

## **Police and Crime Committee**

**22 July 2014**

### **Item 5: The Diversity of the Metropolitan Police Service Frontline**

**Joanne McCartney AM (Chair):** Now we welcome to our meeting our guests today. I am going from my left to right. We have Clare Davies, Deputy Director of Human Resources at the Metropolitan Police Service (MPS); Rebecca Lawrence, Director of Strategy at the Mayor's Office for Policing and Crime (MOPAC); Chief Superintendent Joanna Young of the MPS; Detective Chief Inspector Shabnam Chaudhri of the MPS; and Chief Inspector Claire Clark of the MPS. Can I just thank you all for coming today.

This is a piece of work we are doing looking at diversity in the MPS. At our last meeting we looked at black and minority ethnic (BAME) officers, so we are very pleased that this meeting is dedicated to women in the MPS. I am going to start the questions off with some broad questions.

I am going to start, Clare, if I may, as the Deputy Director of Human Resources at the MPS. We heard at the last meeting about the new recruitment campaign to recruit new officers and we heard about some of the work that was targeted towards BAME officers. Does the MPS have a programme or policy of doing specific targeting to women?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes, absolutely. We have a shared ambition with MOPAC about having a workforce that looks and feels like London. If you think about the female population in London, it is 51%, so it is a really big ambition for us to try to get our workforce of females up to a level that is near that. As you said, when we were here last time, we talked about issues around BAME recruits, it is interesting and when we need to talk about women, we need to think about it as not just one group. Actually, with the complexity in terms of women, particularly between BAME and non-BAME, we are seeing different activities and behaviours as a result of that.

If I could just talk a little bit about what we have been doing with women, last year we opened up for external recruitment for the first time in five years in August. We had a big external recruitment campaign. Just to illustrate what we managed to achieve through that, 29% of the candidates from that campaign translated into hires; so we recruited a number of women from that campaign, 692 in total. That was a good result but, clearly, there is more to do.

The challenge for us, candidly, is around BAME females. Of the 692 women recruited, only 4% were BAME females. Last year we did some Mediacom research, which started in November and was to help us understand what drives both minority groups in terms of BAME and females to

join the MPS or otherwise, our interesting learning particularly around gender is about the confidence of women: in terms of their capability to be police officers; the work-life balance in terms of whether we can give a career that enables people at certain points in their career to make choices around their family; and - again, we talked about some of this last time - the Certificate of Knowledge in Policing and the study commitment of 300 hours. What it also taught us is that actually people have different value sets in terms of joining and we saw a more prevalent trend towards women, which was about wanting to be community champions. With men, you tended to see more of a competitive edge and men looking for a rank structure, whereas women, as I said, were far more values-driven towards being community ambassadors.

What we have done since the campaign is we have started to change the way that we market the role. What we do recognise is that when you look at those people who are open to becoming police officers, so people actively considering the MPS, in terms of rank order it is white men, white females and then Asian males. In terms of white females, we have a good number of women and, if we can start to resolve the issues around things like work-life balance and around giving them the confidence that they would have the capability to make great police officers, we can actually start to translate those into hires.

Where we are more challenged is that we are seeing far fewer BAME women who are open to being police officers. Some of the activities we are doing there are getting into a community ambassador scheme. You may be aware that we have Sonia Brown [Member, MOPAC Diversity Taskforce], who is one of the MOPAC advisers working with us. That is about getting into communities and starting to change and win hearts and minds and to say that actually a career in policing is a really great opportunity for all.

In the short term, last year we did a lot of targeted advertising. We deliberately placed our media in places that women would see. It was about certain radio stations, certain internet sites and certain media that we are using, so we have done that since August. What we have done in the last couple of months is to reshape our marketing campaign and to really play to those values, so we are talking more about the role in the community and using female role models who are already working within the MPS to talk about their careers. We are shaping that up as part of our offer and tackling some of the perceptions particularly around the physical demands of the job, officer safety and work-life balance. We think that is the best way to bring some of these things to life.

**Joanne McCartney AM (Chair):** Can I just ask regarding BME women? We heard last time that trust and confidence is a big issue. We heard from your own research that while 50% of white candidates potentially would consider a role in the police service, 83% of BAME would not. Is there anything extra with regard to BAME women that make them reluctant to join the police, other than those reasons we were given last time?

**Clare Davies (Deputy Director of Human Resources, MPS):** They are the reasons that we talked about last time, so absolutely, confidence is really important. There was no difference in terms of gender in relation to that, but we did see it in terms of the BAME and non-BAME communities. However, if you layer on that challenge around confidence with the specifics of

the role that women in particular are more concerned about, it does make it a more complex and challenging environment in which we are recruiting.

**Joanne McCartney AM (Chair):** We also heard last time that the breakdown of recruits from London and outside London was very different. Were those reflected in women as a proportion as well, or were there differences?

**Clare Davies (Deputy Director of Human Resources, MPS):** Not as much, but when we go to a London residency criteria, as we are moving to, then you would naturally be tightening your pool to London, which, as I said, was 51%. We hope there is a natural consequence about getting a wider workforce that is more capable and representative.

**Joanne McCartney AM (Chair):** Would you after the meeting perhaps give us those breakdowns of outside and London with regard not just to BAME but women as well?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes, of course.

**Joanne McCartney AM (Chair):** Can I also ask about your community champions? When we were talking last time, all the MPS officers around the table saw that as being an officer's role to do; but I actually put a question to the Mayor. He said it is not for a police officer to do, it is a member of the community who will be chosen. Last time, we were asking questions and getting answers that were not quite right. I do not know whether Rebecca [Lawrence] or Clare can clarify that for us?

**Clare Davies (Deputy Director of Human Resources, MPS):** Basically, the community ambassador scheme is both, in effect. What we recognise is that actually the MPS talking about the MPS is not always the best way to recruit. Actually getting members of the community who will have access to networks that we may or may not have is a very, very powerful way. I describe them as 'head-hunters', in effect. They are using their networks to identify people who may make really great police officers and then talking to them about the career. Once we have that entry point, I would see our officers working alongside the community ambassadors themselves.

If you look at the work that Sonia [Brown, Member, MOPAC Diversity Taskforce] is doing at the moment, we have identified our top 11 most diverse boroughs, and Sonia is working with the borough commanders at those 11 locations to develop what their engagement plan for recruitment will look like. I very, very much see that we will have officers working alongside those community ambassadors once they have those relationships in place, because sometimes actually the best person to talk to about a career in policing is a police officer; but also, when you are trying to deal with some of the complex issues about confidence, the community ambassadors and those champions can approach it in a different way.

**Joanne McCartney AM (Chair):** How are you going to select those community ambassadors?

**Clare Davies (Deputy Director of Human Resources, MPS):** That is what Sonia is working up at the moment. We have described what we think makes a great community ambassador. It

is about the networks. It is about their behaviours in terms of their communication skills and their knowledge of London. We will develop their understanding of policing as well. Her work at the moment with those borough commanders is talking about, "Who are our community influencers at the moment? Would they, with some upskilling, be able to talk about recruitment?" Then we will look at how we select them. However, it is a volunteers' network, in effect, and we just need to be confident that they have those networks and that they can talk well about the MPS.

**Joanne McCartney AM (Chair):** The other concern that was expressed last time was that police officers who are involved in this, and want to do this and go out, actually often have to do it in their own time. Is that something you are going to look at again?

**Clare Davies (Deputy Director of Human Resources, MPS):** The MPS invests quite a substantial amount of money in the staff associations and we are making a big investment there. There are times - and I know Robin [Wilkinson, Director of Human Resources, MPS] described this to you last time - that we do want a vibrant voluntary network of people within the organisation who are prepared to do this. In the main, we are able to allow officers work time to do this. We are, again, working with those 11 boroughs that are particularly committed about being more flexible in how they use their officers. I hope it is the exception rather than the rule that anybody is doing it in their own time.

**Joanne McCartney AM (Chair):** I have just a few more questions and then I will open it up to the others. We know that a lot of police community support officers (PCSOs) went on to become police officers and that those PCSOs were very diverse, both BAME and also women as well who could test out whether they wanted a career in the police and then join. With that way in drying up to a great extent, is it going to cause difficulties, do you think? Do you foresee problems with that?

**Clare Davies (Deputy Director of Human Resources, MPS):** It is not drying up. We definitely have some of our internal pathways into the MPS. We value our PCSOs and the Special Constabulary as well. We see that as a pathway into the MPS.

Our challenge, Joanne, at the moment is that because we have gone for such high numbers over the last year, all of those people who were ready to be police officers and had had a taste of the career either as a volunteer or a PCSO, were ready to join. What we have to do now is to start working with those two groups to think about those who are ready in the future to become police officers because, as you rightly said, they are far more diverse. However, we also need to be realistic that it is a very different offer from a PCSO or a Special. Whether or not we can convert all of those into police officers is a question for me. We have some learning in terms of that. We are managing to attract quite diverse groups for our volunteers, Specials and PCSOs. How do we take the learning from that into how they can become constables?

**Joanne McCartney AM (Chair):** If you go back a couple or three years, those two were the only routes into the police. That is not the case now and there is not the need to become a PCSO or a Special to get into the MPS. That is why I asked the question about that.

We talked last week about, if you do get new recruits, whether the way you deploy them initially actually enables them to feel comfortable. We were told that perhaps with BAME recruits, rather than posting them everywhere, you might have a few going in together so that they are with people they know and feel comfortable. Is that something you are thinking about with women, or is that something you do with women?

**Clare Davies (Deputy Director of Human Resources, MPS):** All of our new recruits are deploying into borough policing roles and they are out within Territorial Policing in neighbourhoods. We have 39 female officers at chief inspector or above and, therefore, we have nine of our borough command units with no senior female representation. As part of our deployment policy now at a senior level, we do consider both BAME and gender representation. We are trying to create those visible role models for new police officers coming in. Having said that, when you look at the numbers of women in Territorial Policing at the constable and sergeant levels, it is a far more rich population. Again, going into those areas of business, they are seeing other women in those roles.

To strengthen that, we are conscious that we have a huge amount of work going on in recruitment and what we want to do is ensure that as people join the MPS, they understand the support mechanisms and networks that are available to them. We have changed our induction approach now to talk far earlier with both BAME and female officers about some of the staff associations that are in there, the careers for them in the future and the networking and support that is available to them; prior to them being deployed into boroughs.

**Joanne McCartney AM (Chair):** Thank you. I am going to go to Chief Superintendent Joanna Young next. This is purely about recruitment and wanting to come into the police. We have questions on retention and shift patterns and so forth a little later on. Given what you have heard, are you satisfied with that approach, or do you think there is something that you would like to see changed?

**Chief Superintendent Joanna Young (MPS):** For me, it is not easy, first of all, because, as Clare [Davies] says, not every woman wants to join the police service. It is about making it an attractive career to women because of the perceptions that are out there about policing, rather than some of the realities. It is also about looking at the whole picture of women in policing generally, including police staff. Unfortunately, because of the cuts recently, we have lost a higher proportion of women within policing. Again, that has an impact around what is around you and what people look at.

The staff associations are very important within that recruitment as well. Particularly from the diverse staff associations, they certainly have a lot of contact within communities. They can make contacts themselves with communities and are good advocates for policing.

Clare mentioned the research that was done. There is also academic research that was done in 2007 about the effects of gender on career progression in the police service. As Clare said, there are similar connections around women not feeling confident to do the role and, again, that is about understanding what it is, and work-life balance, which means we need to make it more attractive. If we think of people coming into policing, what is it they might want from a

career? The police service, if you look at the longevity of it, might not offer some people the flexibility to dip in and out at different stages of their lives. As someone who has children, I know that at different stages when my children were young, I needed different things. As they get older, you need different things again. It is about recognising that it can change. For people coming in with a view to, "I want a career and I might want a family or I might have other commitments", it is a bit of a barrier if they see it is very fixed. It is difficult to overcome that perception and one of our big challenges is the perception versus the reality for women.

I have made some notes for myself as well. One of the things I noticed before and do not know if it is still the same - Clare might be able to tell me - is that historically women have come in being higher qualified. A higher percentage of women have degrees than men. It is interesting to know why. Why is it attractive to that group of women and not men? There is more research that needs to be done to identify what it is that attracts people who are already in, and why they come in as they are and why others do not. The rest of it I will save for progression, if that is OK.

**Joanne McCartney AM (Chair):** OK. Detective Chief Inspector Chaudhri?

**Detective Chief Inspector Shabnam Chaudhri (MPS):** Thank you. I am just speaking as a frontline officer, really. Some of the issues around BAME females in particular are cultural issues in terms of barriers from families, cultures and so on. I have been a diversity champion for the last 15 years of my service and I do go out into the communities. I work with various parts of the communities across the whole of east London. Generally, some of the issues and some of the hurdles and challenges we have are particularly with Asian, Turkish, Muslim and Sikh women, who have issues with families preventing them from joining the police service. It is not necessarily an attractive career option. They feel that you are walking the streets for the first two years and that that is disrespectful to the families and the communities and so on.

There can be some more work done within the police service. We have BAME officers and we have female officers, but we need to work more with BAME and females. With 25 years in the job, I think that we sometimes get put into one of those pools. There is a lot more we can do for the progression of BAME females internally, in terms of progression as well as lateral progression.

There is a huge amount of work going on. I have worked recently with Clare [Davies] and with Robin Wilkinson [Director of Human Resources, MPS]. We had a massive BAME fair in Chelsea, where we looked at what the barriers were to progression and that has generated enthusiasm across the organisation in terms of officers who want to go out into their communities.

Just to touch on that piece about officers doing work in their own time, a lot of officers do work in their own time out of goodwill because they love it. I do it because I love doing it, however, it is not always that simple. If you have an officer who is in Neighbourhood Policing and who is a BAME officer or has worked with them and wants to go out and encourage those to join the service, it is going to be a little bit easier than if you are a response officer who is going from one call to the next to deal with those priority crimes. That is probably where some of those officers get those challenges in terms of working outside of their time. However, we do. I work

in the London Borough of Hackney. I do a lot of project work and I put emails out to our staff to go out and do work with me together, to recruit those in the community.

**Joanne McCartney AM (Chair):** Thank you. Chief Inspector Clark?

**Chief Inspector Claire Clark (MPS):** I am slightly on a different angle. Having done 23 years in a borough - and I note one of the boroughs no longer has a female chief inspector because I left - I have gone into a Specialist Operations (SO) post. I am now in a firearms post.

Obviously, we have the issue of getting females into the organisation in the first place and then on into Specialist Operations. Certainly in a firearms role, it is a significant issue for us and it is one that all seven firearms units are looking at as a joined-up piece of work. To echo some of the comments that have been made, a lot of it is about flexibility. It is not necessarily about whether you have children. I have children, but that is not the issue. It is about flexibility in so many other different ways. If you have any kind of caring responsibility, it becomes very difficult to spend four weeks at Gravesend doing a residential firearms course, because it is not the most attractive of places and there are the logistics of actually arranging one's life in order to be able to do that.

There are two elements to it, we need to get more people in and then we will have a wider pool from which we can then draw in order to get people into the various different specialisations. Again, it is about giving people opportunities to actually do that, look at that, take it on, and finding answers from the officers themselves. A lot of them will come up with the relevant answers, suggestions and ideas and then it is down to people like me to put those into practice, or at least try to influence to get those put into practice. We need to get people through the door in the first instance and there is a huge amount of work going on to be able to do that. We then need to look at how we develop individuals. It may be that officers are perfectly happy being community-based or neighbourhood-based in a borough for their entire service. However, for those who want to progress, it is about making sure that they have the information and then the opportunity to go forward and progress.

**Joanne McCartney AM (Chair):** Thank you for that because we will be coming on to some questions about specialist units a little later.

**Roger Evans AM:** I just wanted to come in very quickly on the recruitment issue. Clare [Davies], maybe you could help or actually maybe Rebecca. We have had an announcement from the Mayor and the MPS that we are going to try to limit recruitment to within the London area, or to people who have actually lived in London for a while. I think that from the MPS's point of view, it is a correct decision, but I wondered if any work had been done on how that is going to affect the number of women who are recruited.

**Rebecca Lawrence (Director of Strategy, MOPAC):** If I may make a comment and locate that question in its slightly broader context, you are right. Getting recruitment right is absolutely important and this is a once-in-a-generation opportunity to correct some of the diversity issues in the MPS. I want to thank the MPS for being incredibly responsive to the aims of the Police and Crime Plan.

We are learning a lot about recruitment as we do this real step-change in volume. This time last year, when we looked at the first increase in recruitment and we held our MOPAC Challenge, we realised this importance of outreach to communities and to London communities was incredibly important; and we had the ambassador scheme. It is really interesting to see what landed most with those female audiences in those schemes and then look at the results. The information conveying the mission of policing now and its relevance to women and the strategies for eliminating violence against women and girls really resonated. Raising aspirations for women in terms of the mission of policing and becoming a police officer oneself, and some myth-busting about the MPS, really seemed to work, particularly amongst the London audiences. There are very pleasing results. If you look at the difference in graduate recruitment, in 2012 it was 38% female and in 2013 after these events it was 48% female, which is pretty good.

However, we do want to go further and that is where the London restriction comes in. Again, the MPS was very responsive to our suggestions there. Other forces use that, Surrey and Kent, for example. We think that will be particularly effective at myth-busting and engaging people with the mission of policing in London and the priorities in the Police and Crime Plan. It does not stop at the point at which you get them to fill in the application form. We are now seeing those values come all the way through the recruitment processes. As well as that residency requirement, there is now an intercultural competence assessment online. There is a situational judgement test to really tap into that link and, as you say, removing that distinction between the police officers and the communities they serve and represent. There is also a values assessment. It makes very clear, not only when bringing people in but as you recruit them, the skills you are rewarding and the skills you want them to take out into the borough.

**Roger Evans AM:** You have made a number of good points there, but you have not actually answered the question I raised. Will that new policy, which on the face of it is a helpful policy from the MPS's point of view, have a positive or a negative effect on the number of women you are recruiting? It is important for you to actually assess that before you go ahead with the policy, because we have had policies in the past that have been detrimental. None of those were actually designed to be detrimental, it is just that they have turned out that way because people have not done the proofing work on them beforehand. It is important that you do it in this case.

**Rebecca Lawrence (Director of Strategy, MOPAC):** What I would say is that it is one set of tools, so it is necessary but not sufficient. It will help and its aim is to improve diversity within the MPS, but it needs to be combined with that active outreach to explain to London women the value of becoming a police officer; to myth-bust and to create that enthusiasm and passion in the mission, which I think you heard from the events. It is necessary but not sufficient. It is part of a suite of tools.

**Roger Evans AM:** Perhaps I can ask Clare. Do you recruit most of your women from outside London or inside London?

**Clare Davies (Deputy Director of Human Resources, MPS):** I do not have the data with me but I will get it to you. We did not have any concerns about this having a disproportionate



impact on women. Bear in mind we had such low representation in terms of BAME females and we would expect to attract more BAME females, in particular, through the London residency criteria. I will share the data with you because we have done that and I am sorry for not bringing it with me today, but I can reassure you that we do not have any concerns.

The other way I would look at it is thinking about some of the challenges for women. I was at a recruitment event this time last year at Stratford at Westfield. What I found really interesting was that young women in their late teens and early 20s are already making choices in their careers about work-life balance, and whether we can actually give the flexibility my colleagues have talked about.

The other thing with the London residency criteria is that if people are based in London, and if their support networks and their families are in London, it should help us as we go forward. We know that many of our officers live outside of London. I am sure you will go on to talk about turnover and attrition. At the point when people are having families, the travel commitments, the networks available to them and the support will become even more important. The London residency criteria will not only have an impact immediately in terms of recruitment, but I would hope that in the longer term we can retain more women if they are based in London.

**Roger Evans AM:** Thank you.

**Joanne McCartney AM (Chair):** I do not know whether you have any slides or videos of the marketing you do to the various groups. If you could share that with us, it would be helpful and would be very useful.

**Clare Davies (Deputy Director of Human Resources, MPS):** Of course, yes. I am very happy to do that.

**Joanne McCartney AM (Chair):** Thank you.

**Caroline Pidgeon MBE AM (Deputy Chair):** I am going to move on to talk about retention but, before I do that, Clare, could I just pick up with you? Are you recruiting PCSOs at the moment as well?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes.

**Caroline Pidgeon MBE AM (Deputy Chair):** We seem to have had more success there. Could you let us know - and maybe we already have it - how many you are trying to recruit in terms of PCSOs?

**Clare Davies (Deputy Director of Human Resources, MPS):** Of course, absolutely.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is really a taster, as it were, because we have seen in the past that we get more women and diverse people wanting to work as PCSOs, and the question is whether they then want to go on to be a police officer.

What I really want to understand is retention as one of the issues. We get some women in, not as many as we perhaps would like, but then they do not want to necessarily stay in the police force. Particularly around Met Change, there has been a real change in shift patterns in the MPS with much longer shifts, including a lot more night shifts, and reduced flexible working. Do you think that is having a disproportionate impact on women officers? I am going to start at this side, actually, with our police officers first. Claire?

**Chief Inspector Claire Clark (MPS):** Certainly in my experience of implementing the Local Policing Model in Islington, we had a high number of female officers in the borough, but we also had a high number of flexible workers in the borough. It was not just all women. Although there were some men, it was predominantly women.

It took a great deal of negotiation and I think I oversaw 64 different flexible shift patterns. A lot of it was trying to balance the needs of the individual and the needs of the organisation. Because the Local Policing Model (LPM) is quite an impactful implementation programme, with a lot of change and a lot of things that people had to get their heads around, it was quite an unsettling period for officers. Particularly when they had planned their year in advance, those who had childcare responsibilities and had planned their shift patterns and those who had partners who were serving officers as well, potentially at different Operational Command Units (OCUs) or different boroughs. Trying to do all of that was quite unsettling. In my experience at Islington, when I was there we did not lose anybody because of it, but it was a very long process in order to make sure that the outcome and the end result was something that both parties were equally happy with.

Flexible working has been a great tool for retaining officers, particularly female officers, because it gives that flexibility. Like Joanna [Young], I have benefited from being a part-time officer. I did reduced hours for a long time, but I live in London and my commute was not quite so bad. Some of the shift pattern changes to slightly extended hours do have a knock-on effect. If they are living further away, it is a longer day away. Particularly if children are younger or if you have responsibilities for vulnerable adults or caring responsibilities; it is a long time to be away.

As long as we can retain that flexibility and have that opportunity, it will not necessarily have a long-term impact. It is just the fact that it is an option for officers if they choose to have it and then it is down to line management to be sympathetic to the needs of the individual and marrying them with the needs of the organisation. Sometimes officers feel that they should get what they want, forgetting that actually there is a job to be done. Again, sometimes it is just a temporary arrangement that is done for two, three or four years and then there is a change of circumstances; but the organisation still retains that flexibility. The LPM initially reduced that flexibility and now that things have settled down, we are getting to see that actually things can be teased out and things that did not work quite so well are being addressed and looked at.

Certainly in the OCU that I am in at the moment, in my department, we can pretty much accommodate any shift pattern because of the work that we do. For us, if flexible working is what you want, it is a really attractive component to it. We just have to get over the firearms bit that they do not necessarily want to do.

**Caroline Pidgeon MBE AM (Deputy Chair):** Let me just understand the Local Policing Model more. It came in and we were told far more officers are working Friday night, Saturday night and so on. You are saying that there has been some room for flexibility or has it basically been --

**Chief Inspector Claire Clark (MPS):** There has been room for flexibility but it is about balancing the actual job that has to be delivered and has to be done.

I will give you a specific example. At Islington, our crime management unit, which was dealing with all the crime reports and screening them in and making decisions about the investigation and so on, was made up of nine officers, all of whom worked a part-time flexible roster. However, the negotiation, which took a significant amount of time, was that everybody did a proportion of the early turns, the late turns and the weekend working. If an officer was working 20%, they did 20% of the early turns, 20% of the late turns and 20% of the weekend working. Therefore, everybody eventually had the hours they wanted. It probably was not what they wanted from the start, but then we negotiated so that we had the coverage and everybody was able to work flexibly. It worked reasonably well, but it was a huge investment in time by the detective chief inspector who I made responsible for sorting it out. However, he delivered it and he delivered it really, really well, and the work gets done.

It is about having that flexibility and having that slight creativity. It sometimes is dependent on the individual senior managers to be able to deliver that.

**Caroline Pidgeon MBE AM (Deputy Chair):** The Safer Neighbourhood Teams are the ones that we have been told about. They are really pushing the hours and it is Friday nights and Saturday nights when people want to see them, which, if you have a young family, is not necessarily when you would have childcare cover and so on. You said you did not lose any officers in your specific example from Islington. Did officers actually have to move to different roles rather than staying in Safer Neighbourhood Teams in order to be able to carry on working in the police, and fit it around their childcare?

**Chief Inspector Claire Clark (MPS):** There were one or two who did and that was done by negotiation. There was quite a significant amount of shuffling around. We obviously had the template in order to make sure we had the right people in the right places.

Again as a specific example, I was actually responsible for the neighbourhoods at the time, and I negotiated with an officer who was a dedicated ward officer and a single mother of two children. Actually, she did not need to do the night duties on Thursday, Friday and Saturday nights because her primary role was negotiating and engaging with the community. For me, her finishing at 2.00am or 5.00am, as she had, rather than 11.00pm, was not necessary for her because her role as a dedicated ward officer was doing the community meetings, the community engagement and the tenants' and residents' association meetings.

It is done on an individual basis, which is as it should be. It is about the needs of that individual officer. Again, I cannot speak for Territorial Policing as a whole, but I know that there were lots and lots of conversations that went on that actually looked at some of that. Occasionally, it

cannot be done and there has to be an acceptance that even with the best will in the world, sometimes operational necessity has to take precedence. Where it can be done, it predominantly is done.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you. Shabnam, do you want to come in and talk about whether you think this is having a disproportionate effect?

**Detective Chief Inspector Shabnam Chaudhri (MPS):** I was a Territorial Policing (TP) officer. I was responsible for the implementation of the Local Policing Model at the London Borough of Hackney. It was quite a challenge. Actually, with what we had been doing prior to that, of those who had been doing flexible working, some people were just getting too much of what they wanted. All we did was we revised our resources and we made the best use of our resources. It did mean reviewing all the flexible working patterns for all of our officers. It was not just across Hackney, it was across the 32 boroughs. Some officers were doing flexible working but actually did not meet the needs of that particular area of business.

I will give you one very quick example. I had an officer who worked on the Multiagency Safeguarding Hub (MASH) project. She wanted to work ten-hour days, but MASH was 8.00am to 4.00pm or 9.00am to 5.00pm and that was in consultation with our social services and with all our joint agency partners, and was an agreed pattern. We could not meet her needs there, so what we did was we offered her some other opportunities across the borough. Then she took another piece of work and actually came into the neighbourhood teams where she could do her ten-hour shifts for three or four days a week, and then have a reasonable work-life balance.

There were some officers who were disappointed because they could not have the shift patterns they wanted, but what we also did with them was, we started to introduce job-sharing. Across the Criminal Investigation Department (CID) portfolios, sometimes it is not always easy to have someone working two days a week when you are dealing with violence with injury, robberies or burglaries, and the officer is not there. Therefore, we had another officer perhaps job-sharing with that particular individual, which made up more hours and made it more of a full-time role. Also, the member of the public or the victim receives that quality of service because, when that officer is not there for three or four days, they are given another officer who is there to provide them with their needs.

The areas of business where flexible working has been significant are around the child protection commands, and around the sexual offences units where there are a significant proportion and number of women working within those roles. As I understand it, they are being reviewed as well at the moment. What we have to do - and I agree with what Claire [Clark] is saying - is that we have to meet the needs of that part of the business.

That said, certainly I have not had any comeback from officers. We gave them revised patterns. We did not go through an appeals process with some of them. We said, "Come back. These are the needs of the unit that you are working with. We will see if we can come back as close to that and, if not, we will look at where else we can put you across the borough". I would say probably of all the officers we have had across my unit, maybe there might have been one or two who were disappointed, but the same goes for full-time officers who are disappointed

because they do not get the jobs they want. It is fairly well balanced, I would say. Flexible working throughout the organisation has been our saving grace, really, for keeping women in - and carers and men, obviously.

**Chief Superintendent Joanna Young (MPS):** Flexible working has come a long, long way since I joined and that is a real credit to the MPS. Perhaps we are not innovative enough. Nursing in London is a 24/7 occupation and they do much more self-rostering.

One of the things that we struggle with is we tend to keep people on teams and say, "Let us roster you within this team because you must have the same supervisor", as opposed to somebody saying, "Actually, I would really like to do a set of nights and I would like to do them five at a time", and we say, "No, that means you are not with your team". We are far too restrictive on it. If we allow people to balance the needs of the organisation, as in, "We need this many people on duty at this time and we need to have these sets of skills at this time of day", rather than, "You have to belong to this team and be on at this time", we would be able to be far more flexible. That opportunity is there. It would be difficult. It would be really challenging for managers, particularly people at my level, but it would offer more flexibility.

The other thing is the cost of childcare in London. Rebecca [Lawrence] is right. We might be able to keep more people if they are recruited from London and if they have their support network in London. However, if they do not have their support network in London, we have this balance between the long travel into London to work, the cost of childcare in London and where people are. It is higher.

Also, we lose some people simply through the fear of being moved when they are in outer boroughs and they are living closer to their home; their travel time is less and they can manage their childcare better, whether that is paid childcare or a partner helping them. They live under this constant fear of being moved. I do not think there is a solution to that because, as a police officer, you need to be able to serve anywhere and you commit to do that. However, again, for some women, it can be a barrier. They just think, "I cannot be doing this anymore". It is constantly, "Will I be moved on to another borough? Will it make my travel different, increase my childcare costs or make it more difficult at home with my partner to do that childcare?" Also, there is the fear of having flexible working arrangements changed.

Again, there is more we can do to get into an absolute rhythm of reviewing it properly every year, where everybody knows it is going to be renewed every year and everybody knows where they stand; as opposed to sometimes when we have gone long periods of time when people have not had their arrangements reviewed. Then suddenly, they know it is coming up because there has been a change in policing like the LPM being introduced. That puts people under pressure and they then make decisions to leave, as we see. There is a higher percentage leaving and the percentage has increased in the last couple of years. That is quite difficult.

As I said, childcare is also more difficult to get across shifts. There is not much childcare that provides for someone to do night duties and you are normally reliant on a partner. However, if you are a lone carer, you are likely to be very stuck. Lone carers predominantly tend to be women, though not always.

**Joanne McCartney AM (Chair):** A quick question. I have certainly heard from my local areas - and the Commissioner said that he was not happy with it, either - that the level of abstractions for mutual aid has been quite large recently, with the introduction of the LPM. Given that that has been quite - I will not say 'chaotic' - difficult lately, does that create extra burdens on women, particularly those with caring responsibilities, if leave days are cancelled or whatever?

**Chief Superintendent Joanna Young (MPS):** I believe it does, yes, but I also believe it is part of the necessity. I always say to people, "You need to have emergency childcare provision somehow". It is not easy, but that comes with being a police officer. For managers, it is about being reasonable in the circumstances. As I said, when your children are very small, you have a particular type of childcare. When they get older, you have a different type of childcare available to you and so on. It is about recognising where the individual is at that time, but also recognising that we need a sufficient resource pool to have that resilience; and the individual needs to know that occasionally they need to be called upon. If that 'occasionally' becomes routine, then we have a problem and this is where the balance needs to be struck. I am not always sure it is struck.

**Caroline Pidgeon MBE AM (Deputy Chair):** It seems to me that part of this is about certainty. I understand that if you have a child, you need to know that you have your childcare 9.00am to 6.00pm every day or whatever it is and that your work patterns fit around that. I can understand why we have seen a higher number of women leaving the force because of perhaps the uncertainty, and because they cannot plan.

**Chief Superintendent Joanna Young (MPS):** Yes. If I give you an example that is a little bit historic from when I was in another force, I had a male officer who came to me. He worked part-time because his wife had decided she would pursue a career and go up within policing and he would take the predominant childcare role. Therefore, he worked reduced hours and he needed to be able to pick up the children from school. I had had him moved from one part of the borough to another part of the borough and he came and said to me, "I cannot do that". I said, "Why can you not do that?" He explained, "I am now in the city centre and what if I get a shoplifter arrested at 2.55pm when I am meant to be going home to pick up the kids?" I said, "But what if you were where you were and had a shoplifter?" He said, "It is a higher likelihood". I said, "OK, the concession I will make for you is that you can come in half an hour earlier to do your paperwork. That gives you a half-hour buffer if you happen to make an arrest at 2.25pm to sort out your childcare". He said, "I cannot do that". I said, "It is best that you give me back your warrant card if you cannot make an arrest as a police officer. We need to have this balance and we need to get what is reasonable". We eventually negotiated and he was able to come in an hour early because he could demonstrate he had enough paperwork to do. I said, "OK, that is how we will play that". It is about being flexible, but the onus was on him. There are women who would do the same, thinking that it is the organisation's responsibility to do their childcare, and it is not. However, we need to have reasonableness and have this discussion. It is a two-sided discussion that says, "OK, what do we need to do at different times?"

**Caroline Pidgeon MBE AM (Deputy Chair):** I know it is. I understand it is. However, what you are saying is hugely harsh, actually. I can say there is no way I would want to go into the police force if I am going to have a family, and actually would have to battle for every tiny bit of flexibility, particularly as we know that flexible working has been reduced and there is a push for more night shifts and so on. I absolutely can see why you are losing women.

**Chief Inspector Claire Clark (MPS):** That is why the specialist departments have such a struggle to recruit female officers. I have spent all of my service in uniform and most of my service doing public order and now firearms, and I am still a member of the senior public order cadre. It tends to be predominantly men who go into that particular type of environment, or you will see officers who are much younger and newer in service and who, as soon as they have a family, will go and do something a little less unpredictable.

We all know when we come into work that there is no guarantee we will be going home at the end of our allotted time. That just comes with the territory and everybody joins knowing that is the case. In the predominance, you tend to finish at the time you think you are going to finish, when you leave; but I have done the mad dash home to pick up from childcare, panicking that I am not going to be there on time. I have used my plan X sometimes when things do not go right. As Joanna [Young] said, you cannot be a police officer and not have plans A, B, C, D and E. However, we do have some officers who feel plan A is that and plan B is, "You go and sort it out as the organisation". Whilst there are certain things that I would be very sympathetic towards, because I have been there and still am there and am still paying quite a lot in childcare, the onus has to be on the individual because of the choices they made. They have to come up with another way of working. There is no certainty in our job. You do not know when you come into work that you are going to be finishing at 5.00pm or at 10.00pm or whatever. It is the same principle if you come to work by train. If you are late off and the trains have stopped running, how do you get home? You just have to have a contingency. That is what it is all about. I have had lots of experience with a similar situation that Joanna [Young] has discussed.

**Chief Superintendent Joanna Young (MPS):** For me, it is about the reasonableness that gives that buffer. The other thing I had said to him was, "I will guarantee you we will get someone to take over your prisoner once you have done what you have to legally do, but I cannot say to you that I do not expect you to arrest people". That cannot be right.

**Caroline Pidgeon MBE AM (Deputy Chair):** Yes. I understand that.

**Detective Chief Inspector Shabnam Chaudhri (MPS):** Bearing in mind we have such massive cutbacks anyway, the options for staying on with overtime are very limited, if I am honest. We do have a lot of our jobs handed over to other officers, whether it is by team. I constantly get people coming and asking for overtime opportunities and then I look around to see where the resources are coming across the borough.

The big issue that I see for flexible working is around the aid commitments more than anything, not necessarily when you are based in a borough or when you are even in a specialist role, because there is always the opportunity for someone else to step in and take over from you. The difficulties are around the aid commitments. You cannot predict what is going to go on in

London whether it is a march, a protest or something else if you are there and you know you are going to be there. Generally speaking, we have moved to this operational hub. Those who are on flexible working are used as a last resort, really. We are tending to use those officers from what are called borough tasking teams of 12 officers who are level 2 trained. If there are issues across London, they will be the first port of call and then we go to the neighbourhood teams and use those for aid commitments as well.

Just to build on what Joanna [Young] was saying about the flexible working and the opportunities for staying on, it is a choice more than it probably would be that you have to stay on. I cannot give any instance where I have forced anybody to stay on, or my teams have, in terms of someone who needs to get back. We would try and accommodate as best we can. However, we also have to take into account that the needs of the community and that piece of work have to be met.

**Caroline Pidgeon MBE AM (Deputy Chair):** Thank you.

**Len Duvall AM:** I just wanted to go back to a question the Chair asked about some of the problems. I am very much on your side around the balancing act between the organisation and the individual and trying to be sympathetic to the issues. However, the situations that we have started to hear about, with some of the processes in the Local Policing Model, are when there are actions taken because of others who do not understand it. You have a minimum numbers requirement where people are called in on their rest days and everything else, because they are required to be there; and then they find out that they do not need to be there. Those things must act as deterrents, or at least cause bad morale with existing people, whether on flexible working arrangements or not.

How do we review those processes now that are being bedded in - and, you know, change is change - to try to win back that sympathetic view about flexible working, and trying to get a balance in the organisation? At the moment, it seems it is all in the organisation's role and, if that continues, will lead to more trouble, to be honest. It will work against what I think you are all trying to achieve in your own different roles.

**Chief Superintendent Joanna Young (MPS):** I can only speak about anecdotal evidence and these are things that people have told me. This is not necessarily fact and that really needs to be made clear.

What I hear is that when we had duties units on each borough, they generally knew who they could call in for different things because they knew, for example, "Joanna has childcare and she will not be able to do that, but actually she is happy to do this". When we had that contact, I hear that it was better. Whether the reality of that is true or not, I do not know. We have now moved to central hubs, which are more efficient, but at the moment some people feel they are literally a number to be phoned and called in and told, "You need to sort it out yourself". Eventually, we will come to a better balance but it will take time.

I am confident we will get there on that just because something new takes some bedding-in time and some reasonableness. With the pressure on the individuals who are calling the people



to say, "You need to come in", they will eventually get the feedback and say, "Actually, hang on a minute. We need to be reasonable. We need to understand this". It will pick up. Equally, on the other side, the person will realise there are some situations where it absolutely is all-out, wide-scale disorder, a major incident. Everybody just pitches in. It is the nature of the role. People will turn up and volunteer. Before you call them, they will be in. That is the nature of most police officers. However, it is about getting the balance right and calling when people really are needed.

That is my perception of it, that it will take time to settle down. I do not know if that is anyone else's perception.

**Chief Inspector Claire Clark (MPS):** The new hubs will take a while to bed in as lots of people are in new roles. In the OCU that I am in at the moment, we have retained our own duties office but ours is a very, very complicated. I am in the Diplomatic Protection Group (DPG). We have 110 posts that we have to fill. It is slightly different to a borough where, if somebody goes sick and is the driver of the road traffic car, you just do not put the car out because there is no one else to drive it. We actually have to have somebody on and we do a lot of what they would term 'compulsory cancellations' of people's rest days, so, "You are coming in, end of". There are ways that I am looking into at the moment as to how we better do that. We did some research and found that if everybody just volunteered to come in on two of their rest days in a five-week period, then that would be it. They could pick which days they wanted to come in, which would give them flexibility if they have plans or what-have-you. Unfortunately, not everybody is that magnanimous, so we have some who are quite happy to come in and work extra days and some who do not want to have any. It is about, again, getting the balance and getting that message and getting that culture change embedded.

Certainly from a borough perspective, there is an awful lot of activity and we have an awful lot of activity going on at the moment. There is a lot of unexpected activity. Because of that, we are having to react to it and officers are getting their days off cancelled, which again leads to uncertainty about things they had planned. If you are having to get emergency cover, it can be quite difficult for officers.

**Clare Davies (Deputy Director of Human Resources, MPS):** If I may just offer a couple of comments there, you will be aware that the MPS is going through significant change. We have to take cost out, particularly around some of the infrastructure areas that colleagues have just talked about. A lot of the new units, particularly around resourcing, as Joanna [Young] said, are new. We are really alive to the issues and the impact it has on all officers when we are not getting our rostering and planning right.

In particular in terms of TP, we have some data that I will get for you and share with you which actually shows that when we implemented the LPM, very few flexible working patterns could not be accommodated. However, you are right in terms of your feedback. Commander Lucy D'Orsi [MPS] is about to lead a review of the LPM implementation and, again, I know it absolutely has in its line of sight the impact on gender. We have to understand as we change our workforce what the impact is. I concur entirely with Joanna [Young] that one of our challenges is that we should be looking to other professions that have bigger female workforces.

Nursing is an outstanding example. We have quite a traditional view of flexible working and how we manage and supervise.

We have come a long way in terms of numbers of officers, particularly female, who are part-time and the number of flexible working patterns and career break options we have. They are all good, but we do need to do more, particularly when you look at our attrition rate at the eight-to-ten-year service band. It is very, very clear to me why women are leaving and, therefore, we do need to do more. Part of doing more is using some of the great role models we have around the table here to articulate what a reasonable offer is; particularly for women who want to have children, so that as they plan their careers they can think about how best to do that. That is one of the things I do not think we are doing enough of now.

As we have all said, policing is not a 9.00am to 5.00pm, Monday to Friday profession. We have to be here when Londoners need us. London policing is different, certainly from the experience that both Joanna [Young] and I have had in county forces. It is more unplanned, by its very nature, in how we have to react. However, we have to get our heads around what that means for a female workforce. We should be focusing our efforts over the next few months on really shaping up what that means, and allowing women to choose at certain points of their careers how they progress. If we can do that, it will go some way to reassuring women to stay in the organisation.

**Caroline Pidgeon MBE AM (Deputy Chair):** We have had mentioned the CID doing more job-shares and things like that. What sorts of options are there for people with other caring responsibilities? Can you use more and will you be looking at more job-shares? Home-working at times could be possible for certain roles. What other changes and really creative ideas are you looking at that could really help, particularly, female employees be retained in the force? It is such a loss with the numbers that are leaving.

**Clare Davies (Deputy Director of Human Resources, MPS):** Our flexible working practices and policies are really wide, so we are not actually that prescriptive in a good way. There is absolutely job-sharing and part-time working. Home-working would be more suitable to some roles than others because, again, we are here when the public needs us and we are visible. It will be difficult for some roles. We need a technology infrastructure as well that enables us to do that. We are not prescriptive. We are really open to how individuals want to make their part-time working or flexible working work.

However, to go back to that point around whether we look at things like self-rostering, it is a really good example of where we could be more flexible. How do we get our heads around the fact that you do not need to be with the same supervisor every single day of the week to manage? That is where the offer should change. It is about our flexibility in terms of our wider structuring and rostering. Actually, some of it is about building the manager's capability. We have put a lot of investment over the last 12 months into first and second-line managers. Into training them to get them more confident not just having conversations with staff and being more inclusive in the widest possible way, but actually having the confidence that the decisions they make within their team will be supported at a more senior level, if they look a little bit less

traditional than what we are used to. Again, that is where we need to focus our efforts over the next few months.

**Caroline Pidgeon MBE AM (Deputy Chair):** Rebecca, as MOPAC, will you be taking away some of these ideas and looking at other organisations like the National Health Service (NHS) and some of these other examples?

**Rebecca Lawrence (Director of Strategy, MOPAC):** Yes, absolutely. We are encouraged by the granularity of the analysis that the MPS has done, looking at the point at which women leave - the turnover of women is lower than average turnover, but Clare [Davies] was right to identify this point - and then looking at those areas of best practice and management best practice which encourages flexible working at those key parts in a woman's career. I am encouraged to see, for example, areas where there is that critical mass of flexible working. We have heard of some in boroughs, but other specialist areas like rape, serious sexual crime and child abuse have a majority of women officers working there, which is what the victims need, and have accommodated very many flexible working patterns. It is absolutely the right thing to be doing. Yes, we are encouraging the MPS in that and looking at the data very carefully.

**Caroline Pidgeon MBE AM (Deputy Chair):** There are huge issues, though, in the sexual offences, exploitation and child abuse commands. We have so many women in there and a very high proportion on maternity leave and therefore we have huge numbers of vacancies in an area of work which is growing. There is a balance, is there not?

**Rebecca Lawrence (Director of Strategy, MOPAC):** I was very encouraged to see the senior officers. I was meeting with them only last week. A core part of their job is managing the workforce and it is the workforce and skills that that area of crime needs. It is absolutely prioritised.

**Caroline Pidgeon MBE AM (Deputy Chair):** Clare, are you doing any exit interviews of women who have been leaving the MPS to truly try to understand what has triggered it? In terms of resigning voluntarily, it is much higher amongst female officers. Some are joining other police forces, but it was 42% compared to 24% of all officers voluntarily resigning.

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes, we do exit surveys. In fact, we have some options where we want to improve that, which we are taking to the management board next month. As we have been taking costs out of the back office, we have had to make some choices about where we are putting our actual physical human resources (HR). The surveys at the moment are all done online. They are giving us some quite good data in terms of why women are leaving and there are no great surprises there. It is around family commitments and work-life balance, so we know that.

What we do want to do, though, is actually improve our exit interview approach. There are some great opportunities out there. When you look at best practice, actually, surveying your own organisation is not always the best thing to do. Some of the options that we will put forward next month are around whether we want to buy in some of those research-based services. In particular, do we have a standard offering for all, or do we want to focus on our

minority group leavers and have a two-tier level of service? I would particularly like to see that, and to focus on our unplanned leavers rather than those individuals who are going through things like retirement. We have a lot to learn from them, but we have the opportunity to improve and really understand the issues and build confidence by letting someone talk to an organisation that is not the MPS, so that we can get a really honest dialogue with them.

**Caroline Pidgeon MBE AM (Deputy Chair):** Do you know - or perhaps you can report to us - the average length of service of female officers and how this compares to male officers?

**Clare Davies (Deputy Director of Human Resources, MPS):** In terms of leavers, we do have all that data. My understanding of the leavers is that it is at about the eight-to-ten-year service band where women are going. We have matched it against age as well and, again, there are no great surprises. If you look at the average age women are leaving their service profile and you match that against the average age women are having children, it all links together. That, for me, makes a really strong business case. We put significant investment in training all of our police officers and it is a real loss. At eight-to-ten years, as people are becoming more experienced, are being promoted, are going into specialist units, if we cannot lock a better offer in at that service profile, it will be a real loss for us.

We were pursuing as well whether or not a career of 30 years in policing is the right thing for all. Certainly some of the women I have spoken to, particularly some of our high-potential women who are making those choices, are having very honest conversations with themselves about how quickly they progress, because they want to strike the right balance. That is where we have to pursue our other entry points as well. When you start to look at things like direct entry and our graduate schemes, we are seeing a higher proportion of women there. Again, if we are investing at that point, we have to crack this issue of how we retain them throughout their careers.

**Caroline Pidgeon MBE AM (Deputy Chair):** That is fine. Thank you very much.

**John Biggs AM:** Do you do any metrics on the exceptional reasons people leave the service? Quite often it is those more unusual issues that help to set policy into the future. When there were very few disabled people employed, it was not seen as an issue. When one changes the policy, one can actually become more attractive and accommodating.

**Clare Davies (Deputy Director of Human Resources, MPS):** Absolutely. No, I do not think our metrics are as detailed as we need them to be. They are very broad in some of the reasons that we have talked about and that is something we can improve through the approach that we want to take.

**John Biggs AM:** Are there significant numbers of people who leave because they are in some dispute about their employment practices?

**Clare Davies (Deputy Director of Human Resources, MPS):** No. The two biggest reasons, particularly for women, are about work-life balance and also about being disengaged with the organisation. That is the bit we need to drill into. Some of that will be the same issues around work-life balance and it is how they are coding their exit interview. However, also at a time

when we are going through significant change as we are, we have managers who have to do new and different things for the first time. We know we want to raise the capability of our first and second-line managers. We know from our staff survey as well that broadly, in terms of gender, men and women are feeling the same about the organisation.

However, there is more to do. All of the things we have talked about in terms of the link with morale, the changes we are going through and how one manages an organisation that is driving down cost and maintaining flexibility, are absolutely pertinent. What we need to do is get beneath the headlines of the exit interviews to understand, as you said, what we need to do to drive policy change; because there is not enough at the level we have, to make really well-informed decisions. That is what we will do over the next few months.

**Chief Superintendent Joanna Young (MPS):** On retention, Clare [Davies] is right about the data, but our response rate for leavers and completing exit interviews is not very high. That is part of why I want to do a lot of the work on it.

Also, our response when somebody says they are going to leave is not very high. If we go back, more women join with a values base and if they then do not feel their values are any longer in synchronisation with an organisation, they are more likely to part company; and there is nowhere else to go with policing. If you have chosen policing as a career, other than another force, you cannot take your policing skills elsewhere. If you have trained as a solicitor or an accountant, you can go to a different firm if you do not like the values of the one you are in. However, you are rather stuck with policing if you decide to part company. I do not think we get hold of people as they put in their papers and say, "Hang on a minute. Can we just have a chat here? What is this all about?" Again, we need to be careful that we are not held to ransom by people saying, "If you do not give me what I want, I will leave", because that is not healthy either, but I do not think we have that dialogue.

We equally do not have the dialogue with people going on maternity leave about encouraging more to take career breaks and think about it later. Life might change. Then, when they are on career breaks, in my view, we are not the best at keeping in contact. When people are coming back in, they are not particularly welcomed. We say, "What do you want to do? You cannot do that. We will send you somewhere else", so they say, "Do you know what? I do not really think I will bother". Again, I am being a bit dramatic, but I do not think we do it in the best way.

This is not the MPS. This is the responsibility of supervisors. It is everything. It is not just any process or policy. It is just sometimes our culture needs to change in order to really recognise, "Do you know what? We really do want you back and we will train you up and get back your confidence to come back in". Particularly when you have had a baby, you might not have the confidence to say, "Will I be able to do that?" We should say, "Come on back". We are not that welcoming and we could do more around those aspects. Thank you for letting me say that.

**Caroline Pidgeon MBE AM (Deputy Chair):** That was very useful.

**Jenny Jones AM (Deputy Chair):** In fact, it moves neatly into what I was going to ask you. We have a chart here that shows that the proportion of women at each rank in the MPS - apart

from the Association of Chief Police Officers (ACPO), and we have heard why that is - is actually lower than the national average; which I am actually quite surprised about. Right from constable to chief superintendent, there is a lower proportion in the MPS. Is that a question of the values that you were talking about? Is the MPS perceived as a more macho culture and less attractive to women in that sense? I am asking the police officers here.

**Chief Superintendent Joanna Young (MPS):** In my view, absolutely not. I have served outside of the MPS and I hurried back. I do not think there is a culture issue in the MPS. I think it is the work-life balance issue.

**Jenny Jones AM (Deputy Chair):** It is harder in London?

**Chief Superintendent Joanna Young (MPS):** Yes, because of the commute many officers make from outside of London. We go back to the costs of childcare. We go back to all those sorts of things. The perception might be that it is a tougher culture in the MPS, but that is not a reality. All forces have different cultures.

**Jenny Jones AM (Deputy Chair):** Perception is important because, if people think it is a tougher life or more macho or however one wants to describe it, then they are less likely to come forward.

**Detective Chief Inspector Shabnam Chaudhri (MPS):** Actually, generally, people think it is a tougher challenge. The majority of people I speak to, the minute I say I am a police officer, the first thing they say is, "Wow, that must be really tough", if you work in Hackney. If you are a Scotland Yard detective, "You must never be at home". There is something to be said for that. It is seen as a tough challenge, particularly for women.

On flexible working, I do not think we actually market it. We could do a little bit more around that. I have not seen the adverts or the media marketing around it, but it would be interesting to see whether they show somebody who has come through their career, gone through the childbearing stage and then come back into the organisation. There is some work we could probably do, to show it to be an organisation that could embrace all aspects of diversity.

**Chief Inspector Claire Clark (MPS):** I have a slightly different view, which is the fact that because the MPS is so large, there is a wealth of opportunity. There are things that we do because we are a capital city service that you cannot do anywhere else. For me, having lived all around the world and then coming back to London when I came to university, it was the only place I was going to join because it was my own home force, but also because of the opportunities it afforded me. There are lots and lots of different things that we do in the MPS that no one else does, and there is the opportunity to do those sorts of things. The nearest force to where I live is Hertfordshire and it is tiny in comparison. The opportunities for progression and the opportunities for diversification and the opportunities for lateral development just would not be there.

There are downsides to being in an organisation as large as this. Again, if we were in Hertfordshire, as chief inspectors, Shabnam [Chaudhri] and I would be on first-name terms

almost with the chief constable because of the size of the force, whereas here we are one of many. That is not necessarily a bad thing, either, but it is that whole thing. Scale gives you opportunity but scale gives you anonymity, so it is about getting that benefit. I have never hidden the fact of what I do for a living. I have never had anything but admiration. Yes, there has been the odd, "Really? Do you do that?" There have been good times and bad times and some incredibly difficult and challenging times but, actually, as an organisation, I do not think the MPS is any different to any other police service; other than the fact that because of its scale there is much more opportunity.

**Jenny Jones AM (Deputy Chair):** That is very interesting from all of you. Thank you. Joanna, you mentioned accommodation. Of course, the MPS has just sold off virtually all of its accommodation, apart from senior officers' flats, and that has actually put more stress on women, perhaps.

**Chief Superintendent Joanna Young (MPS):** Before, it was section house accommodation that we had and that helped many people. When I joined, I went into a section house. It helps you save for a deposit on a house and that sort of thing. I do think that has an impact on people coming and living in London. I spent 19 years living in London and working in London and that makes a big difference to how one views it. I do think there is something to be said for working where you live. You have a vested interest in making it a success. Your kids go to school around here. You want to make it safe. You want to make it better. You socialise. You shop. You do other things. There is something about that and that is from someone who has now moved out of London. However, it is much better to have people in London. The section house accommodation made that possible for many, many people and it is no longer there.

**Jenny Jones AM (Deputy Chair):** Indeed. I am going to move on now to promotion. There have been some recent promotion processes for chief superintendent and superintendent. Has that actually improved the gender balance at those ranks? Do you know?

**Clare Davies (Deputy Director of Human Resources, MPS):** We have run promotion processes at almost all of our ranks now, in just under the last year, and what I can talk to you about is the number of women who are going into those promotion processes. One of the things we are really keen to do is to make sure we are not seeing a disproportionate impact in selection processes, such as promotion and we are --

**Jenny Jones AM (Deputy Chair):** Sorry, an impact in what?

**Clare Davies (Deputy Director of Human Resources, MPS):** We are looking at the number of women who apply for a process versus the number of women who then get appointed, to make sure there is no disproportionate impact in our selection. When we start out we look at the number of women who are eligible for promotion and then we look again at the end of the process and at every step throughout, to make sure that in effect women are holding their own.

If you look at the data from the chief superintendents' process last year, the recent sergeants' process and the recent chief inspector-to-superintendents' process, women are applying and

they are being appointed at the same rate as their male counterparts. In some cases, they are outperforming men during the selection processes.

**Jenny Jones AM (Deputy Chair):** Are those the three most recent selection processes you have had?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes.

**Jenny Jones AM (Deputy Chair):** Has it improved the gender balance?

**Clare Davies (Deputy Director of Human Resources, MPS):** Overall, in some areas, it has. These are very small numbers in some of them. If you take the sergeants as a good example, over a quarter of the promotion pool of 400 were women who were promoted. When you start to get into the ranks such as chief superintendent, it is very, very small numbers.

We will keep doing what we are doing. We have put a huge amount of investment into positive action interventions. We are about to improve that again. We are starting to launch a career development service which will see us providing support to both BAME and women officers at every stage of their careers; rather than just a conversation around, "We are about to launch a promotion process. Who is ready?" What that should do is sustain the levels that we are seeing through those promotion processes.

We have also made a decision that we will open up, at the more senior ranks, promotion to officers outside of London, to increase representation as well.

**Jenny Jones AM (Deputy Chair):** That is another area that I wanted to ask about, but it will have to be another time. The Association of Senior Women Officers has actually had a diminishing impact. Do you think that is affecting the support structure that women officers might have been able to access some time ago?

**Clare Davies (Deputy Director of Human Resources, MPS):** I am not sure if it is the same association, but the ACPO Women's Forum actually has not diminished. It has a strong mentoring capacity around it. A lot of senior women at ACPO are taking on quite active roles in growing the next generation of talent. I do not see that diminishing at all.

**Jenny Jones AM (Deputy Chair):** Perhaps I can ask the police officers about the Association of Senior Women Officers.

**Shabnam Chaudhri (Detective Chief Inspector, MPS):** Yes. I have been part of the Association of Senior Women Officers and we still get regular mail, but it does appear to have slowed down a bit, I would say. For me personally, it has been good in terms of networking opportunities right up until last year. It was Deputy Assistant Commissioner (DAC) Rose Fitzpatrick [Deputy Chief Constable for Local Policing, Police Scotland] - she is retired now - who was leading on it, and I did quite a bit of work with her jointly with the staff associations. I am not sure about the diminishing part of it, but certainly it seems to have slowed down a bit and there is a lot more that could perhaps be done to invigorate that. That will then



compliment the makeup of women at the higher levels as well, although we do work closely with a lot of the staff associations.

**Jenny Jones AM (Deputy Chair):** Because it is important to make sure the ladder is still there for other women officers to try to progress?

**Shabnam Chaudhri (Detective Chief Inspector, MPS):** Yes, 100%. If you have women at the senior levels, it is what is going to attract women coming into the organisation, and that is both female and BAME women.

**Clare Davies (Deputy Director of Human Resources, MPS):** On that point, there are two things for me. The vibrancy of our support networks is really important. We should not rely on them wholeheartedly because the organisation should have a really good offer. When I talked about our career development service, it is about putting some infrastructure in which would support things like mentoring and networking; and therefore it is less reliant on individuals having to navigate their own way through the organisation, and more about us having a very clear offer to people. As I say, we are seeing many of our senior women, if not all, really actively involved in developing talent in the future.

**Jenny Jones AM (Deputy Chair):** We would like to see some details of that if you could let us have them.

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes, of course I am very happy to share that with you.

**Jenny Jones AM (Deputy Chair):** We have heard a lot about childcare. I am talking to the officers now. How far do you feel that is a barrier to promotion?

**Joanna Young (Chief Superintendent, MPS):** Can I just go round the houses a little bit on this one? Clare [Davies] said earlier about role models.

**Jenny Jones AM (Deputy Chair):** I think she described you as an excellent role model, too.

**Joanna Young (Chief Superintendent, MPS):** I am an appalling role model because while some people may look at me and say, "Wow, she has three children. She has had a successful career. Wow, that is fantastic", what is happening now is people look up and say, "I am just not willing to work the hours you all work", and that is a big issue. I do not know if you have had that feedback. When trying to encourage women to come forward, they say, "I do not want to do what you do", and you say, "No, it is fantastic. It is brilliant. I actually have more flexibility because you are more in control of your own working hours". "Yes, but you still do excessive hours", and this whole resilience issue is a big problem. The Superintendents Association nationally just did a survey around resilience and the number of people working excessive hours - men and women - in order to meet what is required of you.

**Jenny Jones AM (Deputy Chair):** That is not only childcare issues but it is also quality-of-life issues?

**Joanna Young (Chief Superintendent, MPS):** Yes, I think so, definitely.

**Jenny Jones AM (Deputy Chair):** Try being a politician.

**Joanna Young (Chief Superintendent, MPS):** Exactly. It is the same issues in those roles. It is about people saying, "Actually, I am not willing to make those sacrifices". It is a fabulous career. I have loved my career. It is absolutely superb and we do not help by doing those long hours. Some of it is presenteeism. Some of it is the demands of the job and it is difficult to separate out which it is. That is a real challenge for people looking up and saying, "I am not going to do that".

**Shabnam Chaudhri (Detective Chief Inspector, MPS):** It is more a perception of it as a barrier to progression. There are always going to be some barriers. I do not have children myself, but I have certainly worked with a lot of officers who have children. Generally speaking, in the processes we have, the recruitment process and the progression/promotion processes we have, we are a lot more embracing, inviting people to come forward. Obviously you have had the journey yourself, but I can only talk about what I have seen change over the years, and it has fundamentally changed, certainly in the last ten years, in terms of giving women those opportunities and those that have caring responsibilities.

**Claire Clark (Chief Inspector, MPS):** My children are still primary school age and not quite as independent as they could be but, from a personal point of view, when I was thinking about starting a family, I was already a sergeant. I had already taken one step up the ladder, so to speak. I was looking for role models who had achieved and who had children and it was jolly difficult to find anybody. That has changed significantly in those ten years since I was looking around for that sort of thing. If you look at the number of senior women who do have families and certainly at ACPO level, it is not that many; and certainly those that do have one child and, as I am sure Joanna [Young] will attest, one child is definitely easier in some respects than two when they are going in two different locations at two different times.

There is a thing that if an officer has a child as a constable, it is great, fantastic, and they get their life and then it is the fear of the unknown. If I then choose to go for promotion and I might be perfectly capable of doing it, it is then, "I am going to have change potentially everything I have built up and my entire support network; because if I go somewhere else, it is another level of negotiation I am going to have to do in order to get what I need to do". If you look at the number of officers at my level and above who are flexible-working, and I do not have the details, I would suggest there are very few. I was part-time until I was promoted to inspector and was told very categorically that as a chief inspector, there is no way I would be allowed to be part-time, and I would have to go back to full-time hours. As it happened, it worked. My youngest son went to school and therefore it was slightly easier to do that. Boy, did I do more hours. I went from 32 hours to 50 hours or 60 hours because of the role. There is that sort of pull between, yes, I am a good role model; yes, there are very few females who do this; yes, there are very few females in firearms and stuff. However, if you talk to my sons sometimes, they will be, "Oh, God, mum is on". This weekend, I was not at work. I had about 25 phone calls because of various different things and it is about managing that.

I accept with Joanna [Young] that, yes, in one respect we are good, positive role models but, from another side, we are not because we have allowed ourselves to get ourselves into that situation, but that is the way we manage it. In order to manage home, we take the phone calls. It is which way you want to do it, because I do not necessarily think I need to be at work to do that or answer that phone call about that piece of advice. It is about getting the balance right and I would confess that I probably do not have it.

**Jenny Jones AM (Deputy Chair):** Claire, it is interesting that you mention part-time working. Is that seen as a burden by senior officers or even your colleagues or was it?

**Claire Clark (Chief Inspector, MPS):** Historically it probably was. It was, "Oh, they are never there, they are never this, they are never that. Oh, it is nice to see you today. We have somebody extra", that kind of thing. We are a lot better at how we do that now and we are far better at knowing, because of a whole heap of reasons post the 2011 police riots. We are a lot better at knowing who we have on duty, when they are on duty and who we are expecting to come on duty. That definitely has changed and certainly, in my own view, we have gone away from, "Oh, you must be with your team at any one time". It is very much along the lines of, if you are on duty, you report to that supervisor. We have managed it in a way which is far more flexible in my current position where I am working now.

Historically, yes, we have become a lot better. There is some work that we still need to do but from officers looking at career progression, particularly around promotion, it is that uncertainty of, "I know I can do the job but what happens when I actually get it?" It is that fear of how that is going to be managed. Some people land on their feet. They get somebody who is more than happy to accommodate and work with them and sort it all out and come to a mutual agreeable position; and then there are others who do not. It can be very off-putting and again it is a perception thing. It is not unachievable. It is how we get that message out to say it can be achieved.

**Jenny Jones AM (Deputy Chair):** Perception is sometimes everything because it stops people from not even starting to come forward. Can I ask you as well about the part-time thing and also perhaps if women senior officers are a little bit more understanding about childcare issues or working part-time? Do you think they understand it a little better perhaps or do you think there is no difference between males and females?

**Claire Clark (Chief Inspector, MPS):** I do not think it is a gender thing. If you have experienced it you have an understanding of it, but that does not necessarily mean you are better at it. It depends on your own experience.

**Joanna Young (Chief Superintendent, MPS):** I had my third child and I was a chief inspector and my boss, a male boss, was absolutely superb. He said to me, "My wife when she got pregnant had to leave policing many moons ago and I would never treat anybody like that", and he was amazing. I have had different people. I do not think it is a gender thing. I have had women who have been unsympathetic and men who have been sympathetic, and vice versa. I

would not say that is a gender issue. I have had women who have not had children be hugely sympathetic and women who have had children say, "Well, I had it tough, so why can't you?"

**Jenny Jones AM (Deputy Chair):** What about the part-time working thing? Have you found it has been seen as a burden by some people?

**Joanna Young (Chief Superintendent, MPS):** I have not worked part-time but historically I saw people criticise people who did. They said, "You are just using those phrases", and I tended to pull them up on it, including people who work part-time who say, "I am only part-time". I say, 'No, no, hang on a minute. You will find you get paid less. Do not say 'only part-time'. This is how many hours you work". It has become much, much better.

**Shabnam Chaudhri (Detective Chief Inspector, MPS):** It has, yes. Line managers tend to be more frustrated with that part-time element because, they do not have the resources they want at the time they want, but it has become much, much better. Since the implementation of the Local Policing Model, it is a lot slicker because we have a better and more effective use of our resources, whereas previously we did not have those review processes as regularly as we should. Now we make sure - we have done in the last few years, certainly - to have the review for part-time/flexible working on a yearly basis. It is a contract.

**Joanna Young (Chief Superintendent, MPS):** The challenge comes at superintendent level because we have different working contracts and regulations around us. The issue there is we cannot do compressed hours. We can do part-time working and what tends to happen is one would work part-time but do a full-time job. In another force, not the MPS, I know of somebody who ended up trying to do a full-time job on part-time money and on part-time hours and was forever working as long as her colleagues because it was a full-time job and yet she was being paid a lot less money. That is the difficulty and the challenge at superintendent and chief superintendent rank. It is a different kind of challenge.

**Jenny Jones AM (Deputy Chair):** You do get more out of part-time people than you get out of full-time people quite often.

**Joanna Young (Chief Superintendent, MPS):** Yes.

**Jenny Jones AM (Deputy Chair):** Yes, OK, thank you.

**Joanne McCartney AM (Chair):** Can I ask Clare and Rebecca [Lawrence] about the monitoring you do? It does seem that it is not just women but, once you go for promotion, you are expected to do over and above the number of hours you are contracted. I was quite shocked to hear Chief Inspector Clark say earlier when they were talking amongst themselves about how they deal with things, committing to two rest days a month and you can get the rosters done. It just seems to me that officers having to commit to their two rest days is probably not ideal anyway, because I presume rest days are meant to be rest days. I am just wondering what monitoring you do to make sure that changes are working properly.

**Clare Davies (Deputy Director of Human Resources, MPS):** We have good data in terms of where our part-time workers are and what they are doing, and we can get some data to you to answer the question earlier about where that looks like in terms of rank. In terms of the duty monitoring, I am probably not best placed to answer that but, again, we can get some information for you. What I do know is with some of the new systems we talked about earlier, in terms of the resourcing hubs, we should have a better understanding of the impact now. We know the problem we talked about earlier about cancelling rest days. We know that needs to improve and I know the teams are working really hard to do that. We have to constantly look at it through a lens on what it means for gender.

Claire's [Clark] point around flexibility is all about those choices we have to make and, particularly as we go into leadership roles, again looking differently about how we can do them. If we do want to see leadership roles at a senior level offered on a part-time basis, we have to create an environment where we get more than one person willing to put their hands up and say, "Actually, I would like that flexibility".

Our challenge over the next few years is as we reduce our leadership numbers, the roles we could have offered people perhaps two years ago are going to be diminishing. We are going to have to think sensibly about what that means. There are opportunities, particularly if you look at some of the work that is happening now, to support particularly change programmes, to take some part-time leaders in different roles that will not be operationally focused. We cannot get away from the fact that while we need to be absolutely innovative, some roles will be more demanding and may be less suited to people; whether they are men or women, with childcare and commitments.

**Joanne McCartney AM (Chair):** Thank you.

**Roger Evans AM:** This is one for Rebecca because it is about the ACPO appointments where you have quite a good percentage compared to the rest of the country, but most of them are from outside London. Is that a conscious decision?

**Rebecca Lawrence (Director of Strategy, MOPAC):** Clare [Davies] will have a comment as well. I do not think that is a conscious decision but nor do I find it that troubling. There is a quite a lot of movement at ACPO level. It is very good that a force has people, sometimes it is people who have served in the MPS at a more junior level, who have served elsewhere and then want to come back to the MPS at ACPO level. At senior level, exchange between forces is a very good thing and what really matters is the skill sets of the individuals at that level. As long as there are not deterrent effects within the promotion processes, and the evidence shows there is not, I am very comfortable with that.

We do monitor this closely. At our recent MOPAC Challenge on diversity, we had all the data there on the diversity of the promotion processes. Together with the MPS, we are inviting the College of Policing to look at recruitment and promotion processes. As long as there are not opportunities to hinder progression through the force, we should get the talent from where it is.

**Roger Evans AM:** At senior level, you are going to have to look around. I guess the evidence I was looking at there is only half the picture, because the other half of the picture I suppose is the number of women within the MPS who are going to ACPO posts in forces outside the MPS. Do you have figures for that?

**Rebecca Lawrence (Director of Strategy, MOPAC):** No. There is the issue and the piece of work that Clare [Davies] was talking about, about really understanding at quite a granular level the reasons for exit, that is very important; and supporting women at that key eight-to-ten-year point, is very important. That is what we monitor and that is what we support at the MPS's work.

**Roger Evans AM:** Clare, do you have any figures for that?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes. We can certainly get some figures you. By way of example, if we look at last year in women from the MPS, there is one woman that went to the Senior Police National Assessment Centre (PNAC) and did the strategic command course who was subsequently appointed as a commander. We have some great examples of ACPO women who have spent their entire career in the MPS, but it is actively encouraged in policing to move around in terms of your career, particularly at the ACPO ranks. We know that if we relied only on the talent coming through the organisation, it would take many, many, many years to see women represented at a senior level. Therefore, maximising the opportunities at whatever level that is, particularly at ACPO, to bring more women in is a positive thing.

When we look at direct entry and look at the number of women candidates we have at that level at the moment, hopefully we will be appointing later this year and, again, that is a really good opportunity to start to shift the balance at more senior levels. We are, other than direct entry, wholly reliant on women progressing through the organisation, or bringing in transferees from other forces.

**Roger Evans AM:** Are you saying it is a quicker promotion path to move around between forces than to stay within the MPS?

**Clare Davies (Deputy Director of Human Resources, MPS):** No, I do not think so. There are more opportunities in the MPS. Candidly, your chances of getting promoted with the numbers we have are probably higher here. From my own experience, having worked in a county force and in the MPS, it gives you diversity in terms of understanding policing in its broader sense. The skills and capabilities we are seeing both men and women bringing into the organisation at senior levels, with a mix of the talent we have of people that really understand London because that is where their career is based, has to make a stronger leadership structure in the MPS; and more effective decisions as a result.

**Roger Evans AM:** Yes. Are you concerned that there were no female officers in the MPS who applied to join the Senior Police National Assessment Centre last year?

**Clare Davies (Deputy Director of Human Resources, MPS):** This year, we are currently going through that process, which has not concluded yet. You are absolutely right. In terms of this year, we have no women in terms of police officers. We have two police staff who have put in for that process. If you look beneath that, we have a process where we have really good talent conversations fairly regularly. There are a lot of women in that top area of people that are up-and-coming talent.

My own view is that one of the changes which has now come in, which is a positive thing that we talked about and Claire [Clark] mentioned, is about Gravesend. The strategic command course, which is the route to ACPO jobs, has predominately been a residential course of several weeks duration in Bramshill, and for women, not just in London but living outside the country, it is a big commitment if they have caring responsibilities.

At the Chief Constables' Council last week, a proposal went in to break that down into different modules, allowing people to complete the command course over more than one year. That is a massive positive step in terms of changing the opportunities for women coming through at ACPO levels. All the things that our colleagues to my left have talked about in terms of the choices you are making when you go into senior roles and the potential barriers, a development opportunity that is wholly residential in one part of the country can be really challenging. It is a positive step which should encourage more women to go into ACPO roles.

**Roger Evans AM:** Do you think women are as positive about themselves when it comes to applying for senior roles as men are?

**Clare Davies (Deputy Director of Human Resources, MPS):** We know that women are less confident in putting themselves forward for selection processes. Once they put themselves forward, they tend to outperform men. That is why the work we are doing around our career development service and the positive action, is all about building that confidence. Also some of the schemes we have put in to get managers to have regular talent conversations, we moderate those. Joanna [Young] has been part of some of those processes. That is where we really start to plan for the future and we should be going back to women in particular and encouraging them to say, "Actually, you are ready. What support do you need?"

**Roger Evans AM:** I mentor women in politics and perhaps I ought to declare that as an interest. The experience I have of working with them is, if you have a job which has six requirements and if there is one which they do not meet, they will not apply for the job; whereas a man with similar skills will look at it and see he does not meet two but will think, "I can pick those up once I have the job", or, "I can probably make it through the interview". It is very much about confidence building and there is probably quite a lot of mentoring you can do.

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes. There are two. There is the Cranfield Research you have just talked about there in terms of the list of requirements for a job and men are more likely to put themselves forward where they are less qualified.

**Roger Evans AM:** That is really interesting because this is just anecdotal evidence on behalf of what I have seen.

**Clare Davies (Deputy Director of Human Resources, MPS):** No, there was some research done.

**Roger Evans AM:** Do you have figures that prove that is the case?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes. There was some research done several years ago by Cranfield which absolutely made that case, which is why we are really alive to it. The other research that was done probably two or three years ago now, and was published in the *Harvard Business Review*, was about how women now are over-mentored and under-sponsored. Women have been really good at managing their own development and getting mentors. This is about the people in the room spotting talent. When the informal opportunities come up, who is talking to the fact that, "Yes, we can rely on Joanna [Young]. She is capable. She should have that opportunity"? Again, they are some of the types of things we are looking at as part of the career development service.

Looking outside policing, there are some fantastic examples of organisations that have done this really well, in terms of getting senior women into big leadership roles as a result of some of these more informal opportunities.

**Roger Evans AM:** Thank you.

**Jenny Jones AM (Deputy Chair):** How many men from the MPS went for the senior command course - or whatever it is called now - this year?

**Clare Davies (Deputy Director of Human Resources, MPS):** I do not have that data with me but I can get that for you.

**Jenny Jones AM (Deputy Chair):** Are we talking five or two or --

**Clare Davies (Deputy Director of Human Resources, MPS):** First of all, we have not finished the process for this year.

**Jenny Jones AM (Deputy Chair):** There might be some women going forward?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes. What has happened is we have asked for expressions of interest for the scheme. We have had an initial review of those applications. We have not had any female applicants for that other than the two police staff I have mentioned. We are going back into business groups to have a conversation exactly along the lines of what we just said in terms of, whether there are women with some conversations and some confidence that would put in. We have not concluded that process.

Our challenge will be with the very small numbers of women at chief superintendent rank, some of whom will be at different points in their readiness to go for ACPO jobs. Some years we are not going to have a large representation of women going through to senior PNAC.



**Jenny Jones AM (Deputy Chair):** No. We are not talking about it not being a large representation, we are talking about none.

**Clare Davies (Deputy Director of Human Resources, MPS):** At this point, absolutely, and I do not disagree with you.

**Jenny Jones AM (Deputy Chair):** When is the process going to end? When will we know the numbers?

**Clare Davies (Deputy Director of Human Resources, MPS):** We have to put our final recommendations through in the next three to four weeks.

**Jenny Jones AM (Deputy Chair):** I wanted to ask you, though. You said women are over-mentored and under-sponsored. Who would normally come forward to sponsor women? You are talking about other women police officers?

**Clare Davies (Deputy Director of Human Resources, MPS):** No. This could be as simple as people at senior levels understanding the tenure of their workforce. For instance, if we talk to a commander in Territorial Policing, how capable are they at talking about their female chief superintendents? Do they know what career development they need? Are they confident about how they are performing?

**Jenny Jones AM (Deputy Chair):** It is always a police officer, they have to be sponsored by someone within the force?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes, that is right. It is not necessarily a police officer, but certainly someone within the force.

**Jenny Jones AM (Deputy Chair):** It could be a member of staff?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes.

**Jenny Jones AM (Deputy Chair):** I see. OK, thank you.

**Roger Evans AM:** I just want to come back on applying for a job when you only have four out of the six things you require. If people are doing that and they are regularly being appointed, does that not say something about the way we advertise jobs, quite apart from mentoring people and encouraging them to put themselves forward anyway? Perhaps we should be saying, "You do not actually need to have all of these skills", or, "There are things here we can help you to train for", just so everyone realises there is an opportunity there; and it is an opportunity for everyone, rather than just an opportunity for people who are willing to bend the rules a little bit and take a chance.

**Clare Davies (Deputy Director of Human Resources, MPS):** I agree. If you think about the promotion processes, they are advertised very broadly. The challenge there is about people's perception of what the job requirement is. It is not as though we are publishing a long

list, but people will look at other colleagues in roles, particularly supervisory roles, and think, "Can I actually do that?" That is where we need to challenge some of the perceptions. The way our selection process is run, we are able to then look and ask if people have within them the potential to undertake a role, and then layer in the development and then promote them. We do have the flexibility to do that now when we have someone demonstrating a future capability.

**Rebecca Lawrence (Director of Strategy, MOPAC):** If I may add to that, the MPS is building the unconscious bias training into all parts of the recruitment and selection process, which helps in this area and it helps pick up the issue, as you have demonstrated, that women are often under-confident in what they put forward on their application form or in the interview. This is not unique to policing. The Future Leaders Programme for accelerated headship in schools also identifies that women will often be under-confident in how they present themselves and that, therefore, those involved in the selection processes must see their applications through that lens.

**Roger Evans AM:** My experience of this type of thing is you need to be very clear about what you want and that it matches what you do require because, no matter how you vary the process to try to give women a better chance, there are always some men there who will break the rules. Sometimes the things you do are not as helpful as you think they would be.

**Shabnam Chaudhri (Detective Chief Inspector, MPS):** I could just probably give you an example of what you were saying about that tick in the box. I was thinking of applying for the process, in 2011, for superintendents. I had had 18 months in the rank at the time and I decided that I did not tick all the boxes. It probably was not really in my mind, but I did not have the conversations, so partly that was my fault. It has to be a two-way process.

I went through the process recently, fully supported, received mentoring and all the support I needed. Unfortunately I was not successful but what did happen was the Director of HR, Clare [Davies], picked up very quickly on the opportunities for me progressing with the talent and they have put me forward for some more mentoring and coaching. That is not just me, I know they have a pool of female officers that is going through that. We have now started to use the nine-box grid in terms of where officers are for talent management and whether they will be progressed further. I would say certainly in the last 18 months or two years that has fundamentally changed, yet again, within the organisation. Hopefully we will see some more women at the senior levels.

**Roger Evans AM:** That is quite a positive story.

**Joanna Young (Chief Superintendent, MPS):** I can help you a little bit with the senior PNAC. Eleven male police officers applied. Two were not put forward. All were supported by their line managers. They went through a DAC panel that then put nine to the commissioner. So far, I think it is eight or nine - I cannot remember - who are going forward, none of whom are women. I have just heard Clare [Davies] say they are doing a further trawl, looking to speak to some senior women.

It is helpful to point out that the research is not that women lack confidence, because I would hate that to be the headline. It is that women generally will only apply when they feel they can meet all the criteria. That is not a lack of confidence. That is a judgement they are making about whether they are ready to do the job, based on what is presented to them. The figures say something like, if there are eight criteria, women will wait until they can meet all eight. Men generally will give it a run when they can meet three or four. I say to women that men have it right. This is not a criticism of men. This is just a factor that because men and women are different, we just come at things differently.

There is also the research that shows that women get less proactive support from their line managers and, therefore, are often overlooked. Again, this is not that men are bad and women are good. It is just the way of it. That feeds into the unconscious bias that for 'leader', think 'white male'. That is often what happens and that is perpetuated by how we select people in our image. That is not, in most cases, a deliberate discrimination thing. That is just how we view leaders and we often think of big alpha men as being better leaders, and yet height has nothing to do with leadership. Read *Blink [The Power of Thinking Without Thinking]*, by Malcolm Gladwell. I should not be advertising, should I? Read *Blink*. It is a great book.

There is also something that suggests that a lot of the time we invest in fixing the minority group. The Superintendents Association nationally did some research about BAME progression at superintendent level, and found that the BAME candidates were far higher qualified with more degrees, Masters degrees and doctorates of philosophy (PhDs). They had themselves on things like National Careers Advisory Service for which you had to go through an assessment centre. They had more mentors and more coaches than anyone else and yet something is still holding them back. We try to fix the minority group as opposed to saying, "Do you know what? There is something going on in the culture here, conscious or unconscious, and that is what we need to address". We can give people all the courses they like, but unless we change the way we view things, we are not going to do anything about it.

Barbara Wilding [former Chief Constable, South Wales Police], a great role model, used to say, "We will know we have equality when as many mediocre women as mediocre men are promoted". That is part of it. I do not think women or any minority group want special treatment or want a leg up; they just want to be assessed fairly against objective criteria and compared to their peers as opposed to each other, because that is another thing that goes on. Women are compared to other women and if you are not the best woman, then you are not as good as so-and-so; as opposed to compared amongst your peers on set criteria. That is the sort of thing we need to challenge.

I have seen it happen with the nine-box grid. I do not know if you were in the room at the time, Clare [Davies]. They were talking about, "Oh, but so-and-so is not as good as so-and-so", and I said, "Hang on a minute. Compare that person to the list there within that nine-box grid", and they said, "Oh, yes". It is not a deliberate thing but it is something we need to be conscious of and bring to the surface and challenge people on constructively, not destructively. White men who do not fit the cultural norm are also discriminated against, because they are not how people view that they should be.

**Joanne McCartney AM (Chair):** That is helpful, thank you.

**Tony Arbour AM:** I want us, please, to move on to specialist squads and the number of women who work in specialist squads. I say as a precursor to that, I note that Cressida Dicks' [Assistant Commissioner, Specialist Operations, MPS] successor is another woman, Helen Ball [Senior National Co-ordinator, Territorial Policing, MPS], which seems to suggest that --. No, I meant in anti-terrorism. Didn't Cressida Dick do that before she --

**Joanne McCartney AM (Chair):** She did. That role is taken over.

**Tony Arbour AM:** So the chart we have been given today is wrong. It says Helen Ball is doing that.

**Rebecca Lawrence (Director of Strategy, MOPAC):** Helen King is Assistant Commissioner in Territorial Policing. Helen Ball is the Senior National Co-ordinator.

**Tony Arbour AM:** Yes. Did Cressida Dick not do that? Was that not part of her role?

**Rebecca Lawrence (Director of Strategy, MOPAC):** No. Cressida Dick line-managed Helen Ball as Senior National Co-ordinator. Cressida Dick has now moved and has swapped jobs with Mark Rowley [Assistant Commissioner, Specialist Crime and Operations, MPS].

**Caroline Pidgeon MBE AM (Deputy Chair):** Back to her old job.

**Rebecca Lawrence (Director of Strategy, MOPAC):** Yes.

**Tony Arbour AM:** Helen Ball was Cressida Dick's deputy as far as the terrorism role is concerned?

**Rebecca Lawrence (Director of Strategy, MOPAC):** Yes.

**Tony Arbour AM:** That strengthens my point. Both of the top jobs in that specialist role were given to women. I merely mention that because the tenure of the questions I am asking suggest that women are underrepresented, but it does appear in that particular area that women possibly might even be overrepresented. The note I have is that of the 13 senior women in Special Operations, six of them are in Special Operations 15 (SO15). Is that right? Is the figure I have correct? Do you know, Rebecca [Lawrence]? SO15 is counter-terrorism.

**Claire Clark (Chief Inspector, MPS):** Counter-terrorism, yes. I would suggest it is. I am just trying to think of the individuals because I know pretty much all of them. I am sure there are more than 13 within Specialist Operations, thinking just off the top of my head.

**Tony Arbour AM:** It may be the statistic I have is wrong. The essential point I wanted to make in relation to that special part of SO is that on the face of it, any outsider would think that is the most macho job there is in policing, and yet it is women who appear to be dominating the senior roles in that. I wondered if anybody would care to account for that.

**Joanna Young (Chief Superintendent, MPS):** It says that out of the 13 women, six of those women are within a particular department.

**Tony Arbour AM:** Yes, that is right, Counter Terrorism Command.

**Joanna Young (Chief Superintendent, MPS):** Yes, but it is a huge command. The proportion of men in there is still greater.

**Tony Arbour AM:** I see. I have completely misinterpreted but, nevertheless, would it be fair to say there are more senior women in that specialism than in any other part of SO? Would that be correct, do you think?

**Joanna Young (Chief Superintendent, MPS):** Yes.

**Tony Arbour AM:** If that is, how has that happened?

**Claire Clark (Chief Inspector, MPS):** You have to look at SO15. It is a massive command but there are lots and lots of very unique elements within that that do very, very specialist things. If you look at SO as a whole, you have the protection commands which are Royalty Protection, Specialist Protection for very important people (VIPs) and politicians and so on, and Diplomatic Protection. Of those three commands, there are six senior females. SO17, which is the House of Westminster, has Sandra Looby as the Chief Superintendent who is there. There is not anybody at the airport and there is not --

**Rebecca Lawrence (Director of Strategy, MOPAC):** There is now, it has just gone. They started yesterday.

**Claire Clark (Chief Inspector, MPS):** From SO20, I do not think there is anybody there. It is about the type of work that is there. SO15 has a very diverse range of opportunities and various different things within SO15 that they do; ranging from community engagement at its widest level, right the way up to stuff overseas. To pinpoint exactly why people are attracted to that particular type of work is probably quite difficult and we would probably be better served by this Committee having somebody from that command to come down - Terri Nicholson [Detective Superintendent, Counter Terrorism Command, MPS] or somebody - and maybe give a better account than me.

**Tony Arbour AM:** It is true that in general women are more underrepresented in Specialist Operations than the other parts?

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes. I can probably help you with some figures if it would help. If you look at SO as a whole, 16% of their chief inspectors and above are women and, yes, there have been more women at the senior level than in previous years. SO is still quite significantly underrepresented. Just 5% of the workforce is female compared to 23% in Specialist Crime and Operations (SCO) and about 69% in Territorial Policing. As Claire articulated earlier, the very nature of some of the roles in SO may be more

unattractive to women, which is why we need to do the work to understand what those barriers are.

There are some really great examples within SO of great positive action work that is going on, to basically change the perception of women about some of those roles. That varies from aviation security with some good mentoring schemes, some good analysis about why women are or are not joining, the perceptions about whether a certain command, like aviation, is male dominated and, therefore, whether women see that as a place they want to work and can perform effectively.

There are some similar examples if you look at SCO in places like Trident, where before they go out to advertise for officers, they share the adverts with the staff associations. They have produced videos for prospective applicants that show the range of diversity of roles and people in those roles, to again change perceptions about working in some of those commands. Again, there are some fantastic examples in terms of trying to encourage women to be firearms officers. About making sure they get support through the selection processes, that when they start their training they are not the only woman on a course, and actively running open days to encourage more women to take an interest in those career pathways. There are some good examples of work going on, but we are still seeing underrepresentation in specialist commands.

**Tony Arbour AM:** Could it be related to the fact that officers who work in those commands are more likely to be armed? I have a quote from Cressida Dick which suggests, "Few women who join the police actually want to be armed". That is a quotation from her which I have to say was in *The Daily Mail*.

**Clare Davies (Deputy Director of Human Resources, MPS):** I will let Claire talk to this but 7% of our authorised firearms officers (AFOs) are women, which is good. When Cressida talks or certainly when I have heard her talk, she will make a distinction between the roles; for instance, that Claire leads in the DPG where you may be more static in terms of holding a firearm.

**Claire Clark (Chief Inspector, MPS):** It depends on the role, to be perfectly honest. The biggest barrier and the first thing for any officer - and it does not matter, whether they are male or female - who is going to carry a firearm is they have to do the four-week basic course at Gravesend. I keep going on about this and I do not mean it in a disparaging way, but it is not the most pleasant place and I have spent many a night down there. Four weeks is a long time and it is a very intensive course and it is a continual assessment. There is a reason why it is residential, it is very draining and it is very fatiguing. There is a lot to take in. There are an awful lot of skills. There are a lot of fine motor skills which need practice and muscle memory in things to do. It is quite a big barrier.

Part of the work we have done with all the firearm commanders is we had some open days in March down at Gravesend and we gave all the officers the opportunity to go on a range because, if you have never picked up a firearm in your life, you are never going to know whether you think you might be able to do it. It gives people an opportunity to go, "Actually, I do not think this is for me", before we go down that whole great long selection process and they get

on to the course on day one and people are going up for the first time and go, "I cannot do this". It gives them the opportunity to feel how heavy the weapons are and get it talked through by the instructors, who are very good down there and explain how it all works, listen to the noise, the ricochet, the balance and everything else.

Most women who join this organisation are fit, are healthy, are not necessarily big, and by that I mean by stature. We do not have massive great hands that will be able to hold some of the guns, which are quite big. Certainly the static protection side that we within Royal Protection see within my own command and some of the airport posts, standing in the weather we have at the current moment in time, outside, carrying two stone of ballistic body armour plus three weapons. It is a Glock on the sidearm, a taser and an MP5 rifle. It is a significant amount of weight not just for women, but for men as well. It is hot, it is tiring and they are standing there for two hours and cannot move. Obviously they can move from side to side, but they cannot just sort of wander off and go and find some shade. They are there for a specific reason for protection. It is that kind of thing and when they get to try that all on, they think, "Actually, I don't think I can do this". That is their choice but it gives them the opportunity to do that. It is an informed choice rather than going through the great long selection process.

Having said that, there are lots of other areas within the firearms world which are more suited. Certainly the personal protection side has an awful lot of female officers who are involved in that but, again, you have the potential of having to go overseas. There are lots and lots of perceived barriers but it is about taking that time, taking the effort, giving officers the opportunity to make informed decisions. They might decide the mere fact of, "I might have to pull the trigger at some point and deal with the consequences after that", for some officers, is not something they are ever going to be comfortable with and, therefore, they are never going to be a firearms officer. That is a healthy place to be and we want people who are going to be doing those roles who are prepared to do what is expected of them in that role. If it is not for them, that is fine, but at least they have made an informed choice.

**Tony Arbour AM:** I wonder if I can move, please, to the issues which were raised in PC Carol Howard's [former Firearms Officer, Diplomatic Protection Group, MPS] employment tribunal where the MPS was found to have discriminated against her.

**Clare Davies (Deputy Director of Human Resources, MPS):** I am happy to start on that. At the MPS, obviously we are really disappointed by what the tribunal found. We are taking the judgement very seriously and are concerned about all of the things that took place there. I do not think we can talk about specifics today, but what I can say is we have a review now going on about our fairness at work policy. A really important thing for us to do is to take stock of the learning that comes out of the tribunal, and understand what changes we need to make as a result. We have a full review going on. We are doing some work outside of the MPS to understand where fairness at work is effective, what good practice looks like and what we need to bring in. In particular, recognising the practice about what happens when someone makes an allegation of discrimination through a fairness at work approach, and what we have to do effectively to deal with that. Those are all the things that we are looking at in terms of that review at the moment.

**Tony Arbour AM:** I would speak in general terms, which goes back to the point that I am making in the special squads and I am very struck by what Clare has said. It is the first time in the whole of this session there has been any particular reference to physical differences, the point about being able to hold the weapon because of the size of the hand. Ignoring that there is still a greater preponderance of men in the specialist command, greater than elsewhere in the MPS, one of the points which was argued during the tribunal was that this very substantial preponderance of men in these units was more likely to give rise to the kind of complaint which was alleged in the case. Is there anything in that? Are lots of men together more likely to discriminate against women? I can well imagine it going the other way.

**Joanne McCartney AM (Chair):** The tribunal said that the Diplomatic Protection Unit was almost exclusively male and predominantly white.

**Tony Arbour AM:** Yes. I am ignoring the 'white' bit because we are talking about the number of women.

**Chief Inspector Claire Clark (MPS):** Just on that point, we have 17% of BAME officers within the DPG. It has never been a problem. We have always had a greater than average number of BAME officers. We cannot understand why, but we have always done very, very well when we are recruiting officers from BAME backgrounds. The thing around the females is not just the DPG. You have to look at the roles and what people are being asked to do. There is a certain type of female in general who joins the police. We do not tend to be people who sit around waiting for things to happen. We like to be doing things and I would have to say - and it is not disparaging my command or what my officers do because they do a difficult job day in and day out in all weathers - that some of the standing on a static post is not that interesting for most women; certainly not the type of women who would put themselves forward to do firearms roles. They are likely to want to do something that is slightly more dynamic and I know I am shockingly generalising, but I would suggest that anecdotally probably the type of female who becomes a police officer or who becomes a firearms officer is likely want to want to do a bit more.

That is not to say that they cannot use the DPG as an entry point so learning and becoming comfortable around firearms and understanding how that works and doing all that; and then progressing into other roles and that is something that we are very much encouraging by saying, "Come to the DPG, do a couple of years and then progress on to close-protection work". We have opportunities where we do a basic level course within the DPG.

Just to pick up on the point and a specific point, is I have been with the DPG since January so I cannot really comment on the Carol Howard case because I really know nothing about it; other than what has been reported. However, what we are doing at the moment is I am having one to ones with every single female officer that we have in the command, to talk about how we take this forward and what learning we can get from it. The initial stuff that is coming up is not necessarily about feeling bullied or being in that environment, but sometimes it can be quite lonely being the only female on a team on a particular location. I can absolutely understand that because for two years when I was on probation, I was the only female on my relief and it was quite difficult; but we can do something about that. We can look at where officers are



based. We can look at putting more officers in and trying to group people, so there are things that we can do from that, but we are doing it in consultation with the officers themselves, because it has to be something that they are comfortable with, and something that they want to do. We are doing that piece of work which was set in motion anyway before the tribunal came out, but it just happens to dovetail quite nicely, looking at some of the things and some of the recommendations.

**Tony Arbour AM:** Does that mean that there is a kind of critical mass? You have talked about your own experience when you were the only woman, but supposing there had been two or three of you to give yourselves - I do not know - moral support or something of that sort. Would it have been very much simpler and much easier?

**Chief Inspector Claire Clark (MPS):** I honestly do not know and I do not know if any of us could answer that question really. It very much depends on individuals. There are some people who are quite happy and quite strong and quite determined who can deal with it; and others who would prefer to be in the company of other female officers. You have to look at it and offer the opportunities. We can only offer stuff and see if people take it up, and try and do the best that we can and work with our staff and find out what works best for them.

**Rebecca Lawrence (Director of Strategy, MOPAC):** The Committee may recall there were many examples of excellent work by women firearms officers. The Committee may recall that the two firearms officers who attended the scene at the awful murder of Lee Rigby [murdered British soldier] were both female firearms officers who carried out exemplary work in a very difficult dynamic situation; making the situation safe and then administering first aid almost immediately.

**Chief Superintendent Joanna Young (MPS):** I was just going to say, I do not think two is enough. Two is tokenism and there is something about that. You also mentioned something about critical mass and again all the research has shown that it takes about 30% to 35% to make a difference. Would the two get compared to each other so one would be the better one and one will not be the better one? Two do not always get on. All women are different as well.

**Tony Arbour AM:** I see that. Yes.

**Chief Superintendent Joanna Young (MPS):** We are not all the same.

**Tony Arbour AM:** It was crass of me. I am sorry.

**Chief Superintendent Joanna Young (MPS):** No, I did not mean it like that. It is not about having two; otherwise you end up with a buddy and you either get lumped together or you fight. It is not really a good situation.

**Chief Inspector Claire Clark (MPS):** The message is that there is an awful lot of positive work that is being done. It is starting to gain momentum but you have to bear in mind we are, to use a phrase, fishing from a very small pool. There is only ever going to be a certain number of female officers who want to become firearms officers, likewise there is only a certain number

of male officers who want to become firearms officers. As we have a smaller number of women we are going to necessarily have a smaller number from which you want to come in and join. It is about trying to widen the pool, which takes us back to the point we started off with the Committee, which is about recruitment. The more we can recruit in, the wider pool we have from which to draw to go into specialisms.

**Joanne McCartney AM (Chair):** Thank you.

**Len Duvall AM:** That leads me to the question around some choices in the future, because in terms of limited personnel, smaller numbers of staff you said rather eloquently earlier on about how you have no choice; "I have X positions to guard or whatever and I need people there. I cannot just drop one". That in particular is your issue. In that sense, if the pool is smaller that we are dipping into, and people are not going by choice, the voluntary issue which is the right way, it used to be in your operation that people would go because the overtime was good. It was guaranteed. That was the incentive for some of those people. Do we need to start looking not just in terms of direction for women, but some incentives for attracting people into some of those specialist operations around that, or is that the wrong way to go? I see some nodding of heads. Is it going to be because we have no choice with a voluntary issue? People are going to be posted at some stage sometime in the future, in ten years' time or maybe not, because we have some responsibilities to cover. That really is the point I am getting at.

**Chief Superintendent Joanna Young (MPS):** I did some research around the effects of gender on career progression, and men and women generally are different. As Clare [Davies] said about values, also a significantly higher percentage of women seek promotion or seek career lateral development in order to make a difference. That would be their highest aspiration. A higher percentage of men significantly than women often seek promotion or lateral development around status and pay. Introducing something that increased overtime would just reinforce the issue that more men would be likely to apply for it. It is recognising that there is a difference and people do want different careers. They have different career aspirations and different things that they prefer to do, and firearms is a very good example of that. Not as many women want to do that as many men, so it is about making the environment there as best as it possibly can be for the women that are there. That is the difference between forcibly making a whole load of people go in to somewhere they do not want to be.

**Chief Inspector Claire Clark (MPS):** If I can just pick up on that, I would have serious concerns about making anybody want to do that. It is a huge, massive responsibility. Obviously as police officers we all have to make decisions, we have to make choices, we have to risk-manage. That is what we do. That is our job. We deal with things. The public looks to us to take the lead to do stuff, and in that kind of situation and in making that decision, you cannot have somebody who does not want to do that. It has to be voluntary. I would really be very, very, very uncomfortable with making somebody do that. Yes, there is incentivisation and money has always been the overtime thing. Obviously, with the decreasing budgets that we have talked about that is becoming harder and harder and the Met Change programme is coming --

**Len Duvall AM:** It is becoming harder and harder but with smaller numbers of staff in certain areas it is going to be the only way that that service is then going to be delivered, whatever you say.

**Chief Inspector Claire Clark (MPS):** Potentially we are looking at other options and certainly Met Change is looking at specialist operations now, and how we can do things better and more efficiently. We wait to see what that is going to look like over the coming 12 months.

**Len Duvall AM:** OK, just switching back in terms of processes, so specialist organisations like SO or serious crime. I presume that they are a feeding pool for some staff in SO that would come out of serious crime. Clearly, if you could deal with some of the issues of gender issues in serious crime, which I thought was probably in the last ten years getting better, then that must match on into SO; with some chicken/egg situation, to be honest, about works in progress, or is it wrong about a feeder where people come to go into some of the specialist organisations?

**Clare Davies (Deputy Director of Human Resources, MPS):** It depends on some of the roles that are being advertised. You are absolutely right. There are some skills that are more prevalent in Specialist Crime and Operations (SC&O) that will also be in SO; and people applying for those roles may come more from SC&O than, for instance, Territorial Policing. However, that is very dependent on skills sets. For instance, if you are recruiting detective constables, we are really well represented in TP with more women than men. We have a really great rich proportion of women at detective constable level, more than any other rank within the MPS. When you start to open up opportunities, whether that be in SO or SC&O and they are detective opportunities, you would hope that starts to open the gateway to more women going through.

Yes, there are some roles that we will see movement from Territorial Policing into SC&O into SO but our effort needs to go into understanding, as Joanna [Young] said, what motivates women in particular to go into certain roles. If we understand that, we can incentivise accordingly; but again I would counsel, like colleagues have, against deploying officers without choice, and of financial reward because that does concern me about whether that drives the right outcomes for people. There is an interesting question about whether we are making the most of our deployment strategies. If you look at some of the specialist areas of our business, the turnover is actually very, very low; so people can stay in the jobs far longer than they would do perhaps in Territorial Policing. Some of the questions that we should ask ourselves as we begin to mature our deployment policies around the new model is, whether we want to look at tenuring some posts, what a good return on investment is for the significant training that we put into some of the specialist organisations; and whether we want to create more churn to create a more diverse work force where we can secure enough women to go into certain roles. Do we try and create the critical mass that we have described? Those are certainly some of the conversations we are having at constable level, both from the perspective of BAME recruits and women, about where we deploy them across Territorial Policing.

Those are all the things that we are grappling with at the moment about how you create the right culture and the right environment for any minority group to thrive, and what our options are in an organisation that is going through significant restructure.

**Len Duvall AM:** OK, thank you.

**Joanne McCartney AM (Chair):** Thank you. Can I just go back, Clare, to something you said earlier? You said that the MPS were reviewing their fairness at work policy.

**Clare Davies (Deputy Director of Human Resources, MPS):** Yes.

**Joanne McCartney AM (Chair):** One of the concerns arising out of this tribunal claim was that there appeared to be a MPS policy that where discrimination was found, whether it be race, sex or whatever, the policy of the MPS if that was then taken to an employment tribunal was, to change it so it did not show up in their internal report. Can I just check? Are you reviewing past cases as well and making sure, as I said, this was not done to past officers?

**Clare Davies (Deputy Director of Human Resources, MPS):** We will look at past cases not necessarily in terms of whether there were disservices done but in terms of looking at the practices. Some of the things you describe there about where discrimination is alleged as part of the fairness at work complaint is still properly considered, but as part of established processes such as the misconduct process. What we need to be clearer on is that fairness at work is there in terms of trying to get a resolution. It is a workplace dispute. It is about resolving things at the earliest opportunity, before we get into a situation where we have serious discrimination allegations. Where a discrimination allegation takes place, it really should be where our misconduct procedures are coming in.

Part of this review has to be very, very clear on how those processes run. This is not about trying to hide any claims of discrimination. They are being considered, but our processes need to be far clearer around that.

**Joanne McCartney AM (Chair):** Yes, the tribunal in this case to quote the emails where a line manager had seen the draft and had said, "Please change it because it will give us concern if we later go to the employment tribunal", and therefore there was no finding in the internal document because it would be disclosed later on.

**Clare Davies (Deputy Director of Human Resources, MPS):** Absolutely.

**Joanne McCartney AM (Chair):** That was the concern, so I really wanted assurance that there is no MPS policy that that takes place now.

**Clare Davies (Deputy Director of Human Resources, MPS):** This is about making sure, as you rightly said, that going forward we are very clear on, where we have any allegations of discrimination, we are reviewing those and we are dealing with those appropriately. We do take it really seriously. It goes to the heart of where we started this conversation. These cases play out rightly very, very badly in the public domain, and that will absolutely go to the heart of whether people choose to join the MPS, and whether they choose to go into specialist units that Claire has talked to. We have to get this right and we have to give people the confidence when they are working, and certain elements of the organisation, that if they do want to bring a dispute forward, whatever that relates to, they will get a quick resolution. They are surrounded

by supervisors that will take those things seriously and are more capable of dealing with those issues.

I would expect the fairness at work review we are doing will go far beyond what our policy says, and to the heart of what we expect leaders and supervisors to do in the MPS when they are dealing with any such allegation.

**Joanne McCartney AM (Chair):** You are reviewing past cases as well and checking that they were dealt with appropriately?

**Clare Davies (Deputy Director of Human Resources, MPS):** I do not know whether they are going through past cases. What I can say is that I will take that away and check for you.

**Joanne McCartney AM (Chair):** The Mayor has assured me that he would do.

**Clare Davies (Deputy Director of Human Resources, MPS):** Then that may well be happening.

**Joanne McCartney AM (Chair):** OK, yes.

**Len Duvall AM:** Just one more question about the role of sergeants and inspectors. That first line, and really I suppose, the old perceived image and in some cases reality about canteen culture and fun turning into pretty immature behaviour; and also going to extreme stuff that goes on. Of course there is a zero tolerance level to that, but how much has that changed in the MPS? I would like to hear from the serving officers. How much has that really changed? Recently you have had to deal with the case of some officers in your group exchanging pornographic material, which would lead me to believe rightly or wrongly, that there might well be some conversations about that whether in the presence of women or whether women are not around and that sort of behaviour. In a large organisation I suppose there will be elements and there will be a few people indulging in that behaviour. Has it really changed significantly as the organisation changed? Are those frontline supervisors really dealing with some of those issues at that sharper end? That really might change where women perceive themselves in the organisation and where they want to go, to be honest.

**Chief Inspector Claire Clark (MPS):** Certainly in my experience, things have changed significantly over my service. I am just coming up for 23 years' service, and certainly the stuff that I experienced and had to deal with as a probationer, you would never see now; which is fantastic. It is really, really good. In a large organisation the size of ours, we are always going to get people who do things that do not support the values of the organisation and are not what we want to do. The biggest change is the investment that we have had over the last 12 months in our first and second-line managers, and giving them the support; whereas previously it was probably a little bit random as to how much support you would get from senior officers. If a first-line supervisor did challenge and did deal with that, there was a bit of uncertainty as to how far up that would get supported, having taken that direct action. Now first and second-line managers are much, much more confident about the fact that they will get supported, so issues are dealt with and are dealt with properly and are dealt with in a timely manner.

Some of the issues that my command has suffered, again it is not an excuse but it predates what I have done, so what I have seen since I have been within the command in the last six months there is no question about it. It is in, it is straight, it is dealt with, it is very clear and also it is publicised, not to shame people, but to just reinforce the message that this sort of thing will not be tolerated and is not acceptable and it is very, very strong. It is a very strong ethos. You speak to any of the officers within my command. They know that and it is very, very clear.

There is always room for improvement, absolutely, and in an organisation which reflects the society which it polices there will be lots of unsavoury things that go on, and there are people that do that; but if it is identified, we deal with it now. I am much more confident that we do that now than, we probably did, when I started.

**Clare Davies (Deputy Director of Human Resources, MPS):** Chair, if I could just add? I am very, very clear that the quality of our first line supervisors in particular is so important. We have increased the process for promotion for sergeants. We have introduced for the first time an interview with sergeants. We are starting to test some of these very issues, in terms of how they would respond to any issues in the work place that would be playing against our organisational values. We have just had all of our chief inspectors, police staff and equivalents and above at an event where we have launched the new code of ethics, and the values framework for the MPS. That really simply describes the standards of behaviours that we would expect and there is a very clear message that has gone out to all of our leaders now, about implementing that across their business groups.

We have this nice model called the 'Met Conversation', where we get supervisors to talk about particular issues, in this case the code of ethics and the values. It is a really good reminder of the standards of behaviours that we are expecting. There is quite significant internal communication planned that is going around that, and we are making more investment in training; both of those first-line managers but also leaders across the organisation, with the combination of the two, so a really great selection process. It gives the confidence that when someone leads teams they are capable of doing that or will act in the way that we need to, great development of those people and then a really robust approach to how we deal with people that let us down. The combination of that means we will not see some of the behaviours that we have.

**Len Duvall AM:** Do we feel confident then, at lower levels of the organisation, that women faced with bad, horrendous behaviour have the confidence in the organisation to deal with it at that level; rather than let it get to an employment tribunal level and have to go down that road? Have we collected data that fills that so that we can measure that and feel confident it is an organisation where the pathways are there for them to do it? A confidence issue is a choice, is it not? Do you rock the boat or do you go along with it? 20 years ago or 30 years ago there was a different culture and a different attitude, wrongly, I think, but it was there nevertheless. Where are we now? Have things moved on and has awareness moved on of that acceptance of behaviour, and people being able to complain legitimately and the expectation that it is going to be dealt with? They do not have to put up with it.

**Clare Davies (Deputy Director of Human Resources, MPS):** Of course. There is data which we can look at which says how many women are raising, for instance, fairness at work compared to men. The benchmark that you apply against that is looking externally to ask whether we are any different. We have internal reporting procedures, so if someone does not feel capable or confident enough to raise that with their immediate managers, there are lines that they can ring. Fiona Taylor at the Directorate of Professional Standards (DPS) is looking at how we strengthen that as well, so we look at getting into whistle-blowing policies, and are there other mechanisms that we want that would give officers the confidence to come forward. We are absolutely getting better at that. The challenge for us should be measuring the success of that and also there is a role for staff associations - and Joanna may have a view on this - and our communication with staff associations needs to be really strong; so that if officers are going to their staff associations, we have a good dialogue and get a temperature check on how confident officers are.

**Chief Superintendent Joanna Young (MPS):** From my view the canteen culture is hugely changed. It is very different to when I joined. There is always more we can do. Any workplace will have some things that are not appropriate within it and it is about training, equipping our supervisors to feel confident to challenge and that they will be supported. As Clare [Davies] mentioned earlier, there will come a time because of cuts when the ratio of supervisors will be cut. I am really concerned about that. If we do not have proper supervision and we do not have proper leadership, then we will go back to some of the old days, if you like. It is really important that we have appropriately strong representation of the Federation, so that the junior officers can go to the Federation and they can report things if they feel their supervisors are not supporting them. That needs to be there.

We need to make sure that the balance is right with our supervision ratios, with our leadership ratios and also just to emphasise that, as Clare [Davies] mentioned, fairness at work is about trying to find a resolution. You mentioned misconduct. It is not about misconduct. It should not be about misconduct. That is something completely different. Even if it is an allegation of discrimination within that, it should not be one that would warrant a misconduct aspect. It is fairness at work that needs to be resolved. If it is a deliberate discrimination which is quite different or it is racist or sexist discrimination, it is completely different to a fairness at work issue and the two are separate. Sorry, I have said quite a bit in all of that but I hope that makes sense.

**John Biggs AM:** I note in passing that this session is deliberately about police officers rather than the wider police service and just to signal we have not spoken really about police staff. However, the thing that interested me was whether there is a role in the basic training of officers that should address this, and whether it is adequately covered in terms. We talk about changing the culture and one of the better ways of changing the culture is when people are being inducted into the service and understanding what is expected of them. It is not just about sharing hard-core pornography on your telephone, or whatever, but it is also about the culture and the expectations of behaviour. From my generation I am guilty of these things historically. I am forever trying to correct myself so it is about things like casual sexism in

behaviour and the culture expected of people. Do you think there is enough done on that in the basic training of police officers?

**Clare Davies (Deputy Director of Human Resources, MPS):** We are just refreshing our basic training of police officers, actually, off the back of the code of ethics, so that is a good opportunity for us. You are absolutely right. At the very outset I would go as far to say before people join us and go through the selection process, to set out very, very clearly what we expect of them. Yes, we are doing more in their basic training. We are being far clearer on what the requirements are before people even apply to the police service. If they do not feel they can meet those standards, they do select out at a very, very early stage.

**Jenny Jones AM (Deputy Chair):** I am told that fairness at work is unfit for purpose as a whole procedure and that there are currently some staff associations and union people working towards best practice. Are you going to listen to them when they report?

**Clare Davies (Deputy Director of Human Resources, MPS):** We are already working with them.

**Jenny Jones AM (Deputy Chair):** When you say “working with them”, that means that you are all sitting down in the office and that you are working towards quickly fixing that?

**Clare Davies (Deputy Director of Human Resources, MPS):** The fairness at work review was commissioned well before this particular employment tribunal case, because we have moved some of the fairness at work processes from one part of the organisation to another. We are already doing a review in terms of saying how effective our fairness at work is. In terms of reviewing that policy, we have already sat down with some of the staff associations - not all because we are partway through that review - and we are asking them, from their perspective and the perspective of their members, what is working well for them, what is not working well and what else we need to do to improve that; and that will form part of our recommendations.

**Jenny Jones AM (Deputy Chair):** OK, we look forward to it.

**Clare Davies (Deputy Director of Human Resources, MPS):** Thank you.

**Rebecca Lawrence (Director of Strategy, MOPAC):** We too will be looking at the MPS’s fairness at work review. It is very important.

**Joanne McCartney AM (Chair):** Thank you. We have come to the end of our formal questions. Before I thank you formally, is there anything that any one of you thinks you should have told us that we did not ask you about? There is bound to be something but if there is, please contact us and we will happily take it in writing after this meeting. Can I just thank you all very much for coming in today? It was a very informative discussion, so thank you very much.