-9.46%

Difference in Middle Management

-6.17%

Difference in Senior Leadership

Warwickshire Police

Good Practice Example



Women of Warwickshire (WOW) was launched in October 2019. WOW's focus is to support women in all roles across the policing family and is going from strength to strength.

The aims of the network are:

1. Provide a support network.
2. To facilitate women to fulfil their full potential.
3. Work with others to progress diversity issues.

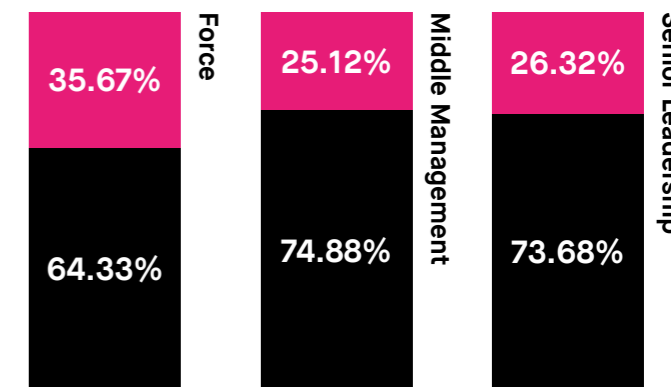
MENOPAUSE AND PERI-MENOPAUSE ACTION GROUP

This year, WOW has launched the 'Menopause and Peri-Menopause Action Group', to support women across the policing family dealing with the peri-menopause and menopause. The aim is to break down the stigma often associated with menopause, help shape policies and procedures and promote available help and guidance. The action group is accompanied by a menopause support 'Teams' channel for any member of the organisation to ask questions or seek support and guidance. In line with National Menopause Awareness Day on Wednesday 18th October 2023, WOW are planning an entire awareness week, promoting awareness by intranet articles, podcasts, drop in sessions and physical training sessions.

MEN'S WELLBEING NETWORK

This year, Warwickshire Police launched a Men's Wellbeing Network, chaired by Superintendent Steve Beard who is a member of the national Men's Health Network and also the HeForShe Tactical Lead. Steve will use the Men's Network to promote the HeForShe movement and gender equality.

The aim of the Men's Network, working with other support networks, is to promote both men's physical and importantly mental health, supporting and sign posting colleagues, sharing and learning from personal experiences and encouraging an environment where everyone is treated with dignity and respect.



Men Women

-10.55%

Difference in Middle Management

-9.35%

Difference in Senior Leadership

West Mercia Police

Good Practice Example



West Mercia Police has grown the number of HeForShe Allies across the force, from a handful to over 100. Allies have made a personal pledge which have been published on the force's intranet page.

HeForShe is led by the Deputy Chief Constable of West Mercia and a Superintendent, organised as a Gold Group. The group has three priorities:

1. Tackling sexism and misogyny
2. Health issues
3. Representation including flexible working arrangements

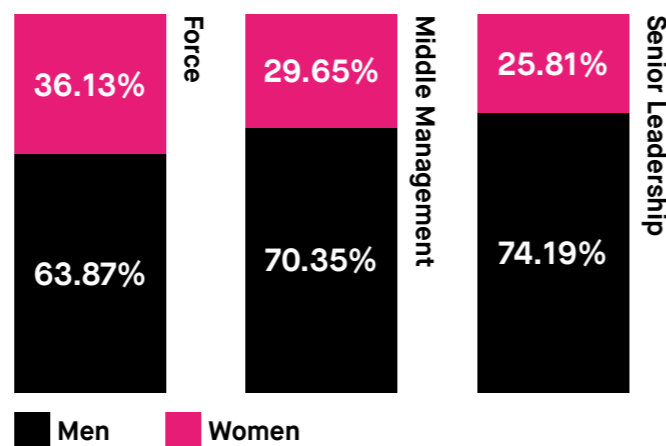
With the progress of these priorities governed against an action plan.

Tackling sexism and misogyny has been a key pillar of activity. HeForShe Allies working alongside the Women of West Mercia (WOW) produced an emotive and thought-provoking video using content that has been witnessed in force previously. Members of staff were filmed reading content and shared personal experiences. The film was shown at an internal event on International Women's Day and subsequently shared across West Mercia.

West Mercia Police has recently commenced a series of 'Let's talk Gender Equality' sessions, sharing a toolkit for supervisors to introduce and manage topics that can be seen as difficult. This was reinforced by a series of supervisor briefings arranged by HeForShe Allies. West Mercia worked with Power of the Parent delivering a series of workshops for parents who were returning to work from long term parental leave, including maternity, adoption, shared parental or surrogacy leave, and for line managers seeking guidance on how to support their team members back to work.

After attending the events individuals said they felt much more confident about returning and empowered to embrace their return and put positive and supportive plans in place for themselves to ease the transition back into the working environment. Line managers feedback indicated that the workshops were very informative and highlighted the tools available to ensure they are providing the best support and care to teams during big life moments, such as maternity leave.

In July, the latest HeForShe event was held in force that included inputs from the national team, domestic abuse survivors and Poppy Murray who introduced the BE LADS campaign to the force.



West Midlands Police

Good Practice Example



West Midlands Police recognised that their data sharing rates for gender identity were low as this was a new category that had previously not been available on their systems.

Having consulted with colleagues, the force understood that the task of asking colleagues to share this data may be difficult due to a lack of understanding of the new category and trust and confidence levels in how this data would be used.

By working with the force's communications team, colleagues have been helped to understand the importance of sharing this data with the force. Covering how and when this data will be used and the benefit this will have to the force as a whole and for individuals.

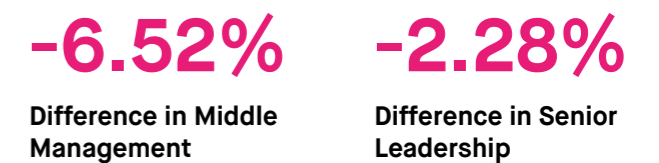
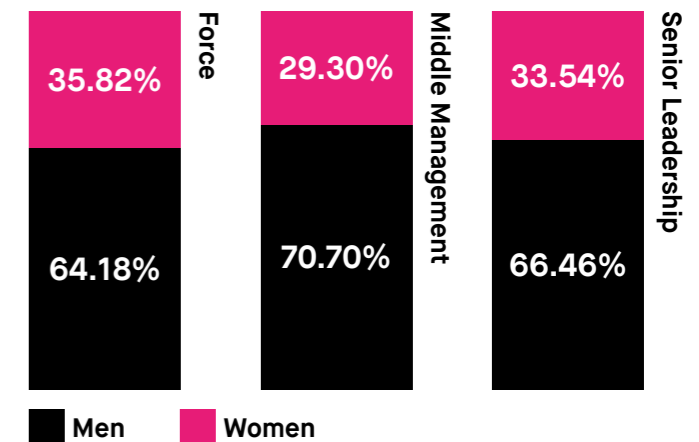
Communications covered areas such as ensuring the force can understand the makeup of the workforce, which groups are underrepresented and whether all groups' needs are being met. Enabling the force to identify areas where improvement is needed, for example more women in senior roles.

Colleagues were reassured that the data they shared is confidential, with the data only being used for specific purposes. Furthermore, the data collected is sanitised to show only the percentage of that group in the force.

Explaining clearly that the new category of 'gender identity' related to asking for a person's innate sense of their own gender, whether male, female or something else which may or may not correspond to the sex assigned at birth.

A person's gender identity may not sit comfortably with 'man' or 'woman'. Non-binary identities are varied and can include people who identify with some aspects of binary identities, while others reject them entirely.

West Midlands Police has made great strides in this area with 47% of the force having completed this task equating to 5,500 colleagues who have shared their data with the force.



West Yorkshire Police

Good Practice Example



West Yorkshire Police's staff networks conduct regular feedback sessions and listening circles that allow staff to feedback their thoughts and experiences of policies, processes and working practices.

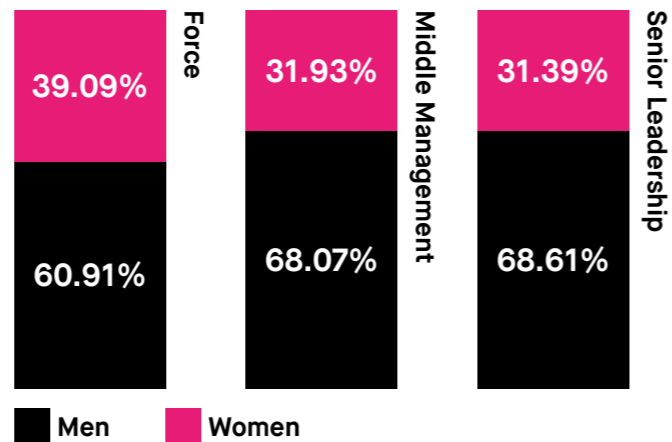
As a result of these it was identified that an additional approach to the training provided could include a gender specific stream which would allow female identifying members of the workforce to bring their full selves into the training environment.

Specialist Operations at West Yorkshire Police are now providing female awareness sessions for Method of Entry (MOE) training. West Yorkshire Police have worked extremely hard to promote gender specialism courses, supporting inclusivity across the force. Method of Entry capability is essential to ensure officers meet the objectives of the Chief Constable's Policing Strategy to be **"Safe, Just and Inclusive"** and in providing reassurance to the public.

The purpose of the awareness sessions are to afford female officers the confidence to perform a skill that has historically been undertaken by male officers. To dispel any myths or misconceptions of Method of Entry training and communicate what the course entails. To encourage female officers to have confidence to perform Method of Entry operationally with an understanding of the assessment criteria and the pass/fail elements of the course (Manual Handling, Fitness Test and Enforcer Assessment – Top, Middle, Bottom lock).

Specialist Operations Training support the force drive for greater diversity and inclusiveness by providing opportunities for female officers interested in attending Method of Entry training and those already trained to attend specific exercise/fitness sessions targeted at the safe handling and lifting of Method of Entry equipment. Bespoke fitness sessions are provided to those aspiring to be or who are trained in Method of Entry to improve fitness and ability to apply of Method of Entry techniques and are delivered by the force Physical Training Instructor.

There has been an increase of female officers trained in Method of Entry across the Force.



-7.16%

Difference in Middle Management

-7.70%

Difference in Senior Leadership

Wiltshire Police

Good Practice Example



Wiltshire Police has a thriving Staff Support Network dedicated to promoting and empowering women in policing. The Connect network was launched on International Women's Day 2021 and currently has over 200 members (which equates to nearly 9% of the workforce).

It was formed to help increase female representation within higher ranks and roles by increasing members' confidence and encouraging women to realise their potential by putting themselves forward for more opportunities.

The force lead for Connect is Assistant Chief Constable Deborah Smith and the network is chaired by Superintendent Liz Coles. Connect has five members in their executive committee, including two Male Engagement Officers who openly support gender equality and the equal treatment of everyone.

As the network's main aim is to inspire, they run monthly **'Connections'** talks with inspirational women from different walks of life. Guest speakers have included female Chief Constables (both past and present), a retired international rugby player and the mum of a PC who tragically died on duty in 2010.

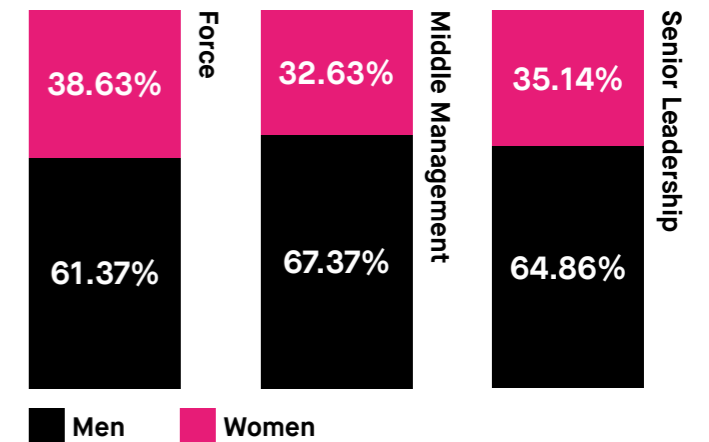
In addition, more than 70 members of the network have been supported by an external training provider aimed at tackling imposter syndrome and realising their full potential.

Connect are currently working with other Staff Support Networks and the Positive Action Team to provide webinars for those who are interested in promotion with the aim of encouraging people from underrepresented groups to put themselves forward for opportunities.

In addition, they supported members going through promotion processes in 2022 where seven out of the eight women taking their Sergeants exam passed and five out of the six female officers who applied to become Chief Inspectors were successful.

Connect's internal SharePoint site has proved to be highly popular with over 1,500 views. It is regularly updated with current news, personal blogs and advertises Connect events.

Overall, due to the dedication of the network, female representation within Wiltshire Police has increased.



-6.00%

Difference in Middle Management

-3.49%

Difference in Senior Leadership

Acknowledgements

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

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In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality

www.heforshe.org