



BAWP awards are on the horizon

A STAGGERING 183 nominations of excellent police work from female officers were received for the ninth British Association for Women in Policing awards, which are coming up this summer.

The awards ceremony includes recognition for Bravery, Lifetime Achievement and Police Officer of the Year. It will be held on 16 June at Holiday Inn, Stratford-Upon-Avon.

After the wonderful praise by then-BAWP President Cressida Dick that the 2014 event “was the best ever”, the pressure is on the awards team to top the success of last year’s wonderful ceremony.

Other awards are for Special Recognition, Community Service, Police Staff Achievement, Excellence in Performance, Leadership, Mentoring and International Policing.

Mandy Chapman, from the awards team, said: “We received an unprecedented number of nominations. All 183 nominations were very high quality and it’s been great to see such outstanding work carried out all over the UK.”

The independent judging panel has “with great difficulty” selected 13



Judges picked 13 winners from 183 nominations for the BAWP awards.

winners and 17 highly commended.

According to organisers: “These covered some incredible achievements across the board, highlighting some of the fantastic work of women across the country.”

All the winners and chief constables from their forces – totalling 17 – have been notified. And the good news is that all the winners will now be put forward for the International Association for Women Police awards, to be held during its annual conference in Cardiff, which runs from 23 to 27 August.

A BAWP spokeswoman said: “We look forward to seeing many of you at the awards to celebrate the achievements of all the award winners and to celebrate 100 years of women in policing.

“The awards are a small drop in the ocean of recognising the fantastic work that is carried by all in policing every day. We are proud that this is our ninth year of hosting such an amazing and inspiring event that celebrates the hard work and contribution that is made to policing by women all over the country.”



A new Agenda

THE Gender Agenda 3 was formally launched at Dyfed-Powys Police this year. Pictured left to right at the event are Ch Supt Pam Kelly, Ch Insp Nicola Carter, Chief Constable Simon Prince and Deputy Chief Constable Carl Langley. Workshops were held with 40 female members of staff from the force.

Docu celebrates proud history

MARKING 100 years of women in policing, television documentary *A Fair Cop* told the stories of female police officers who broke new ground, determined to advance themselves in the profession, writes BAWP secretary Carolyn Williamson.

Having been involved behind the scenes with the development of the production for the BBC, I was very keen to see the finished product.

I had heard beforehand that Joan Lock – probably the leading authority on the history of women in policing – had acted as an adviser to them. She told me it was a good film and I was not disappointed.

Initially I wondered if 90 minutes might be a bit too long, but I needn’t have worried. It had a good balance of experiences across rural forces and the main metropolitan ones, across ranks, specialist roles and the different eras, and compared and contrasted them very well. As somebody who joined the police service in 1979 and left in 2003, I saw many of the changes at first hand.

The programme covered a lot of ground without being sensationalist, and I feel proud, on behalf of BAWP, to have been involved. There is much more on 100 years of women in policing in this edition of *Grapevine*.



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Who are we?

You can see a full list of BAWP committee members at the BAWP website:
www.bawp.org/bawpcommittee

Become a BAWP member?

More information about joining the BAWP can be found on our website:
www.bawp.org/membership

Grapevine

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Women have an important role to play in huge changes to policing

MAY I begin by saying what an absolute privilege it is to be invited to be your President.

I have witnessed first hand some of the Association's excellent work over the years and the BAWP has worked hard to ensure that women in policing have a voice.

I am fortunate to have been supported and mentored by some really committed and inspirational people during my career. I believe that support is just as vital today and I now co-ordinate the ACPO Women Chief Officer Forum Mentoring Scheme, helping develop others to become the very best that they can be in their roles and as leaders.

The service has come an incredibly long way, but there is always more to do. I am determined to play my part in making policing a fulfilling and rewarding career for everyone, and ensuring that all our officers and staff have the opportunity to achieve their potential.

This is an exciting and challenging time for BAWP. As we celebrate 100 years of women in policing, it gives us time to reflect on those who have gone before, working hard to shape and influence the service and paving



New BAWP President Dee Collins is 'privileged' to take over the role.

the way for females working within the modern day police service.

I am really looking forward to being part of these celebration and remembrance events and to meeting fellow BAWP members.

Of course, these are difficult times. The challenges forces face, from new crime threats to the budget squeeze we are all feeling, mean that policing must fundamentally change. Women have a real part to play in that future and we, as an association, must continue to shape that role and ensure our voice is heard, particularly to understand the

impact on our diverse workforce, and working arrangements and conditions.

I follow in some big footsteps of course and wish to extend many thanks to Cressida Dick, for all she has given to policing. She has been an inspiration and role model to so many and leaves a legacy for us all to aspire to.

I am truly grateful for all she has done for the BAWP and I know that she will be a tough act to follow. I wish her well in her future career.

Dee Collins, BAWP President

Help us commemorate all women officers

WE are pleased to welcome Dee Collins as President of BAWP. We are all excited and looking forward to working with Dee and taking forward Gender Agenda 3. She will be chairing her first committee meeting in April, so watch this space.

BAWP awards

We are pleased to announce the BAWP awards will be taking place on 16 June in Stratford-Upon-Avon, so save the date. Registration will be opening shortly. We had an unprecedented amount of nominations and I understand the judges had a difficult time deciding on the winners.

To celebrate 100 years of women in policing we are putting together an exhibition at the awards. We are looking for any officer or staff member of any rank (past or



Parwinder Dale is helping stage an exhibition on women in policing.

present); anyone who has made a significant contribution to women in policing; trailblazers or pioneers in their relevant fields.

If you would like to put someone forward, please email a picture, a short biography and a reason why you are putting them forward.

International Women's Day

I spoke at the International Women's Day event – Make it Happen. The BAWP helped organise the joint event with the Met BPA, Female Senior Staff Association, and the Association of Senior Women Officers. On International Women's Day, the BAWP also participated in a Twitter chat organised by Greater Manchester Police Association of Women in Policing; it was a fantastic morning, with lots of chatter.

Other News

I attended the equality, diversity and human rights course as diversity friend at Sunningdale, and the Diversity roundtable meeting chaired by the Home Secretary.

Parwinder Dale, BAWP Coordinator

International delegates celebrate centenary

HUNDREDS of female officers from around the world will gather in Wales this summer to celebrate the centenary of women in policing at the International Association of Women Police conference.

Delegates from more than 60 countries will come together in Cardiff on 23 August to celebrate the event.

The International Association of Women Police conference is being organised by co-director Julia Jaeger, who said: "It will provide an opportunity to hear some great national and international speakers about topics they might not otherwise learn about.

"Officers can get professional development, and they can network with officers and colleagues from around the world.

"Normally we get over 700 delegates from around the world. It will be a great event. And the main thing is it's celebrating 100 years of the IAWP and 100 years of British policewomen."

The IAWP was founded in 1915 as an international organisation for women in criminal justice profes-



IAWP delegates in Cardiff will celebrate 100 years of women in policing.

sions, coinciding with the swearing in of Edith Smith – the first UK female constable with full powers of arrest.

Speaking at the conference will be Jackie Malton, a retired detective chief inspector from the Met who was the inspiration for the character DCI Jane Tennison in the television series *Prime Suspect*. She will be joined by Ch Supt Nick Adderley, from Greater Manchester Police, who was Borough Commander

where PCs Fiona Bone and Nicola Hughes were killed in 2012.

Justina Brown, from the Met, will also be delivering a presentation on body-worn cameras along with Zoe Loderick, a survivor of domestic violence. DCI Michael Orchard will speak about Operation Yewtree and Georgina Pullen from Springboard – an organisation that promotes professional development for women officers – will also talk to delegates.

Other topics to be discussed at the event include elder abuse, money laundering, road safety, hostage negotiation, and mentoring and coaching.

Julia added: "It's not just about listening to speeches. The week will be a busy one, with events including an opening ceremony, a daily silent auction, a parade through the city in uniform, an international cultural evening, a medieval banquet and social events."

Delegates will also be able to attend an exhibition celebrating 100 years of British policewomen featuring uniforms, banners and memorabilia. And the IAWP will be supporting Cardiff Women's Aid.

On the social side, arrangements are in hand for a block booking at Cardiff Castle's Medieval Banquet, and a special Cultural Evening in the Millennium Centre.

Guests are welcome to come as day visitors, or attend the entire five-day event.

To find out more, go to: www.iawp2015.org, or email carolyn@iawp2015.org if you have any queries.

Avon celebrates its high achieving women

AVON and Somerset Constabulary has been celebrating the achievements of its female officers, staff and volunteers.

The force published profiles of more than 20 women on its website, asking them to detail their career highlights and name an "inspirational female".

Det Ch Insp Leanne Pook, South West regional lead for Female Genital Mutilation (FGM), was among those to be featured. Det Ch Insp Pook once saved a three-year-old girl's life after pursuing a Child Protection referral that had been filed for no further action. She also won an award for her "fierce and tireless dedication" that has safeguarded girls in Bristol from FGM.

She said: "While equality of the sexes has yet to be achieved, I still wake up every morning thankful for the opportunities that my daughters



Avon and Somerset has singled out some of its 'inspirational females'.

and I are lucky enough to have."

Assistant Chief Constable Louisa Rolfe was also featured. Among her career highlights, she counted getting the job of Head of CID, despite being told she was "too girly" to apply. "Nothing was going to motivate me more to move us on from any remnants of *Life on Mars*," she said.

ACC Rolfe praised Avon and Somerset for its "great track record of supporting and promoting women" in policing, which she said was started by Julie Spence, one of the founder members of BAWP.

Other Avon and Somerset women celebrated on 8 March included PC Allison Holvor, Ch Supt Caroline Peters and Maliha Berridge.

Police inundated with online crime

AN ALREADY stretched police service is seeing an increasing number of calls to crimes committed online – and social media giants need to take more responsibility, police officers have said.

Some estimates suggest that around half of all calls to the police originate from online crimes.

Ian Hopkins, national policing lead for digital engagement and Deputy Chief Constable of Greater Manchester Police, said: "When it comes to social media, people have moved their insults online and inevitably we are seeing more people contacting us over abuse and threats.

"Some of these things are very minor and that should be sorted out between themselves and the social media provider. There are some bigger issues that we have to deal with and that is totally acceptable."

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GMP plans 100th anniversary family picnic

GREATER Manchester Police's Association for Women in Policing (AWP) is holding a "picnic in the park" event as part of ongoing celebrations of 100 years of women in policing.

The family-friendly picnic, which will be held on 28 June, is among numerous events taking place across the area to mark the centenary.

The Greater Manchester Police Museum will also be exhibiting items relating to women in policing over the past 100 years, and the northwest regional forces will host a conference to mark the occasion on 14 May at Sedgley Park in Manchester.

Speakers include Judith Gillespie, former Deputy Chief Constable of the Police Service of Northern Ireland; Franstine Jones, who last year became the first female President of the National Black Police Associ-



GMP's Association for Women in Policing is planning centenary events.

ation; and Bryn Hughes, father of murdered Police Constable Nicola Hughes. Last year, Mr Hughes ran a marathon at the North Pole for a charity founded in memory of his daughter.

Meanwhile, GMP's human resources department launched a new maternity policy on 10 March

following consultation with members of AWP.

Det Insp Jude Holmes, temporary deputy chair of AWP, produced recommendations after holding focus groups with members to further explore the issues raised in a survey conducted in 2013, as well as looking at external good practice.

"There is further work planned later in the year around awareness and some of our divisions are holding coffee mornings for those on maternity leave," said Det Insp Holmes.

She added that the new policy links in with objectives from Gender Agenda 3, the BAWP's latest action plan to ensure that women in the police service can have the confidence and skills to be best in whatever role or career path they choose.

GMP's AWP also produced an advent calendar of inspirational women on its Facebook page in December and held a Twitter chat to celebrate International Women's Day in March. Last June, a team of staff and officers from across the force planned a fashion show, raising £4,000 for hospital charity The Christie.

Cumbria tries to find its first female officer

CUMBRIA Constabulary is attempting to trace the first ever woman to join its force as it marks a century of female officers in the police service.

The first woman in the country to become a police officer was Edith Smith, who was sworn in with full powers of arrest in Grantham, Lincolnshire, in 1915.

Cumbria Constabulary has appealed to the public for help in identifying the first female officer at its own force, which was previously called Cumberland and Westmorland Constabulary.

"We are really keen to find out who the first female police officer in Cumbria was, in order to celebrate this pioneering woman," said Det Supt Cath Thundercloud.

Initial research suggests the earliest appointment may have been a Dorothy Mary Dixon, who served from 22 January 1949 to 13 August 1960. The force is keen to hear from anyone who knows who she is or if they know of an earlier female officer in Cumbria.

Today, there are approximately 450 female officers in Cumbria, equating to 40 per cent of the force, which is



Cumbria wants help to find the identity of its first woman police officer.

the highest percentage in the UK.

"Thankfully, attitudes towards female police officers have changed dramatically over the last century, and we are seeing a number of women rising through the ranks," said Det Supt Thundercloud. "We want to continue this positive trend, in order to have a balanced force which represents the communities it serves."

Cumbria's Police and Crime Commissioner Richard Rhodes said that policing had come a "long way" from the male-dominated world it was once upon a time.

He said: "We mustn't be complacent though, and the force should continue to promote a culture of

diversity and equal opportunity to ensure that the force is representative of the communities it serves."

A number of events will be taking place locally and regionally this year to mark the 100th anniversary of women in policing.

If you have information about the first female officer in Cumbria, email press.office@cumbria.police.uk or write to Press Office, Carleton Hall, Penrith, CA10 2AU.

■ Are you marking 100 years of women in policing? Grapevine wants to hear from you! Send any reports or pictures to royston@martismedia.co.uk and keep an eye out for them in *Grapevine*.

Twitter tribute to pioneer women

A TWITTER feed celebrating 100 years of women in policing has been publishing images of female police officers from throughout the last century every day of 2015.

The @EvolveSusPol account is run by Evolve, the women's network group at Sussex Police, and has published a new picture each day, marking 100 years since Edith Smith became the first woman to be sworn in with full powers of arrest in 1915.

Mrs Smith is among the female officers to be pictured, along with Sislin Fay Allen, the first black female police officer in Britain, who joined the Met in 1968.

Old pictures are intermingled with photographs of women in the police service today. One post compares a female police officer talking to two children in 1984 to a female police officer holding a firearm in 2015.

Evolve has also been celebrating officers from its own force, including Hastings' first female traffic warden in July 1965 and Sussex's first female driving instructor in 1988.

You can see the tweets at www.twitter.com/EvolveSusPol.

Shrinking force

THE police service has shrunk by 17,278 officers in England and Wales in the past five years. The service has lost the equivalent of a force the size of Police Scotland. There were 144,353 police officers in England and Wales in September 2009. There were 127,075 officers in the 43 police forces at the last count in September 2014.

Defending Taser

THE Police Federation of England and Wales voted unanimously that all operational police officers should have the opportunity to carry Taser. Steve White, Chairman of the Police Federation of England and Wales, said: "This is a step in the right direction and we will now work with ACPO, individual chief officers, the Superintendents' Association and the Home Office to progress this as a matter of urgency."

Pay guidance

THE staff associations representing police officers up to and including the rank of chief superintendent have asked for the country's officers to receive a one per cent pay rise in September 2015. In their joint submission to the Police Pay Review Body, the Police Federation of England and Wales and the Superintendents' Association have asked for an "uplift of 1% for all". However, they have also asked that more "appropriate adjustments" are made. A decision will be made in the summer.

Assault concern

POLICE officers suffered around 6,293 assaults in the first six months of the last financial year. The figures are likely to be far higher as this number does not include the Met and Police Scotland, which did not provide results. The highest figures came from the Police Service of Northern Ireland, with 1,349 officers assaulted, and Greater Manchester Police, where 476 officers were assaulted.

Achievements by women officers celebrated in New Year's Honours

RETIRING Assistant Commissioner Cressida Dick was among the female police officers to be recognised in the latest New Year's Honours.

Dozens of police officers and staff celebrated the start of 2015 by making the Honours List, which recognises the achievements and service of extraordinary people across the UK.

ACC Dick, who had been at the Metropolitan Police for 31 years and was president of BAWP for more than four years, was made a CBE for her services to policing.

ACC Dick became the first woman to become Assistant Commissioner in 2009 and left on 19 January to begin work at the Foreign and Commonwealth Office.

Met Commissioner Sir Bernard Hogan-Howe said: "Cressida Dick has been a fantastic leader in the Metropolitan Police and took on some of the most difficult roles in policing.

"She is a role model for women across the service. We wish her well for the future."

Joanne Ashworth, Director of Forensic Services at East Midlands Special Operations Unit, covering five police forces, was awarded an



Former ACC Cressida Dick was awarded a CBE for services to policing.

OBE. Carole Atkinson, a volunteer for the Met, was awarded an MBE for services to the community in the London Borough of Richmond upon Thames.

Among those to win a Queen's Police Medal was Rebecca Cawsey, a Detective Inspector from Avon and Somerset Constabulary, who has worked on a campaign with the NSPCC to keep children safe from sexual abuse.

Janette McCormick, Deputy Chief Constable of Cheshire Constabulary; Stephanie Morgan, former

temporary Deputy Chief Constable at Leicestershire Constabulary; and Helen Spooner, a Detective Inspector from Cheshire Constabulary were also honoured with a QPM.

Outgoing ACPO President Sir Hugh Orde said: "It is great to see recognition of officers, staff and volunteers across the ranks in this New Year's Honours list.

"It is just reward for the countless effort they put in to help protect not just their communities but the public as a whole and recognises the high respect in which they are held."

Julie planning 1,000 mile charity bike ride

FORMER BAWP President Julie Spence is planning to cycle 1,000 miles from Land's End to John O'Groats in a bid to raise £60,000 for a children's charity.

Julie, who was Chief Constable of Cambridgeshire Constabulary until September 2010, completed a cycle ride from London to Paris two years ago and is now training for her next challenge.

"I have a super new bike – not my Cambridge old faithful – this one has drop handle bars and a properly fitted seat," said Julie.

"The transition has not been problem free – so follow my progress over the next few months to see my ups and downs."

She will be raising money for Ormiston Families, a charity that



Julie Spence will ride 1,000 miles.

provides support for children, young people and families in the east of England.

"Ormiston Families reaches children other charities don't reach – it truly is the Heineken of the children's charity sector," said Julie.

"Every child deserves a great start in life and as they don't get to choose the family they are born into we need to help those less fortunate than ourselves – and in some small way help make the world a better place."

The former BAWP President will be celebrating her 60th birthday this year and is hoping to raise £1,000 for every year of her life.

"I have no idea how achievable it is but hopefully lots of individuals and some companies will be inspired to give young children a good start in life and support me," she said. "Any donation small or large can make a real difference to a child's life – and all are gratefully received."

Donations can be made at: www.justgiving.com/Julie-Spence10.

European network puts accent on women

BAWP incoming Secretary Nikki Butt attended a Europe-wide conference on Gender, Diversity and Police Leadership, hosted by the Garda Síochána, where she listened to some memorable speeches, learned some practical tips on career management and sampled the local Guinness.

After a flight into Dublin and a gentle drive through the beautiful Irish countryside, I arrived at the Garda College in Templemore, Co Tipperary, and made my way to the welcome lunch, where the meeting, greeting and networking began, Nikki writes.

The three-day conference was opened by Montserrat Pina Martinez, President of the European Network of Policewomen (ENP), which helped organise the conference in partnership with the Association of European Police Colleges (AEPC) and the Garda Síochána.



Nikki Butt learned about developing her police career at the conference.

Representatives from the consultancy company Accenture then spoke to us about their in-house 'Accent on Women' programme, which is recognised as leading the field in retaining and developing women in leadership roles. Of particular interest was their experience of how things changed in the workplace when they achieved 30 per cent representation at board level.

After dinner, we headed off to sample the Guinness in a traditional Irish pub nearby, where I learned a huge amount about PSNI community engagement, Irish politics and human rights law.

Dr Norbert Leitner, Vice-President of the AEPC, opened the second day, and then we had our first input from May-Britt Rinaldo, the Baltic Area Co-coordinator for

the International Association of Women Police. What an engaging lady! The memorable speeches at conferences tend to involve people sharing something of themselves, and while the content was clearly relevant, the way May-Britt personalised her speech made it more real.

On Friday, we had a morning session with May-Britt. This time she spoke about the glass ceiling, which included some practical tips on career management and a networking exercise, where I got some great tips for my own development, as well as information about ENP membership, which was my main BAWP objective for the trip.

BAWP's National Coordinator Parwinder Dale has since completed the process for ENP membership. And one of my new PSNI contacts has visited a diversity focus group for the College of Policing's Review of Police Leadership.

Met appoints new Assistant Commissioner

PATRICIA Gallen has become one of the country's most senior police officers after becoming the Met's Assistant Commissioner for Specialist Crime and Operations.

Patricia moves from her current role as Deputy Assistant Commissioner for Specialist Operations – Security and Protection. She takes over from outgoing Assistant Commissioner and retiring BAWP President Cressida Dick.

She will have overall responsibility for units including the Homicide and Major Crime Command, Trident, the

Sexual Offences, Exploitation and Child Abuse Command, the firearms command, intelligence, public order and traffic.

Patricia said: "I am pleased and honoured to be appointed to this post and excited about the opportunity it presents to work with some of the best detectives in the country plus a diverse range of operational units, all of which contribute to making London a safer place to be."

Met Commissioner Sir Bernard Hogan-Howe said: "I am delighted to welcome Patricia to her new post.

Having worked with her for several years, I know her commitment, professionalism and wealth of experience will be a real asset to this role."

Born and brought up in Scotland, Patricia joined the Met in 1987. She began her policing career at Stoke Newington in east London, where she served in uniform before transferring to CID. Patricia left the Met in January 2005 to pursue other opportunities. She rejoined the Met in May 2012 as Deputy Assistant Commissioner in charge of the Directorate of Professionalism.



Chief of NPCC

CHIEF Constable Sara Thornton has been appointed as Chair of the National Police Chiefs' Council (NPCC), beginning the role on 1 April. She said: "I look forward to leading the new body and doing all that I can to protect the public and build confidence in policing. It will be a privilege to guide the new organisation."

Police demand is up as crime falls

THE first national picture of the breadth and complexity of the work undertaken by the police has revealed that "while crime may have fallen, level of demand on police resources has not reduced in the same way".

The work, published by the College of Policing, reveals there is currently one police officer per 445 people in England and Wales. That is up more than 50 people per officer compared to 2010, while officer numbers fell 11 per cent.

The College stated: "There are two indications of emerging pressure on police resilience – decreased levels of visibility and increasing requests for mutual aid."

The analysis suggests an increasing amount of police time is directed towards public protection work such as managing high-risk offenders and protecting victims who are at risk and often vulnerable.

CEO Alex Marshall added: "While the number of crimes may have fallen, the level of demand on police resources has not reduced."

Dee is new President

Dee Collins is the new President of the BAWP. She tells Grapevine her plans for the organisation and what she thinks are the main issues facing women in the service.

Why did you want to become the new President of the BAWP?

I have always wanted everyone to value our differences and individuality, and therefore I want to play my part in ensuring that female officers and staff have a voice within policing. It is important, particularly now with so much change, that gender issues are recognised and progressed.

What will your priorities be for the organisation? How will you advance the Gender Agenda?

I am keen that BAWP continues to thrive and develop. We need to look carefully at the recommendations within Gender Agenda 3 and see how we can work through them. I want to ensure that our people feel valued and empowered within the workplace, and that those who need support feel able to seek it.

Why is the work of the BAWP still needed in 2015?

Although the police service has championed change and embraced the need to understand our communities and ourselves, there is still much to do. There are still challenges such as uniform, flexible working and providing support networks.

Have you ever encountered sexism during your career? Do you think your gender has ever been an issue?

Sadly, yes, although I have been fortunate to have had good support from male and female colleagues. Sometimes my gender has been an issue for some of our public, but I work hard to understand others' views.

What were the issues facing women in the service when you joined in 1987?

The service looked and felt pretty different when I joined. I was issued with uniform and equipment that frankly wasn't practical. There were too few role models in specialisms, and there had not been a female chief



constable. We have come a long way and we should be very proud of that. There is more work needed though.

What do you think are the main issues facing women in the service?

Forces are facing huge financial pressures and, as a consequence, there is significant change.

Women are finding reducing opportunities for career development and flexible working. Some individuals with caring responsibilities feel unable to travel long distances to work. We share concerns with other support groups about providing advice and guidance to those who are feeling uncertain or vulnerable.

How do we get more women into the police service?

This is becoming increasingly difficult as the service shrinks and entry and development opportunities disappear. Honest and open dialogue is needed at every level, and recognition that women bring skills and experience with them to each role. We need to encourage forces to continue to support diversity networks who can then support individuals, especially through this period of change.

In 2013 you were awarded the BAWP's Annual Award for Mentoring. Tell us more about that.

I was very humbled to have been nominated via my own force diversity network. Many years ago, a female colleague took the time and trouble to encourage and mentor me. I have tried to re-invest that energy into supporting others to realise their potential and to flourish as people. I have been lucky to have worked with some amazing people.

You have been a representative in the Police Federation and Superintendents' Association. How have those roles helped you lead?

I think a good understanding of people issues, the difference between employment and regulations, and also what individuals and groups want and need has helped me develop as a leader. I believe in values-driven decision making within an ethical context. We should all aspire to do the right thing and our best for one another.

Who have been your role models during your career?

Key people who have influenced me have been my grandmother, female

chiefs, my friends and colleagues, and polar explorer Ernest Shackleton!

What would your advice be for women officers who want to follow in your footsteps?

Be authentic and true to yourself, support your colleagues, do your best for the public, work hard, be patient and smile a lot.

How will you juggle being West Yorkshire Police Temporary Chief Constable and President of BAWP?

I'm very lucky to have great support, both in force and via the BAWP committee. I enjoy and feel privileged in doing the work I do. Policing is a vocation to me and to have the opportunity to ensure that our female and male colleagues have my visible and vocal support is important to me.

Tell our readers something they will not know about you.

I am a Blue Peter Competition Badge Holder from when I was eight. I am passionate about supporting Breast cancer charities as I was diagnosed with it in 2009 and had terrific support to come through it.