

The diversity of the Met's frontline

December 2014



Police and Crime Committee Members

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Role of the Police and Crime Committee

The Police and Crime Committee examines the work of the Mayor's Office for Policing and Crime (MOPAC) and reviews the Police and Crime Plan for London. The Committee can also investigate anything that it considers to be of importance to policing and crime reduction in Greater London and make recommendations for improvements.

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Chair's Foreword



A handwritten signature in black ink that reads "J. McCartney". The signature is written in a cursive style with a large, sweeping flourish at the end.

Joanne McCartney AM
Chair of the Police and Crime Committee

Executive summary

The Met faces a significant challenge in diversifying its frontline. Before it began recruiting last year, only 11 per cent of its officers were from a Black, Asian and Minority Ethnic (BAME) background, compared with approximately 40 per cent of the population in London. Women make up a quarter of the Met's frontline, but at senior levels they are less well represented: only 18 per cent of officers ranked Inspector or above in the Met are women. Arguably, the Met's biggest concern is its representation of BAME women, where only 3 per cent of its frontline are BAME women.

Faced with the challenge of diversifying its workforce, the Met has targeted its current recruitment campaign around increasing numbers of BAME and women officers. It has done away with some of the barriers that might be preventing it from recruiting a more diverse workforce, including restricting future applications to London residents only.

The early signs from the Met's recruitment campaign are encouraging. However, there is still some way to go if it is to meet the Commissioner's ambition that 40 per cent of new recruits should be from a minority background. With this in mind, the majority of the Committee support the Commissioner's view that more radical solutions may be necessary unless a significant boost in the numbers of BAME officers in the Met is achieved over the next two years.

Crucial to the Met's efforts to diversify its workforce is how it supports and develops its BAME and women officers. This is a challenge for all officers in the Met, but particularly Borough Commanders and line managers on borough teams. They, in many ways, hold the key to the progression of BAME and women recruits, but have been reluctant to embrace diversity initiatives in the past. Training officers to understand the importance of diversity is vital if the Met is to successfully integrate new BAME and women officers. This process should involve ensuring all BAME and women officers have access to strong mentoring and support networks. There are already a number of good initiatives being run across the organisation. The Met must build on the success of these and support those officers who often give up their time to run them.

The Met must not lose sight of the impact changes to its working arrangements have had on the work-life balance of officers. Post-Olympics, the Met introduced longer shifts - including more night shifts - and reduced flexible working. At the same time, the force has seen a gradual increase of women officers leaving the

force in recent years, citing work-life balance and disengagement with the organisation as the cause. While the Met has a positive approach to flexible working, it must not be afraid to innovate and learn from other organisations about how it can use flexible working most effectively.

The lack of diversity on some specialist teams in the Met is concerning. Specialist units offer excellent opportunities for career progression. The Met must find ways to get more BAME and women officers into these units. For women, the male-dominated culture of some specialist teams can be a barrier to joining. The recent case of PC Carol Howard will not help the Met rectify this situation. It is right the Met is reviewing its policies in light of PC Howard's case, but it must go further by calling out discrimination and disciplining its perpetrators.

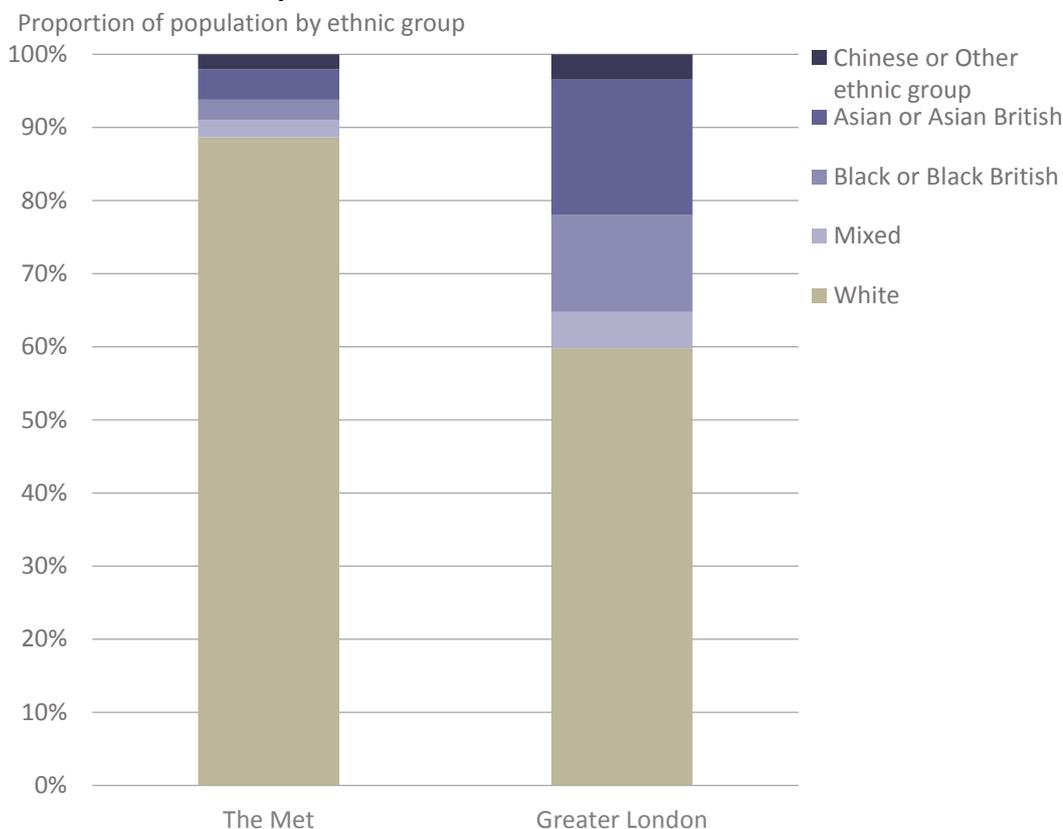
The Met does not have enough BAME and women officers in senior positions. Recent internal promotion processes show this is starting to change but there are still challenges for the Met to overcome if it is to diversify its senior ranks. Negative perceptions about the lack of work-life balance of senior women officers can put some women officers off from applying for higher positions. The Met must work with its senior women officers to better articulate how they manage their work commitments. Training managers to understand how unconscious bias can prevent more BAME and women officers being promoted will also help.

Ultimately, the diversity of an organisation is not just a measure of how it looks but also how it behaves. Our primary focus has been on what the Met is doing to support the recruitment, retention and progression of BAME and women officers, given this is where the Met and the Mayor's focus lies. However, we recognise the Met must have in place processes to support officers from other protected groups. The Committee discussed some of the issues pertinent to disabled and LGBT police officers. Again, the Committee is encouraged by the steps the Met is taking to mainstream diversity through the organisation. Yet, for this to succeed, it must be supported by strong leadership and a robust accountability mechanism to ensure momentum is sustained.

1. How diverse is the Met's frontline?

- 1.1 A police service is more effective if it reflects the society it serves. A more diverse workforce can lead to better decision-making, bring a broader range of skills and improve operational capabilities. It will also make the service better placed to gain the trust of communities and improve police legitimacy, which determines whether people cooperate with the police.¹
- 1.2 The Mayor is committed to increasing diversity in the Met police. His Police and Crime Plan states the Met should be “a police service that commands public confidence and one that reflects the city it serves – drawing its recruits from among London’s diverse communities.”²
- 1.3 This report specifically focusses on ethnicity and gender in the context of what the Met is doing to diversify its frontline. This approach is in recognition of the significant underrepresentation of Black, Asian and Ethnic Minority (BAME) and women officers in the Met. But also because this is where both the Met and the Mayor’s Office for Policing and Crime (MOPAC) efforts are focussed.
- 1.4 The need for a more diverse frontline is reflected in the Met’s past difficulties. The reports that followed the Brixton riots and the murder of Stephen Lawrence brought into sharp focus police race relations in the capital. The Met has come a long way since it was branded institutionally racist by the Stephen Lawrence Inquiry report, but the recent race and discrimination case of a former Met Police Constable demonstrates the work the Met still has to do.
- 1.5 The Met faces a significant challenge in improving the diversity of its frontline. Before it began recruiting last year, 11 per cent of its officers were from a Black, Asian and Minority Ethnic (BAME) background,³ compared with approximately 40 per cent of the population in London (see chart 1).⁴

Chart 1: The ethnic profile of the Met does not match Greater London

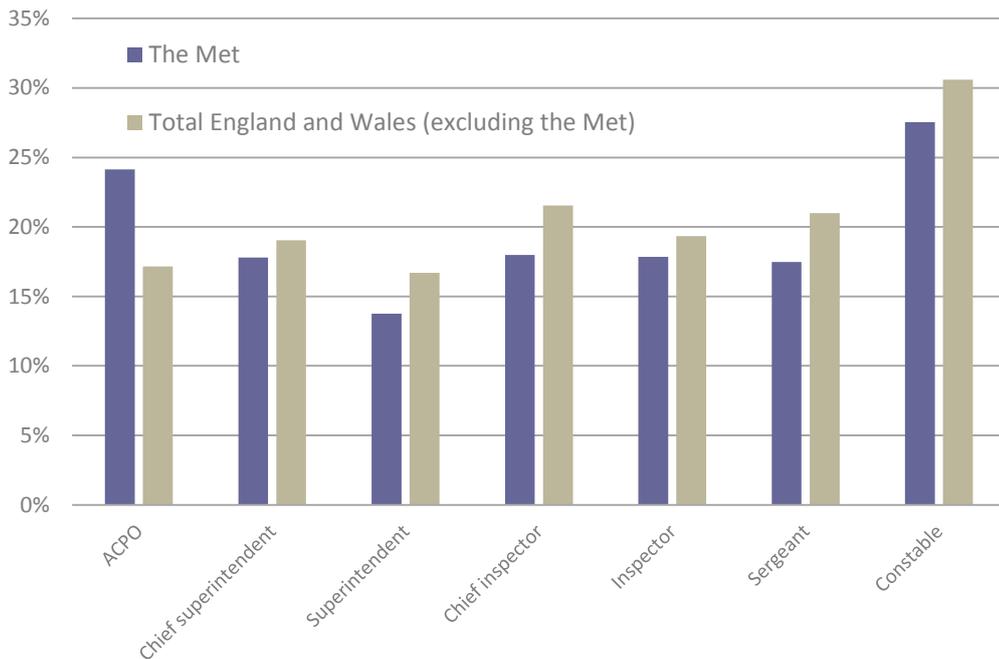


- 1.6 The representation of BAME officers in the Met compares favourably with other police forces in the UK. The Met has the largest proportion of officers from a minority background of any force in England and Wales. Of the forces most similar to the Met, West Midlands police force has eight per cent of BAME officers and Manchester and West Yorkshire five per cent each.⁵ But London is more diverse than the regions these police forces represent.
- 1.7 The lack of BAME officers is particularly evident at senior levels in the Met, where only 6 per cent of its officers are ranked Inspector or above. Encouragingly, the Met has a higher percentage of officers at Association of Chief Police Officer (ACPO)⁶ rank than at any other level, although these are small numbers in comparison (4 of the Met’s 27 ACPO officers are BAME).⁷
- 1.8 While women make up approximately a quarter of the Met’s frontline, they are less represented at senior level. Only 18 per cent of officers ranked Inspector or above in the Met are women.⁸ The representation of women officers in the Met compares less favourably with other police forces. Overall, its proportion of women officers is less than the average across all other police forces in England and Wales (28 per

cent). And apart from at ACPO level, it has a smaller proportion of women officers in each rank than other forces (see chart 2).⁹

Chart 2: Other than at the ACPO level, the proportion of women at each rank at the Met is lower than the national average

Proportion of police officers, based on full time equivalents (FTEs)

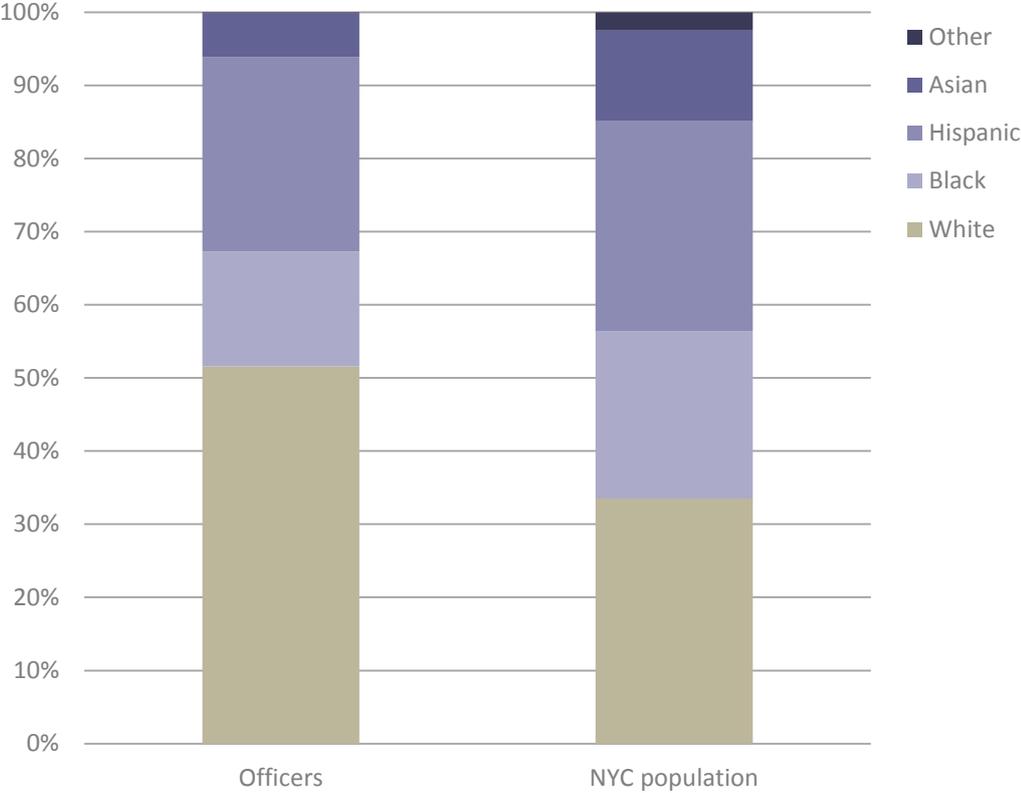


1.9 BAME women are significantly underrepresented in the Met police. Currently, only 3 per cent of the Met’s frontline are BAME women. And at Inspector level or above, there are only 14 BAME women officers, less than 1 per cent of the total number of officers.¹⁰

1.10 There are very few comparative studies of diversity in police forces internationally. The Committee requested data from the New York Police Department (NYPD) on the diversity of its frontline. At the end of April 2014, 48 per cent of its 34,449 officers were from a minority background. Compared with 2010 Census data, the ethnic profile of NYPD’s frontline is more reflective of New York than the Met’s is of London (see chart 3). The NYPD successfully diversified its workforce by introducing hiring quotas in the 1980s. The quotas ensured a third of recruits were from Hispanic or African-American descent. The option to recruit on this basis is not available to the Met as affirmative action is illegal in the UK.

Chart 3: The ethnic profile of NYPD officers better represents New York

Ethnicity of NYPD officers compared with population of New York using US Census data 2010



2. What should the Met do to recruit a more diverse frontline?

- 2.1 Historically, recruiting significant numbers of BAME officers has been challenging for all police forces in the UK. Since 2006, the proportion of police officers in the UK from a minority background has risen from 4 per cent to just 5 per cent.¹¹ The Met has performed better than the national average, but a rise in the proportion of BAME officers from 7 per cent in 2006 to 11 per cent in 2014 still represents slow progress.¹²
- 2.2 The picture for women officers is slightly better. At a national level the proportion of police officers that are female has risen from 22 per cent in 2006 to 28 per cent this year.¹³ For the Met, the numbers are slightly lower; 19 per cent in 2006 compared with 25 per cent now.¹⁴
- 2.3 The Met has had some success in getting more BAME officers into its ranks since it began recruiting last year. Having set itself a target of 40% of 5,000 new recruits in the next three years to come from a minority background, approximately 16 per cent of the 2,343 officers appointed so far (including graduates and transferees) were BAME.¹⁵ However, while this percentage is higher than the overall percentage of BAME officers in the Met currently, it is well below the 40 per cent target.
- 2.4 The Met wants at least of half of its new recruits to be women.¹⁶ So far, of its total number of new recruits in 2013/14, 30 per cent are women. A 2010 Home Office report into women in policing said 35 per cent representation was "where a 'critical mass' occurs and women experience the least discrimination and greatest acceptance by men in the workplace."¹⁷

Recruit more BAME women

- 2.5 The Met's biggest challenge is recruiting BAME women. Only 4 per cent of its new recruits are women from a minority background. The Committee discussed the reasons for the underrepresentation of BAME women with Detective Chief Inspector Shabnam Chaudhri. She stated cultural issues were a key factor:

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.*¹⁸

- 2.6 A stronger presence of BAME women in the Met could help to legitimise current operations. The Met's efforts to tackle female genital mutilation (FGM), and its recent appeal to Muslim women to help stop young people in their communities travelling to fight in Syria, for example, could possibly be strengthened by an increased presence of BAME women in the force. It is therefore important that the Met looks at ways to boost its numbers of BAME women.
- 2.7 The Met has begun to tackle this issue directly. It recently entered into a contract with Penna, a specialist recruitment agency, to deliver "positive action interventions to female BAME applicants during the recruitment process." According to the Met, these interventions will include "access to online material and face-to-face events." It is also reviewing its marketing strategy to encourage more BAME women to join.¹⁹
- 2.8 The Met could use community advocacy schemes to directly target potential BAME women recruits. The Community Ambassadors scheme was setup by the MOPAC, and is run by Sonia Brown of the National Black Women's Network. The scheme aims to identify community leaders in some of London's most diverse boroughs to advocate for the Met in encouraging more BAME candidates to join the force. Depending on the long-term success of the scheme, it could be used to directly target potential BAME women, with support from senior BAME women officers in the Met.
- 2.9 To sustain its focus on this issue, the Met should consider recording data on BAME women separately to BAME and women officers. Currently, BAME women are not classed as a separate group in the Met's diversity data. Recognising BAME women as a distinct group will help focus the Met and MOPAC's efforts to increase the number of BAME women in the force.

Recommendation 1

To support its efforts to recruit more BAME women, the Met should :

- Recognise BAME women as a distinct group from BAME and women officers. This would help senior leaders to focus efforts to increase the number of BAME women in the force;
- Work with senior BAME women officers in the Met and with BAME women leaders in the community through the Community Ambassadors scheme to identify what further support can be provided to increase the representation of BAME women in the Met; and
- Introduce a bursary for BAME women to complete the Certificate in Knowledge of Policing prior to joining the Met (see below)

Certificate in Knowledge of Policing

2.10 The entry requirements to join the Met could be a barrier to candidates from poorer backgrounds. The Met now requires all prospective recruits to complete the Certificate in Knowledge of Policing (CKP) before joining the force. The award was developed by ACPO in 2012 as a way of professionalising the entry route into policing. The Met was the first police force to make the CKP a mandatory requirement for joining. However, its introduction has been contentious, not least because of its cost (approximately £1,000), and the long hours of study required to pass it. Given that some of London's most diverse boroughs – such as Hackney, Newham, Tower Hamlets and Waltham Forest – are also some of its most deprived, there was a concern the CKP would prevent some BAME candidates from joining the Met.

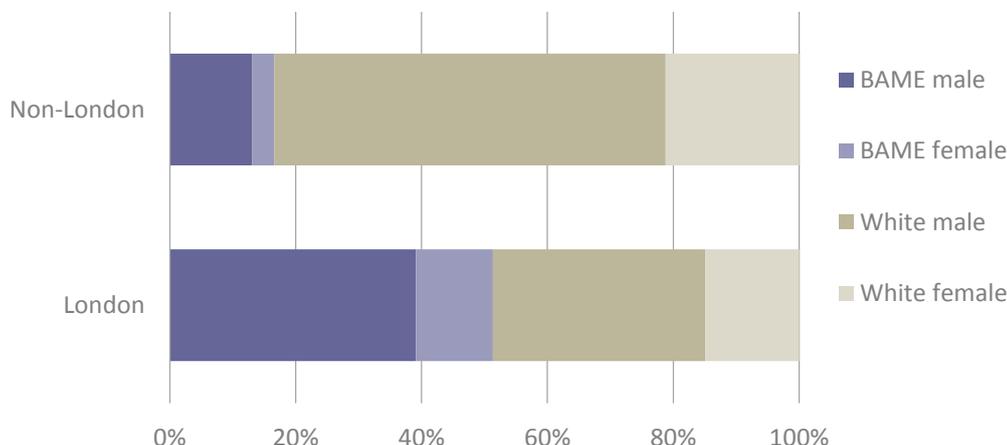
2.11 The Met has taken steps to address these concerns. It is offering interest-free loans to candidates from London on a means-tested basis. The recipient will be expected to pay back the loan only if they join the force. The Met has also changed the requirement that the CKP must be completed before an application is made. The CKP can instead be taken after the candidate has successfully completed the Met's own training and vetting procedures.

Boosting recruitment from London

2.12 To improve the diversity of its new recruits, the Met is restricting future applications to London residents.²⁰ The decision is based on data from its initial recruitment campaign in August 2013, which found that candidates applying to the join the Met from outside London were less diverse than candidates from London (see chart 4).

Chart 4: Candidates applying to join the Met from outside London are less diverse than candidates from London

Based on data from the Met's August 2013 recruitment campaign



2.13 The Met has said it does not anticipate the London-only restriction having a negative impact on numbers of women. Based on the data from the 2013 recruitment campaign, the percentage of women applying from London compared with female applicants from outside London was broadly the same. Clare Davies, the Met’s Deputy Director of HR, told the Committee that, while the London-only criteria would restrict the pool of women the Met can recruit from, it should enable it to recruit more BAME women.

Refining the recruitment pathway

2.14 The Met is changing aspects of its recruitment pathway to ensure it does not disproportionately affect BAME candidates. During its 2013 recruitment campaign, the Met saw a significant drop-off in the number of BAME candidates applying to join the force and those passing its competency-based questionnaire (CBQ). Like many public sector organisations, the Met uses a CBQ as part of its selection process. Data from its August campaign showed 35 per cent of the total number of applicants were BAME but this share fell to 24 per cent following the CBQ stage. The potential for disproportionality in competency-based questionnaires is supported by academic research. Professor Geraint Rees of University College London, found that tests can work “against diversity and against excellence”, by rewarding identikit answers.²¹

2.15 The Met is replacing the CBQ with three new tools: a values assessment, a situational judgement assessment and an intercultural competency assessment. It is also working with the College of Policing and the Home Office to review national recruitment assessment centre testing, where there is also evidence of disproportionality for BAME recruits. A pilot has been developed, which, according to Robin Wilkinson, Director of HR at the Met, “will take a slightly different

approach to the assessment of communication skills and communication competencies and written skills in particular.”²² Candidates who fail the written assessment but perform well in other areas will be given time and support to complete it later in the recruitment process. While the Met recognises the importance of written skills for police officers, Robin Wilkinson said it was just as important the Met had officers “who can demonstrate they can work well with communities.”²³

- 2.16 BAME candidates joining the Met could be disadvantaged by its vetting process. All police forces must follow national vetting policy set by ACPO.²⁴ Robin Wilkinson told the Committee the policy was “very restrictive” and the Met wanted to take “a more balanced and nuanced view” about “borderline” cases.²⁵ He said some BAME candidates applying to join the Met had been the subject of a Stop and Search, which under ACPO policy could prevent them from passing vetting. Given Stop and Search has had a disproportionate impact on BAME people in the past, vetting was likely to present a significant barrier to some BAME candidates. Current vetting policy could also stop some of the Met’s Voluntary Police Cadets joining the force.²⁶ There is significant diversity across the cadet ranks and the Committee heard positive stories about the work of the cadets. However, because the scheme is targeted at young people who might be at risk of criminality many would not pass current vetting if they decided to join the Met in the future. The Met holds a monthly meeting, chaired by Robin Wilkinson, to review all borderline cases. By taking a more pragmatic view of vetting, there may be opportunities for the Met to recruit from a more diverse pool of potential candidates. Similarly, a more transparent approach to vetting in the future would help to build trust and confidence in communities that the system is fair and proportionate.
- 2.17 The Met is also reviewing where vetting sits in its recruitment pathway. Vetting currently happens at the very end of the recruitment process before a candidate is hired. Completing the vetting sooner would lessen the disappointment of unsuccessful candidates who might resent the time and effort they had put into the process. It would also reduce costs for the Met. Robin Wilkinson told the Committee that leaving vetting until the end of the process was “not necessarily appropriate” but that it was about “getting the balance right.”²⁷

Recommendation 2

As part of its review of vetting, the Met should introduce a self-assessment questionnaire for applicants to enable it to identify issues at the start of the process that might result in applicants eventually failing the vetting process.

Diversifying the graduate entry scheme

- 2.18 The Met has had some success in boosting numbers of BAME candidates through its university graduate scheme. In 2013/14, only 7% of the 192 successful candidates were BAME,²⁸ but, according to Robin Wilkinson, of next year's cohort, 14% of the 140 graduates are from a minority background.²⁹
- 2.19 The Met has previously reported difficulty in recruiting BAME graduates. At its Diversity Executive Board meeting in March 2013, it was noted that the number of BAME candidates (835 applied in 2012/13) halved by the second stage of the process.³⁰ The Board said the drop was partly due to competition from students from Russell Group universities, which are ranked highly in academic terms but are less ethnically diverse. According to data from the Higher Education Statistics Agency in 2011/12, nine per cent of black students were likely to attend a Russell Group university compared with 21 per cent of all students domiciled in the UK.³¹ The Board also identified timing as a factor. Chief Superintendent Gideon Springer said the Met needed to be more proactive in its University recruitment:

If we were going to recruit graduates, we needed to be getting into universities in the first year of their courses, not six months before they finished. We need to have a means of getting into educational institutions within London ...and get to those candidates with information that will allow them to make an educated guess about what they want to do with their futures.³²

- 2.20 The Met is using some targeted actions to attract more graduates. It has contracted a specialist recruitment agency to target graduates specifically, and has also recently introduced a scheme for graduates called Police Now. The programme is similar to Teach First and will see graduates join the Met for two years before deciding whether to continue working for the force. Met officers who studied in London universities are also acting as ambassadors for the Met at those universities.

More radical action might still be needed

- 2.21 The Met has introduced a number of new policies and initiatives to remove the barriers that prevent some candidates from a minority background joining the police. The Committee is encouraged by the work the Met is doing and would urge it to maintain momentum by continuing to monitor and evaluate the effectiveness of these schemes. However, despite the positive work happening, the reality is the number of BAME officers, in particular BAME women, is not improving quickly enough. Unless there is a step-change in recruiting a more diverse workforce, more radical action may be needed.

- 2.22 The Met Commissioner said he would like to see the law changed to allow the Met to recruit more BAME candidates. He referred to the process used in Northern Ireland, where the Police Service of Northern Ireland (PSNI) was legally obliged to operate an affirmative action policy of recruiting 50 per cent of its trainee officers from a Catholic background and 50 per cent from a non-Catholic background. The policy was recommended by the Patten Report in order to address the underrepresentation of the Catholic/Nationalist community in the PSNI.³³ The policy was in place for more than ten years before it was ended by Government in April 2011. The Commissioner's view is supported by Alex Marshall, Chief Constable of the College of Policing, who is overseeing police recruitment in England and Wales³⁴, and Peter Fahey, Chief Constable of Greater Manchester Police. However, the Mayor and Government have not indicated whether they would support a law change to enable the Met to recruit more BAME officers in the future.
- 2.23 There is not unanimous support for the Commissioner's view that some form of affirmative action for a temporary period of time, as used in Northern Ireland, may be necessary unless a significant boost in the numbers of BAME officers is achieved over the next two years. However, the majority of the Committee would agree the Mayor should support the Commissioner by opening up a dialogue with Government around the feasibility of implementing a law change in the future if the Met is unable to recruit more BAME officers in the next two years.

Recommendation 3

MOPAC should open up a dialogue with Government around the feasibility of implementing a law change in the future if the Met is unable to recruit more BAME officers in the next two years.

3. How should the Met support and develop its BAME and women officers?

- 3.1 Creating a more diverse workforce depends on how the Met supports and develops its BAME and women officers. We have identified three main areas that the Met must focus on to ensure the creation of a more diverse and sustainable workforce: intelligent deployment, retaining women officers, and career progression.
- 3.2 Borough Commanders have a key role to play in supporting the creation of a more diverse and sustainable workforce in the Met. While they cannot be held directly accountable for the diversity of their teams, they should be challenged on what they are doing to support and develop BAME and women officers. Training line managers in understanding the importance of diversity is a key part of this duty, as getting this message across to officers in the past has proved difficult. A “diversity health check” ran by the Met in 2012 found a “growing antagonism towards diversity in the force” from white, male officers. Mentoring and support groups for BAME and women officers were seen by some officers as creating unfair advantages.³⁵ Officers that spoke to the Committee said attitudes were changing, but there was still some resistance within the force. The Met’s Director of Human Resources, Robin Wilkinson, told the Committee that it was working to support and train line managers to understand the importance of diversity:

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.³⁶

Intelligent deployment

- 3.3 With the recruitment of a large number of new officers, it is critical the Met ensures they are successfully integrated into borough teams. All new recruits work for two years in these teams. In the past, recruits could choose where they were posted. The Met told the Committee that future deployment of new recruits will be intelligence-led to identify teams that are underrepresented, particularly in London’s most diverse boroughs. The Met hopes this approach will allow it to rebalance the diversity of borough teams to better reflect the areas they serve, but also to ensure that teams have a “critical mass” of BAME and women officers. The Committee was told of the importance of having a critical mass of underrepresented groups on borough teams to support the personal and

professional development of officers. As Chief Superintendent Gideon Springer told the Committee:

It is good for those officers to have other individuals from similar backgrounds to themselves, and what we call critical mass of BAME officers, to provide support and protection in relation to how those officers are developed and what opportunities they get. Having worked in Tottenham as a young police constable I found myself reasonably isolated as the only black officer on my team. I would have felt that it would have been nice to have some other officers who had more experience and knowledge to have guided me through that very challenging period.³⁷

Recommendation 4

The Met should put in place a clear performance framework to assess what Borough Commanders are doing to support and develop new recruits, which is continually monitored by senior leadership and MOPAC.

- 3.4 New and existing BAME and women officers must have access to mentoring and support networks. The Committee heard about a number of good initiatives being run across the organisation by staffing associations and individual officers. The Met must build on the success of these initiatives. Clare Davies, told the Committee the Met is developing a “more active career development service” to signpost new officers to the support available.³⁸ The Met must also consider how it supports and rewards the officers who give up their time to run these initiatives – perhaps by recognising voluntary work as part of their professional development. Creating this incentive would also encourage more officers to volunteer to provide mentoring or run support networks.

Recommendation 5

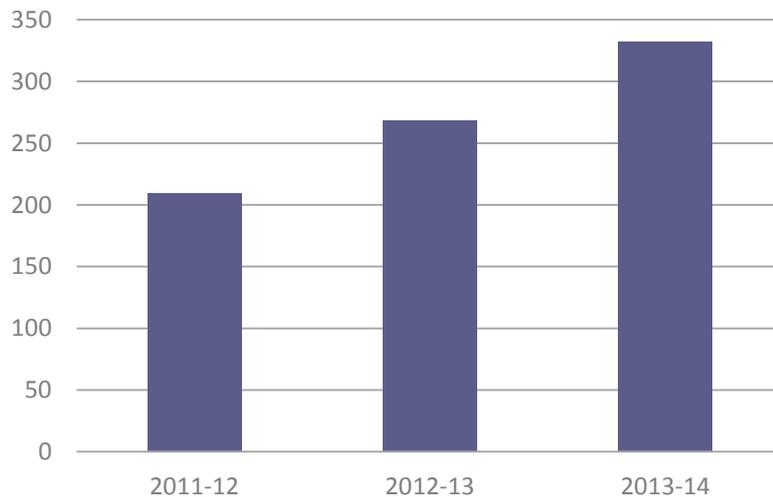
In recognition of the time many officers give to supporting the development of BAME and women officers, the Met should incorporate the value of volunteering as an aspect of the management assessment framework for officers.

Retaining women officers

- 3.5 The number of women officers leaving the Met has increased in the last three years (see chart 5). This increase is in contrast to the number of male leavers, which has remained broadly the same. Changes to working arrangements and shift patterns could explain why more women officers are leaving the Met. Clare Davies told the Committee work-life balance was one of the main reasons women officers gave in exit interviews for leaving the organisation. The Committee was told the ‘Met

Change' programme had introduced longer shifts - including more night shifts - and reduced flexible working. These changes were likely to have had a bigger impact on officers with caring responsibilities or those working part-time, who are more likely to be women.

Chart 5: The number of women leaving the Met is increasing



Source: Figures provided by the Met, 16 May 2014.

- 3.6 More requests for flexible working, including part-time working, are being accommodated by the Met. While changes to shift patterns under the Local Policing Model initially reduced flexible working, the Committee was told the Met was still able to accommodate the vast majority of requests from officers to work flexibly. According to the Met, during May and November last year, it rejected only 164 of the 1441 flexible working applications it received. Detective Inspector Claire Clark said there had to be creativity around how this process was managed:

The Local Policing Model 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... There has been room for flexibility but it is about balancing the actual job that has to be delivered and has to be 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.³⁹

- 3.7 The Met could learn from other organisations about using flexible working more innovatively. The organisation could explore how the nursing profession uses self-rostering and annualised hours to support the work-life balance of its staff. There might also be opportunities to use home working. However, the Met is not a nine-to-five profession, and there are limits to what it can realistically accommodate. But, this should not stop the Met reviewing its flexible working practices. As Ch Supt Joanna Young said:

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" ...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."⁴⁰

Clare Davies agreed that, while the Met's flexible working policies and practices were "really wide", it did have "quite a traditional view of flexible working and how we manage and supervise."⁴¹

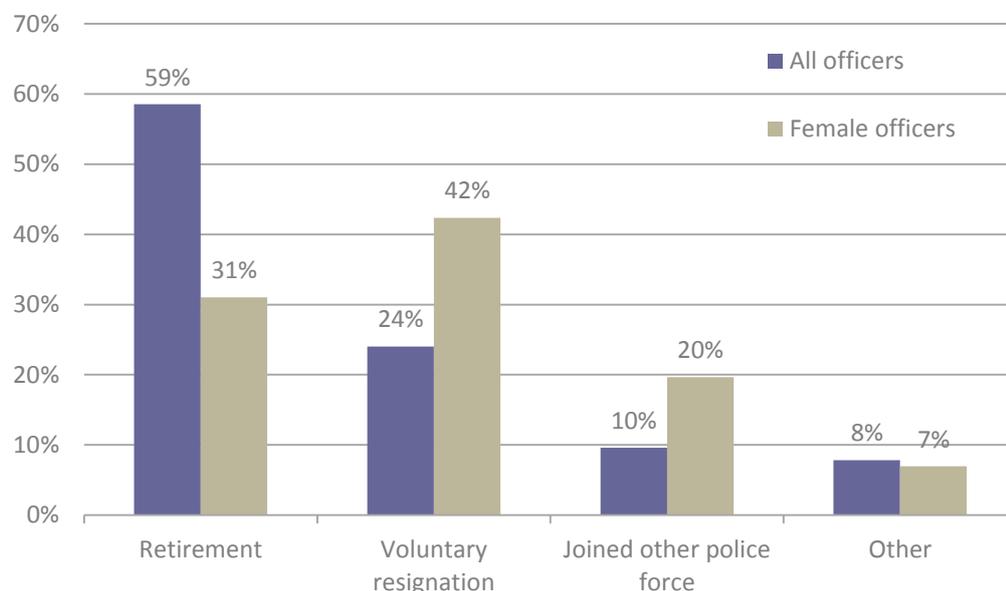
Recommendation 6

The Met should conduct a review of its flexible working practices. The review should consider how the Met can make best use of technology and agile work patterns, including self-rostering and annualised hours, to support flexible working. The review should also consider how other organisations use flexible working.

- 3.8 Women may also be leaving the Met in greater numbers because of a lack of opportunities for career progression. Clare Davies told the Committee that being "disengaged with the organisation" was another key reason women officers were giving in exit interviews for leaving the organisation. The fact that more women officer leavers voluntarily resigned or joined another force in the last year than male officer leavers would seem to support this finding (see chart 6).

Chart 6: Women officers are more likely to voluntarily resign or join another police force than their male colleagues

Reasons for leaving the Met



Source: MOPAC Challenge, 14 July 2014.

- 3.9 Providing better support for women officers during maternity leave could also help prevent more women officers leaving the Met. Ch Supt Joanna Young told the Committee there was sometimes a lack of contact between managers and women officers during maternity leave, which left many feeling disengaged with the organisation when they returned:

We 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.⁴²

- 3.10 The Met might better understand women’s reasons for leaving by using a more rigorous exit interview process. Currently, exit interviews are carried out electronically, but, according to Ch Supt Joanna Young, take-up is low. She also said the Met was not very good at following up responses to exit interviews. The Met should target its exit interviews at women officers – particularly unplanned leavers – to get a more detailed picture of why they were leaving. It should also develop more detailed metrics to support this process.

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...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?"⁴³

Clare Davies agreed the Met needed to find ways to "get beneath the headlines of the exit interviews" to help shape policy.⁴⁴

Recommendation 7

The Met should ensure exit interviews are carried out for all women officers leaving the force, particularly where it is unplanned, to understand the reasons behind this. It should also develop more detailed metrics to support this process.

Supporting progression into specialist units

- 3.11 Women might be able to achieve greater career progression if they were recruited more frequently into specialist units. Overall, women officers make up just 12 per cent of the total number of officers on Specialist Operations (SO). Claire Clark – who works in the Met’s Diplomatic Protection Group – said the Met is in a unique position in terms of the range of different roles it can offer compared to other police forces:

There are things that we do because we are a capital city service that you cannot do anywhere else...The opportunities for progression and the opportunities for diversification and the opportunities for lateral development just would not be there.⁴⁵

- 3.12 There are encouraging signs that BAME officers are becoming better represented on some specialist units in the Met. Dal Babu, one of the country’s most senior Asian police officers, wrote about ‘no go areas’ a decade ago in the Met.⁴⁶ But Ch Insp Claire Clark told the Committee that recruiting BAME officers into the Diplomatic Protection Group had not been difficult:

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.⁴⁷

- 3.13 However, the Met should not lose sight of this issue. As Ch Supt Gideon Springer told the Committee:

Representation for BAME colleagues and women in those units is very low. They are seen by some as the purview of middle-aged white males and, if you look around, that is probably what is in there...it is our selection processes for

*specialisms and for promotion where the organisation needs to take a real hard look at how it does that.*⁴⁸

- 3.14 There are barriers preventing some officers joining specialist units. Training was identified as one obstacle. Any officer required to carry a firearm has to attend a four week residential course in Gravesend. The process can be extremely intensive and is not necessarily conducive to those working part-time or with caring responsibilities. The Met has said it is reviewing whether the course could be delivered over a longer period of time with fewer overnight stays.
- 3.15 Officers need to be able to make informed choices about joining specialist units. While it was recognised some officers – male and female – would not want to work in roles that required carrying large firearms – they still needed the opportunity to experience the demands of some of these roles.
- 3.16 Concerns around the culture of some specialist squads could also be a barrier to more women joining. A recent employment tribunal found the Met had discriminated against PC Carol Howard - who was working as a firearms officer in the Diplomatic Protection Group (DPG) - because of her race and sex. PC Howard was at the time one of only 12 female officers in the DPG, and only one other was BAME. The tribunal said that in a unit “almost exclusively male and predominately white” she was “singled out and targeted” by her line manager. The tribunal also criticised the Met’s processes for investigating PC Howard’s complaints. This included removing reference to discrimination and harassment made in a report conducted by a Fairness at Work advisor, which the tribunal described as “appalling and wholly unacceptable.”⁴⁹ There was also Clare Davies said a “full review” was being carried out in light of the judgement:

*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.*⁵⁰

The tribunal also criticised the Met after it released information about PC Howard’s previous arrests following the judgement. The tribunal said this was “to deflect attention and criticism from the (Met) and portray the Claimant in a negative light.”⁵¹

Recommendation 8

The lack of women on some specialist squads remains a concern. The Met should work with women officers currently working in these units to identify and challenge the barriers that prevent more from joining, and clear aspirations for the number of women it wants to see working in specialist squads in the future.

- 3.17 It is right the Met should review its policies and practices in light of the Carol Howard case. Training and education for officers and line managers is an integral part of this process. The Committee is supportive of the work the Met is doing around what it calls ‘Met Conversations’, where officers are encouraged to discuss difficult issues in a frank and open manner without fear of reproach. At the same time, where there is clear evidence of discrimination the Met must adopt a zero-tolerance approach in tackling it. This view is supported by the women’s charity Opportunity Now. Its report Project 28-40, informed by a survey of women aged 28-40 in the workplace, identified some of the reasons why UK employers are struggling to create a more gender-balanced workforce. According to the report, when participants in the survey were asked what their organisation could do to improve the culture in their workplace, addressing bullying and harassment was the most frequent suggestion. The report recommended that organisations should “recognise that harassment and bullying still occurs, despite well-meaning policies” and “call it out, deal with perpetrators, and make it simple and straightforward to report.”⁵²

Recommendation 9

The Met needs to take a zero-tolerance approach to discrimination. While it is right that the Met should review its Fairness at Work policy, it must go further in disciplining perpetrators and making it easier to report discrimination. The Met should set out the steps it will take to make reporting discrimination easier, and review what other organisations and police forces are doing to tackle discrimination.

Getting more BAME and women officers into senior roles

- 3.18 The Met has to find ways to get more BAME and women into senior positions. This issue is not unique to the Met: many public and private sector organisations are struggling to diversify their leadership teams. The Met is promoting more BAME and women officers. Alongside its recruitment campaign, the Met has recently held internal promotion processes for Sergeant through to Chief Superintendent ranks. The early signs are encouraging: 11 per cent of new Superintendents are BAME and

a third of new Chief Superintendents are women. However, there is still a long way to go to get more BAME and women into senior positions.

3.19 Women may fail to apply for promotion in the Met because of a perceived lack of work-life balance at senior levels. The Committee was told some women officers did not want to work in senior roles because of the long hours and demands placed on senior managers. This view was most keenly felt by officers with childcare responsibilities. The officers that spoke to the Committee said this perception is possibly enforced by the fact that many of the most senior officers in the Met do not have children.

3.20 Female senior leaders in the Met need to better articulate how they manage their work commitments. Women officers are less likely to put themselves forward for senior roles despite having the skills to do them. The officers that spoke to the Committee were very clear that this was not because of a lack of ambition or confidence. Instead, it was because women can take a different approach to evaluating their skills for a position than men. As Ch Supt Joanna Young explained:

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.⁵³

3.21 The Met needs to change women's perceptions around the requirements of senior roles. Clare Davies said the Met is building resilience into the selection process to enable it to identify women officers who might be capable of taking on these roles and giving them the support and development to enable them to apply:

The way our selection process is run, we are able to 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.⁵⁴

3.22 Unconscious bias can be a barrier to more BAME and female officers being promoted in the Met. Unconscious bias refers to the unknowing discrimination against others because of factors such as age, gender, social background or sexual orientation. Ch Supt Joanna Young told the Committee that some women can be held back because of how the Met views leaders: "We often think of big alpha men as being better leaders". She also felt police forces try to "fix" BAME officers into performing in a certain way:

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.⁵⁵

- 3.23 The Met is working with its managers to understand unconscious bias. This approach should help to improve the number of BAME and women officers being promoted. Robin Wilkinson told the Committee how the Met found evidence of unconscious bias in its first selection process for Chief Superintendents:

It is not a process issue, it is a kind of management issue and about how we are identifying talent in the organisation, and we took action. We extended the process and encouraged more people to apply and we got a slightly better outcome and that was the right thing to do for our superintendent process.⁵⁶

To tackle the issue of unconscious bias, the Met has trialled independent selection panels, where senior managers with no prior contact with the applicants sit on panels to bring greater objectivity to the process.

- 3.24 BAME and women officers do not always have access to the informal networks that help support career progression. While there are many mentoring schemes for BAME and women officers, the Committee was told sponsorship was more effective in helping officers secure promotion.
- 3.25 We are encouraged by some of the proactive work the Met is doing to support the progression of BAME and women officers. However, as with the work it is doing to recruit a more diverse workforce, it must continue to maintain momentum. To keep this issue on its agenda, the organisation could set aspirational targets for the proportion of women and BAME officers it wants to see in senior positions in the next ten years.

4. How can the Met promote wider cultural change?

- 4.1 The focus of this report has been on what the Met is doing to support the recruitment, retention and progression of BAME and women officers. This reflects the need to address the significant underrepresentation of these groups. It is also where the Met and MOPAC's efforts are currently focused. At the same time, it is clear other groups face barriers entering and progressing in police forces.
- 4.2 The Committee heard about some of the specific issues disabled officers face in the Met. Andy Garrett, Chair of the Met's Disability Staff Association, told the Committee the Met was good at recruiting disabled officers, but was less proactive in supporting officers who become ill or were injured during service: "I do not think I can vouch for a great process in the Met once you are in."⁵⁷ He said disabled officers were often deployed to "safe" jobs, when their skills could be used more effectively...

...If we support those disabled officers to develop new career pathways and new skillsets, whilst they might not be able to go out there and hold a shield, they can actually be effective evidence-gatherers or investigators.⁵⁸

- 4.3 The Winsor review on pay and conditions could have a disproportionate impact on disabled officers. Under the terms of the review, officers on restricted duties who cannot carry out a full range of duties could lose £2,922 from their salary.⁵⁹ Andy Garrett said the Met needed to put measures in place to enable officers to train for new roles:

There are about 1,400 restricted officers under current classifications [for restricted duties]. I genuinely believe north of 1,000 of those could be effectively deployed in the front line of detective work, custody work or similar. It might not be in uniform, but those are things that still need doing.⁶⁰

- 4.4 The Committee also discussed some of the issues LGBT police officers face. A recent survey carried out by the Police Superintendent's Association of England and Wales, found four out of 10 LGBT senior officers had "experienced discrimination in the policing workplace."⁶¹ The survey also found that some senior police officers feel homophobia still exists in police forces, and coming out can impact on career prospects. The Superintendent's Association has developed an action plan in response to the survey's findings. A Met commissioned survey would generate a clearer picture of the needs of its LGBT officers, particularly given a recent freedom

of information request which found the Met had the third highest number of officers (69), of police forces in England and Wales, being investigated for making racist or homophobic comments on social media.

Recommendation 10

The Met should commission a survey, with support from the relevant staffing associations, to get a clearer picture of the needs of its LGBT officers.

- 4.5 To ensure all people feel supported and secure in the Met, it needs to focus on two main issues: its culture and how it locates its work on diversity within its organisational structures.
- 4.6 Culturally, the Met has made some progress but needs to keep the pressure up by promoting the right behaviours and using the right language. In doing so, it can meet the needs of all groups with protected characteristics.⁶² If it gets either aspect wrong it can risk undermining its good work on recruiting a more diverse frontline workforce.
- 4.7 One way of encouraging the right behaviours is for the Met to move beyond thinking just about visible difference. This was the view of Andy Garrett:

*It is a great goal to be diverse in visible difference, but We can only engage properly with the diversity of London, including the majority groups, if we are reflective in all aspects of diversity, not just visible difference...I believe diversity of thinking is a much broader goal that we should be striving to.*⁶³

- 4.8 Staffing associations can play an important role in creating the right culture in the Met. The Met is currently reviewing the effectiveness of its 19 staffing associations. Some operate with full-time staff, such as the Black Police Association, and others are managed on a voluntary basis. The review is being led by the Met's HR team. It is partly to make savings but also to redefine the role of staffing associations to ensure they are aligned to the Met's priorities. Given the Met's overriding focus is on supporting the recruitment, retention and progression of more BAME and women officers, it is important the review does not lose sight of the role staffing associations can play in promoting wider cultural change. With this in mind, the Met should consider whether staffing associations should be a resource funded and available to the whole organisation rather than just as a function of HR.
- 4.9 There are lessons for the Met to learn from other sectors. Staff should be encouraged to be themselves to enable "diversity of thinking" to challenge established norms. This was the view of Angela Cooke, a diversity, inclusion and

wellbeing consultant at PwC. PwC is considered a leader in the promotion of diversity in the workplace. It was listed in The Times Top 50 Employers for Women 2014⁶⁴ and the Stonewall Top 100 Employers 2014.⁶⁵ She told the Committee that being “authentic at work” was a key area of focus for PwC:

It is very much around their strengths, being themselves, what it means to be themselves and being comfortable to have conversations with people. That is something where people struggle. You can want to have a conversation with someone around a particular topic - maternity leave, pregnancy or whatever - and people are frightened to say something. Then they do not say anything at all and that is even worse. It is almost like political correctness gone wrong or gone crazy.⁶⁶

- 4.10 Organisations can use their structures to champion, embed and monitor approaches to promoting diversity. Denise Milani, the Met’s Director of Business Change and Diversity told Members how the Met has undergone a restructure to mainstream diversity in the organisation:

The team I now lead is Business Change and Diversity. That is in full recognition that in changing the organisation to become more modern and effective and to deliver to a global city, the thinking about diversity and the best principles about diversity had to be at the heart of our strategic intent, our performance, the way we structure the business and the way we support the business.⁶⁷

- 4.11 The Met is embedding a focus on diversity into its performance management framework. It is in the process of setting up a performance board to measure progress against a range of diversity and inclusion performance indicators. And it recognises the importance of the issue being championed at senior levels: the board is likely to be led by a member of the Met’s senior management team. Andy Garrett told the Committee leadership was critical to the success of ensuring diversity and inclusion was understood across an organisation:

Leadership is critical but right the way through the management chain for this agenda. You will not drive diversity with policies and procedures. You will not drive it with oversight and governance. You drive it through leadership messages right the way down through the chain. It has to be led by someone at management board level, in my opinion, to ensure some objectivity in driving the agenda forward. Perhaps there is an opportunity to have a co-chair, someone from outside the service, to help keep everyone on message and to keep driving that process.⁶⁸

4.12 The Committee welcomes the Met's decision to mainstream diversity and inclusion through the organisation. However, it is vital its approach is supported by strong leadership and a robust accountability mechanism to ensure momentum is sustained. Our report is designed to support senior leaders to create a diverse and welcoming organisation that better reflects the London it serves. The report is driven by a desire to support all those who work in the Met to achieve to the best of their abilities regardless of gender, colour or creed gender, social background or sexual orientation. We look forward to the Met and MOPAC's response to our recommendations as part of its journey to become a police force representative of the city it serves.

Appendix 1 Recommendations

Recommendation 1

To support its efforts to recruit more BAME women, the Met should :

- Recognise BAME women as a distinct group from BAME and women officers. This would help senior leaders to focus efforts to increase the number of BAME women in the force;
- Work with senior BAME women officers in the Met and with BAME women leaders in the community through the Community Ambassadors scheme to identify what further support can be provided to increase the representation of BAME women in the Met; and
- Introduce a bursary for BAME women to complete the Certificate in Knowledge of Policing prior to joining the Met (see below)

Recommendation 2

As part of its review of vetting, the Met should introduce a self-assessment questionnaire for applicants to enable it to identify issues at the start of the process that might result in applicants eventually failing the vetting process.

Recommendation 3

MOPAC should open up a dialogue with Government around the feasibility of implementing a law change in the future if the Met is unable to recruit more BAME officers in the next two years.

Recommendation 4

The Met should put in place a clear performance framework to assess what Borough Commanders are doing to support and develop new recruits, which is continually monitored by senior leadership and MOPAC.

Recommendation 5

In recognition of the time many officers give to supporting the development of BAME and women officers, the Met should incorporate the value of volunteering as an aspect of the management assessment framework for officers.

Recommendation 6

The Met should conduct a review of its flexible working practices. The review should consider how the Met can make best use of technology and agile work patterns,

including self-rostering and annualised hours, to support flexible working. The review should also consider how other organisations use flexible working.

Recommendation 7

The Met should ensure exit interviews are carried out for all women officers leaving the force, particularly where it is unplanned, to understand the reasons behind this. It should also develop more detailed metrics to support this process.

Recommendation 8

The lack of women on some specialist squads remains a concern. The Met should work with women officers currently working in these units to identify and challenge the barriers that prevent more from joining, and clear aspirations for the number of women it wants to see working in specialist squads in the future.

Recommendation 9

The Met needs to take a zero-tolerance approach to discrimination. While it is right that the Met should review its Fairness at Work policy, it must go further in disciplining perpetrators and making it easier to report discrimination. The Met should set out the steps it will take to make reporting discrimination easier, and review what other organisations and police forces are doing to tackle discrimination.

Recommendation 10

The Met should commission a survey, with support from the relevant staffing associations, to get a clearer picture of the needs of its LGBT officers.

Appendix 2 Endnotes

- ¹ Equality, diversity and human rights strategy for the police service, ACPO (2010)
- ² The Mayor's Police and Crime Plan 2013-16
- ³ Police workforce, England and Wales, 31 March 2014
- ⁴ 2011 UK Census
- ⁵ Police workforce, England and Wales, 31 March 2014
- ⁶ The Association of Chief Police Officers (ACPO) is a not-for-profit private limited company that leads the development of policing practices in England, Wales, and Northern Ireland. It is composed of the chief police officers of the 44 police forces in England and Wales and Northern Ireland, the Deputy Chief Constable and Assistant Chief Constable of 42 of those forces and the Deputy Commissioner, Assistant Commissioner, Deputy Assistant Commissioner and Commanders of the remaining two - the Met and City of London Police.
- ⁷ Police workforce, England and Wales, 31 March 2014
- ⁸ Police workforce, England and Wales, 31 March 2014
- ⁹ Police workforce, England and Wales, 31 March 2014
- ¹⁰ Police workforce, England and Wales, 31 March 2014
- ¹¹ Police workforce, England and Wales, 31 March 2014
- ¹² MOPAC Challenge (14 July 2014)
- ¹³ Police workforce, England and Wales, 31 March 2014
- ¹⁴ MOPAC Challenge (14 July 2014)
- ¹⁵ MOPAC Challenge (20 June 2013)
- ¹⁶ MPS and MOPAC Joint Diversity Report (March 2014)
- ¹⁷ Assessment of Women in the Police Service (2010), p7
- ¹⁸ Police and Crime Committee 22 July 2014
- ¹⁹ Letter from Clare Davies to the Chair of the Police and Crime Committee (10 September 2014)
- ²⁰ According to the Met's guidelines, to qualify as a London resident candidates must "be able to provide evidence that they have resided within the Met boundary for a minimum of 3 of the previous 6 years at the point of applying." There will be exceptions to applications from existing Met staff, members of the Met Special Constabulary or serving Met Volunteer Police Cadets. There may also be exceptions for candidates applying from other forces and those appointed through specialist recruitment campaigns. For example, the Met's Direct Entry programme and the Police Now graduate scheme.
- ²¹ Recruitment: bad forms, The Economist 23 August 2014
- ²² Police and Crime Committee, 12 June 2014
- ²³ Police and Crime Committee, 12 June 2014
- ²⁴ <http://www.acpo.police.uk/documents/workforce/2012/201205-wfdb-a-vetting-policy.pdf>
- ²⁵ Police and Crime Committee, 12 June 2014
- ²⁶ The Voluntary Police Cadets (VPC) is a uniformed voluntary youth organisation, supported by the Met. It is open to any young person aged 13 to 18 in London, and is partly targeted at those who might be at risk of criminality.

- ²⁷ Police and Crime Committee, 12 June 2014
- ²⁸ MOPAC Challenge (14 July 2014)
- ²⁹ Police and Crime Committee, 12 June 2014
- ³⁰ Diversity Executive Board minutes (21 March 2013)
- ³¹ University Challenge: How Higher Education can advance social mobility. A progress report by the Independent Reviewer on Social Mobility and Child Poverty (October 2012)
- ³² Police and Crime Committee, 12 June 2014
- ³³ The Independent Commission on Policing for Northern Ireland 1998-99
- ³⁴ Police recruiting chief says force needs positive discrimination, *The Guardian* (18 January 2014)
- ³⁵ Diversity Health Check (June 2012)
- ³⁶ Police and Crime Committee, 12 June 2014
- ³⁷ Police and Crime Committee, 12 June 2014
- ³⁸ Police and Crime Committee, 22 July 2014
- ³⁹ Police and Crime Committee, 22 July 2014
- ⁴⁰ Police and Crime Committee, 22 July 2014
- ⁴¹ Police and Crime Committee, 22 July 2014
- ⁴² Police and Crime Committee, 22 July 2014
- ⁴³ Police and Crime Committee, 22 July 2014
- ⁴⁴ Police and Crime Committee, 22 July 2014
- ⁴⁵ Police and Crime Committee, 22 July 2014
- ⁴⁶ Target culture, in *Police Review*, 14 September 2007
- ⁴⁷ Police and Crime Committee, 22 July 2014
- ⁴⁸ Police and Crime Committee, 12 June 2014
- ⁴⁹ Employment tribunal judgement - Ms C Howard v Metropolitan Police Service (January 2014)
- ⁵⁰ Police and Crime Committee, 22 July 2014
- ⁵¹ Employment tribunal judgement - Ms C Howard v Metropolitan Police Service (January 2014)
- ⁵² Project 28-40, Opportunity Now (1 April 2014)
- ⁵³ Police and Crime Committee, 22 July 2014
- ⁵⁴ Police and Crime Committee, 22 July 2014
- ⁵⁵ Police and Crime Committee, 22 July 2014
- ⁵⁶ Police and Crime Committee, 12 June 2014
- ⁵⁷ Police and Crime Committee, 18 September 2014
- ⁵⁸ Police and Crime Committee, 18 September 2014
- ⁵⁹ Winsor review - part 2 report
- ⁶⁰ Police and Crime Committee, 18 September 2014
- ⁶¹ Police Superintendents' Association for England and Wales - LGBT Action Plan
- ⁶² The protected characteristics covered by the Public Sector Equality Duty are: age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation
- ⁶³ Police and Crime Committee, 18 September 2014
- ⁶⁴ The Times Top 50 Employers for Women 2014

⁶⁵ Stonewall Top 100 Employers 2014

⁶⁶ Police and Crime Committee, 18 September 2014

⁶⁷ Police and Crime Committee, 18 September 2014

⁶⁸ Police and Crime Committee, 18 September 2014

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Chinese

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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

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Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الحصول على ملخص لهذا المستند بلغة،
فارجاء الاتصال ببرنامج الهاتف أو الاتصال على
الخطون البريدي العادية أو عنون البريدي
الالكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

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ISBN 978 1 84781 163 9

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