



CLEVELAND POLICE

**EVERYONE MATTERS
EQUALITY AND DIVERSITY REPORT
2017**



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FOREWORD

CHIEF CONSTABLE MIKE VEALE

As newly appointed Chief Constable of Cleveland Police I am proud to recognise the progress and great work undertaken by all colleagues involved in the Everyone Matters programme.

As your new Chief you would not expect me to be complacent about this great progress. I believe that Cleveland Police have people who are talented, committed and high quality public servants who can take this Force to the next level. There is much more work to be done with many challenges ahead but I am sure we will be able to create an organisation where people can flourish.

Cleveland Police will be an organisation built on strong values and behaviour where diversity is valued and respected. Through our values we will create an organisation where we have greater trust and confidence and a Force where we all have a greater pride in what Cleveland Police stand for. We must ensure that everyone in the organisation has a voice where people are listened to and colleagues are more responsive to what has been said. I am committed to creating an organisation where people are recognised for who they are and what they can contribute.

People are the most important element of any organisation and if we can inspire colleagues to create a workplace culture which is inclusive, diverse and fair we will be able to create an organisation that is more efficient and productive, optimistic and motivated. This approach will create a vibrant and positive organisational culture which will enable us to deliver the best possible service to the people of Cleveland and keep our communities safe.

To achieve this position we have set challenging equality objectives. As an organisation we must attract, develop and retain a diverse workforce and we need to identify and remove barriers to career progression. We also need to ensure that our People Management practices are implemented effectively and fairly underpinned by the best possible services to our staff such as wellbeing and family practices.

I am also passionate and committed to the delivery of a high quality service to our communities which is accessible, respectful, culturally sensitive and effective. We must build open and honest conversations with our communities to understand service inequalities and public perceptions. We know this will lead to increased trust and shared problem solving.

A significant amount of work has been undertaken to tackle crimes that affect minority communities disproportionately and in turn damage lives and community cohesion. We therefore remain committed to tackling issues such as Hate Crime, violence against women and child abuse.

There remains a significant amount of work to be done and our Everyone Matters Strategy sets out our commitment and plans around areas of key improvement which are set out in this document.



MESSAGE FROM THE POLICE AND CRIME COMMISSIONER FOR CLEVELAND

POLICE AND CRIME COMMISSIONER BARRY COPPING

I've been encouraged by the range of activity which has taken place during the first year of Cleveland Police's ambitious four-year learning and development plan, Everyone Matters.

The programme was developed in response to a strategic direction I set for the Force to continue improvement in the area of equality, diversity and human rights. This involves enabling staff to confidently challenge inappropriate behaviour, put respect and tolerance at the forefront of how we serve the community and each other, and ensure diversity is valued and celebrated by all.

Since I was first elected in 2012, I have attended over 500 community meetings, where members of the public from a diverse range of backgrounds tell me about the policing priorities in their area. During these meetings I promote the importance of creating an environment where everyone can live their lives in the way they choose without fear of prejudice or intolerance and where Cleveland feels like a safe place to live work and visit. It is just as important that our police service reflects and appropriately responds to the individual needs of everyone who contacts them for assistance and support.

My recent investment in Neighbourhood Policing included the recruitment of specialist staff roles, to better understand and support vulnerable groups, including students, asylum seekers, the rural community and businesses. The re-introduction of School Liaison Officers is allowing the Force to connect with a younger audience, instilling the values of inclusion, tolerance and respect in a fun and interactive way.

I continue to work with partners who are committed to promoting the ideals in the Everyone Matters programme. The Halo Project and Regional Refugee Forum have done excellent work to engage with some of the most vulnerable members of our communities, as well as building the bridge between criminal justice agencies and the public. Children and teachers alike have taken part in training from Show Racism the Red Card and Media Cultured CIC, who promote the benefits of diversity and inclusion.

I am absolutely committed to making progress on this important agenda for the Force and all our communities, and I will continue to monitor the progress of the Everyone Matters programme with interest.



SUMMARY OF EQUALITIES DUTY AND LEGISLATION

Under the Equality Act 2010, as a public body we are required to meet the Public Sector General Equality Duty. This requires Cleveland Police, in both their internal and external practices and procedures to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Duty concerns all police officers and staff alongside community members who share 'Protected Characteristics'. These protected characteristics are: age, religion or belief, race and ethnicity, sex, sexual orientation, gender reassignment, disability, pregnancy and maternity and marriage and civil partnerships.

In order to comply with equality regulations, Cleveland Police will:

- Publish an Annual Equality Report which will include a summary of how we have been meeting the General Equality Duty requirements through our equality practices.
- Publish annual equality information in relation to the protected characteristics of our staff and officers.

EVERYONE MATTERS

Equality, Diversity and Human Rights Strategy 2017-2020



OUR STRATEGIC INTENTIONS

- To deliver policing services to our communities in a manner that demonstrates dignity and respect for community and individual needs, and as a result will increase their confidence in Cleveland Police and our ability to help them be safer and stronger.
- To understand the needs of our diverse communities in order to deliver an accessible and responsive service to all.
- To ensure that our working environment is one that results in people feeling truly valued, respected, supported and heard, so that they, and those around them, can be their best.
- To strive to achieve a workforce that reflects the communities served by Cleveland Police.
- To ensure that we meet our legal responsibilities under relevant legislation, such as the Equality Act 2010 and the Public Sector Equality Duty.
- To be an organisation where Everyone Matters both within our communities and Cleveland Police.

OUR STRATEGIC PLANS

We have three strategic delivery plans in place which have been subject to a comprehensive consultation process with our staff and communities, underpinned by assessment against the College of Policing Equality Improvement Model and Equality Standard for the Police Service. Our work has also been guided and developed in consultation with a variety of key stakeholders such as Equality North East, our Strategic Independent Advisory Group and ACAS.

Importantly our plans are by no means static as they are continually assessed and changed in light of organisational learning, staff and community and local and national developments.

Our detailed equality objectives and strategic delivery plans are under the following areas:

- Serving Our Communities - ensuring that we deliver policing services that are accessible, responsive and meet the needs of all our communities.
- Supporting Our People - ensuring our working environment is supportive and inclusive of all, enabling officers and staff to develop and flourish.
- Organisational Processes - ensuring that our organisational processes demonstrate equality for all and are applied in a manner which demonstrates organisational justice.

EVERYONE MATTERS GOVERNANCE MODEL

Our governance framework provides a robust system of measurement and evaluation. It provides assurance that our work is effective and it also delivers checkpoints on progress, opportunities to prioritise further work or interventions and it embeds our Equality, Diversity and Human Rights (EDHR) work alongside all aspects of our business.

Our Everyone Matters Strategic Group has responsibility for the development and delivery of the organisation's EDHR agenda. The group meets on a monthly basis and leads the organisation's strategy on all matters relating to Equality, Diversity and Human Rights (EDHR). This includes ensuring effective development and delivery of our EDHR Strategy and associated delivery plans.

Each strategic area has a detailed four year delivery plan showing our priorities, what activity we will undertake to achieve our objectives and outcomes, evidence of our progress and how we will measure success. The varied nature of the work means that activity is managed across a number of different workstreams and forums. Each work area has a designated lead at Executive level, a workstream lead for each specific area and nominated work owner for specific actions.

HOW WE MEASURE PROGRESS

We have a number of mechanisms in place to capture and assess equality data and information. We measure performance and progress towards our equality objectives, and to guide and inform all aspects of our work. In tangible terms this means that Cleveland Police must continually pose questions such as:

- Are our stop search procedures fair, respectful and transparent?
- Are our policing services known and accessible to all?
- What are the levels of Hate Crime reporting and victim satisfaction levels?
- What are the levels of complaints to Cleveland Police?
- Is our workforce reflective of our communities?
- What are the self-declaration rates of our staff from protected groups?
- Do we understand the perceived and real blockers which affect officers and staff from protected groups who want to progress within Cleveland Police?
- Why are people leaving Cleveland Police and what can we learn from the information?

EVERYONE MATTERS TEAM

Cleveland Police has a dedicated team to take forward our EDHR agenda. The team and our EDHR programme have been branded Everyone Matters in recognition of our key aims moving forward. The team consists of three team members (Chief Inspector, Sergeant and Researcher). The team provides a co-ordinating, development and monitoring/review function on all aspects of EDHR work at Cleveland Police.

EVERYONE MATTERS COMMUNICATION STRATEGY

Engaging communications have been key to supporting the launch of our Everyone Matters strategy.

Consultation during 2016 informed the strategy's creation and in 2017 it was launched to the public and partners through briefings and the creation of two short films.

A film for an internal audience featured colleagues from all ranks and roles, describing what Everyone Matters meant to them and the organisation.

An external film involved a number of our key stakeholders discussing what Everyone Matters means for our communities, victims and partner agencies.

We worked with local filmmakers on both products, using 'talented creatives' based in Teesside to ensure the film was engaging and impactful.

Evaluation showed that more than 300,000 people viewed the external film on social media.

Online engagement has been supported by purchasing an accessibility tool for our Cleveland Police website. We now use 'Recite' to allow users to translate the website into their preferred language or hear an audio version of the text.

The tool also supports those with visual impairments or learning disabilities – changing sizing, colour and allowing documents to be converted to audio files as well as explaining unknown terms to meet users' needs.

The Everyone Matters team work closely with the Corporate Communications team to promote their programme of events and raise awareness of dates and opportunities in the equality and diversity field.

This included helping to secure attendees for the Women's Network's first conference, promoting the International Day of Persons with Disabilities and using screensavers to share our support for Working Forward, the initiative to improve workplaces for pregnant women and new parents.



SERVING OUR COMMUNITIES:

Ensuring that we deliver policing services that are accessible, responsive and meet the needs of all our communities.

HATE CRIME

Cleveland Police is committed to tackling Hate Crime. We want to make real time improvements to protect our communities from harm and hostility. We know that by getting it right and delivering the best possible service to victims will also lead to improved community confidence.

Our work focuses on areas such as preventing Hate Crime by challenging attitudes and behaviours that can trigger such crimes, increasing reporting of crime by improving reporting procedures and building a better understanding of Hate Crime within the criminal justice system.

In 2017 we made positive progress with delivering:

Community Champions -

Successful work has been undertaken with our communities, particularly those more affected by Hate Crime to develop Community Champion roles. The role of a champion is to help encourage people to report crimes and provide valuable support and guidance. For example they will help signpost victims to sources of support and they will explain police reporting procedures. They act as a valuable link between Cleveland Police and those affected by Hate Crime. Each Community Champion is given specialist training by Cleveland Police and ongoing support. To date 40 people have been trained to act as champions with plans to expand numbers in 2018.

Specialist Hate Crime roles -

2017 has been a period to establish and evolve new specialist staff within the Communities and Partnerships department. The new posts were established to tackle Hate Crime with a specific remit in respect of community engagement and investigation.

Two Police Staff Investigators -

They have specific responsibility for investigation of all types of Hate Crime, with a focus on bringing perpetrators to justice and victim support. A key part of the role is to develop and maintain relationships with vulnerable victims and to understand what barriers to reporting exist and what can be done to remove them. Their work also involves understanding and addressing the needs of victims. The investigators also work closely with frontline officers to assist with live investigations and identify long term problem solving solutions. A practical case example being:

Working with Middlesbrough Neighbourhood Policing Team, the investigators re-contacted a victim of Hate Crime who was reluctant to support a prosecution. By spending time with him and understanding the reasons behind his reluctance, they were able to provide support and signpost him to victim care services. The victim then felt able to give evidence and the suspect was successfully prosecuted. On conviction, the investigators also sought a Criminal Behaviour Order against the suspect to address her long term criminal and anti-social behaviour and thanks to evidence provided by the Neighbourhood Policing Team, this was supported by the court.

Refugee and Asylum Seeker (RAS) Co-ordinator -

Works with the new and emerging communities to ensure that Cleveland Police is better able to understand some of the unique challenges faced by these communities and their specific needs. This work also includes gathering feedback from different community groups to assist with organisational learning and change. Working closely with partner agencies, a key piece of work is to ensure that individuals and groups feel able to access services and can do so with confidence. For example:

The RAS co-ordinator regularly attends a number of community groups to give people the chance to meet with Cleveland Police in an informal setting. These events include women only Islamic groups where they have never previously engaged with police, and we have gained invaluable feedback and learning from the groups which was not previously available to us.

Community Cohesion Co-ordinator -

Engages with other seldom heard communities, particularly those affected by Hate Crime. Relationships continue to be built with Cleveland's growing LGB+T communities as well as the many diverse disability groups across the Force area. Awareness raising is an important part of this role so that the communities not only understand what Hate Crime is and who it affects, but also the options and support that are available to victims.

School Liaison Officers -

Now in place across the Cleveland area, particularly concentrating on our communities where more support is required from the police. The officers work in partnership with schools to deliver lessons to pupils on a variety of key topics e.g. citizenship. The work is vital to promote community cohesion and to ensure that our communities are supported at the earliest opportunity.

Hate Crime Intelligence Report -

Throughout 2017 Cleveland Police fine-tuned the capture and analysis of Hate Crime data and information to produce a detailed and effective Hate Crime Intelligence Report to identify prevalence of Hate Crime including trends, hotspots, repeat and vulnerable victims across the Cleveland area. The report is produced on a monthly basis and it is disseminated to staff and partner agencies for assessment and action. For example it is used to identify repeat and vulnerable victims, which in turn allows focused victim support and problem solving.

OUR PRIORITIES FOR THE YEAR AHEAD:

- Improve victim satisfaction for Hate Crime victims.
- To continually review and improve our Hate Crime investigations in order to provide the best service for victims.
- To continue with targeted outreach to minority and seldom heard groups with partners, support our communities and ensure early help is available to those who are in need.

SHOW RACISM THE RED CARD - HATE CRIME WORKSHOPS

Cleveland Police recognises the value of developing strong and effective partnerships to support the delivery of positive outcomes under the Everyone Matters Programme. In 2017 Cleveland Police commenced a new piece of work with the UK's leading anti-racism educational charity, Show Racism the Red Card to advance how to understand, recognise and tackle Hate Crime and its impact.

A pilot workshop was successfully developed and delivered to 30 police officers and staff on the 24th November 2017, which has provided valuable foundation on which to build a long-term programme. The programme of workshops will build staff knowledge and expertise so that we can further enhance our response to Hate Crime and further workplace inclusion. The programme is being supported fully by the Police and Crime Commissioner for Cleveland.

STOP SEARCH

This area of policing remains as an area of focus for Cleveland Police with a designated lead to ensure that our principles are adhered to and that we keep our work under continual review and development.

OUR PRINCIPALS CONTINUE TO BE:

- Transparency and accountability.
- An intelligence led approach leading to better outcomes and community involvement.
- Delivery of the best possible learning and development activity for our officers.

Cleveland Police is part of the national Best Use of Stop Search Scheme and the College of Policing's training package has been implemented. The training package is being rolled out to all operational officers, underpinned by stop search case studies and real life examples to further understanding and knowledge.

An important step in 2018 will be the establishment of a bespoke independent scrutiny panel comprising of community members. Work is underway to develop the panel with specific focus on our seldom heard communities and young people. The introduction of the panel will be an important step forward.

The close scrutiny of activity of our Stop Search activity remains a priority with monthly performance information produced to show the breakdown of stop and searches by age, ethnicity and the power used. We also monitor the outcome of stop and search against 8 national criteria including arrest, caution and summons. In 2018 further work is also planned to assess Stop Search in greater detail against information such as demographics and crime intelligence. The information will be shared and assessed in partnership with our independent scrutiny panels.

CLEVELAND POLICE CONTROL ROOM MENTAL HEALTH CO-ORDINATOR

2017 has been a period of consolidation for this important initiative following the initial pilot phase last year. To recap, the initiative is a joint project between Cleveland Police and local Mental Health Services, with a mental health professional based in Cleveland Police Control Room to:

- Help police officers deal with a variety of situations such as vulnerable missing persons or people suffering a mental health crisis.
- Provide first-hand advice and support to callers and police officers.
- To provide a link between Cleveland Police and Mental Health Services.

You can read more on the partnership at crisiscareconcordat.org.uk

Temporary Superintendent Sharon Cooney sums up the progress made:

"The initiative provides valuable support for officers and our Control Room staff when dealing with very difficult situations. On a daily basis we see practical examples of the initiative keeping our communities safe.

"On average 20 per cent of concern for safety calls for service are diverted to an alternative medical response as opposed to a police deployment. This means that vulnerable members of our communities receive the most appropriate service at the right time."

2018 is an important year for the initiative as it will be subject to further evaluation to determine the best approach for 2019 onwards.

OUR APPROACH TO SECTION 136 MENTAL HEALTH ACT 1983

Cleveland Police works closely with partner agencies to ensure that people in a mental health crisis receive timely and appropriate care and support. Section 136 applies to public places and our ability to hold someone where they are - or take them to a place of safety (police or health-based) - if we believe they have a mental health illness and need care or control.

For Cleveland Police a police setting is a last resort for anyone in crisis with a health setting being our default position. A number of practices are in place to make sure this approach takes place:

Street Triage Team -

When police officers are called to incidents involving people in crisis they work closely with the Street Triage Team to ensure that the person gets prompt care and support on the spot. The aim is to prevent the person being taken into a police setting. The joint approach works very well.

Negotiators -

At times a person in crisis will need the immediate support of a specialist police negotiator. For example they are in a very dangerous position or in a state of extreme distress. Cleveland Police has police negotiators on call 24 hours a day / 7 days a week to respond to such incidents. The team has specialist crisis intervention training.

Operational officers receive bespoke mental health awareness training and they have access to guidance such as Mental Health Guide. We also utilise the mental health advisor role in our Control Room.

Sgt Jane Wilson from Communities and Partnerships sums up our approach:

"Recently we've seen reductions in the numbers of S136 detainees, with a small number taken to a health-based place of safety and none to a police place of safety since November 2017.

"At the same time the numbers of people referred to street triage or dealt with using the mental health advisor in the Control Room have increased. This suggests officers are consulting with professionals before using Section 136 which is rightly limiting use of this power."

STREET TRIAGE SCHEME – IN DETAIL

Fewer people in mental health crisis are being taken to police cells thanks to our Street Triage scheme.

The Street Triage scheme began as a pilot in 2012 between Cleveland Police and Tees, Esk and Wear Valley’s NHS Foundation Trust (TEWV) and has continued for the last five years. It is funded by the Police and Crime Commissioner.

Since its inception, the scheme has led to a 97 per cent reduction in people going into police custody to await a mental health assessment - from 321 people in 2011/12 to nine in 2016/17. There has also been a 57 per cent reduction in the use of Section 136 of the Mental Health Act as a result of Street Triage in Cleveland.

The scheme sees highly trained mental health nurses accompany officers to incidents where it is believed that people need immediate mental health support. Nurses can provide a mental health assessment and have access to care records at the scene. They will either carry out the assessment at the scene or ensure that the person in crisis is transferred directly to the Crisis Assessment Suite at Roseberry Park to be cared for by qualified mental health staff.

YOUTH ENGAGEMENT

Cleveland Police has a Youth Engagement Strategy in place which sets out our commitment to young people. There has never been a more important time to engage with young people to keep them safe, to hear their views and experiences and to influence their perspective on policing. We have a set of priorities in place which we work towards with our key partners. The variety of work underway is varied such as:

- Crucial Crew - an input given to Year 6 (8 - 11 years) in relation to personal safety and to build strong links with children and schools.
- Dedicated school liaison officers - to build links with schools and to work with children across a variety of areas such as citizenship and safety.
- Prince’s Trust scheme promotion - to provide support to young people and look to divert away from crime and anti-social behaviour.
- Street Games scheme - delivered by 20 police community support officers - the sessions give young people an opportunity to experience a range of games/sports to build their confidence and interpersonal skills.

IN THE YEAR AHEAD KEY PRIORITIES ARE:

- To explore new and innovative ways to engage with young people.
- To utilise more the views, skills and knowledge from our Police Cadets
- Seek ways to involve young people in the scrutiny and shaping of policing services.
- Further practical engagement opportunities such as Ride Along Schemes and the potential development of a Youth Independent Advisory Group.

HARTLEPOOL – SYRIAN REFUGEE PROJECT

In October 2016, Cleveland Police received an award from Equality North East under the category ‘Groups who have made a difference’. The award was given to a team based in Hartlepool who had made a real difference to the lives of Syrian refugee families arriving in Hartlepool under the Government’s ‘Vulnerable Persons’ Relocation Scheme’.

The approach and scheme has gone from strength to strength and it continues to make a lasting impact on the Syrian refugees and the communities of Hartlepool. Activities include:

- Welcome packs and activities to help people settle into their new environment.
- Engagement with communities to explain who is moving into the area and why.
- Local authority and PCSO single contact points to provide a timely source of advice and support.

Hartlepool Neighborhood Policing Chief Inspector Nigel Burnell explains the difference the approach is making:

“In the last year we have welcomed Syrian refugees into the community, starting with a personal meet and greet by me in Syrian and we have worked with the local authority to build community based activities to help support and integrate families into their new environment.

“On a daily basis I witness many acts of kindness and practical support for families who have felt unimaginable atrocities. I am proud of what we are achieving with our partner agencies and communities here in Hartlepool.”

CUSTODY SETTING DEVELOPMENTS

Detainees come from all sections of our communities. They each have their own particular needs and vulnerabilities - some are obvious, others less so. The nature and breadth of vulnerability is complex such as:

- Mental health issues.
- Learning difficulties.
- Physical illness or disability.
- Alcohol and/or substance misuse.
- Age (all children are vulnerable, and older people may be more likely to be vulnerable through illness).

There is also a requirement to understand and respect the cultural needs of detainees.

In 2017 four important changes were made within our custody setting:

- A vulnerable person’s room created to provide a less intrusive and quiet area to help support people in police detention. For example, it provides time and space for distressed people and it allows custody staff an opportunity to explore sensitive issues.
- The provision of items to facilitate the wishes of detainees to pray whilst in detention.
- Protocol developed to provide female detainees timely and sensitive access to sanitary wear.
- The custody reception area has been redesigned to allow better two-way communication with detainees.

In the year ahead the custody team will continue to assess all aspects of the custody settings and its practices to ensure that any changes are identified and addressed quickly. Assessment will also take into account equality data, feedback from scrutiny panels and organisational learning.

DOMESTIC ABUSE – SERVICE DELIVERY IMPROVEMENTS

Hollie Guard -

This is a mobile phone app that has been developed by the family of Hollie Gazzard who was murdered by her ex-boyfriend. The app works by sending an alert to a named emergency contact when the phone is shaken or tapped. Its other functions include GPS tracking and the ability to record voice and video. It is a vital tool to help protect people and it can be used as evidence in court. This valuable option has been proactively promoted to victims of domestic abuse by Cleveland Police.

Through the Eyes of the Child -

This is an initiative launched in November to place more focus on the hidden victims of domestic abuse. It is recognised that children in homes where there is domestic violence face a living nightmare. This important initiative ensures that children are given greater attention and support. Bespoke guidance and increased awareness ensures that our staff view the incident from the child's perspective. We ensure that the child's situation is captured and addressed as part of the risk assessment process and overall investigation.

Temporary/Detective Inspector Jennifer Milsom added:

“Domestic abuse is 8 per cent of Cleveland's crime. Officers attending these incidents are dealing with chaotic, violent scenes where there can be an immediate risk to life.

“Yet children hiding upstairs or in the hallway are victims too.

“Recording the home environment on bodyworn camera, speaking to children about what happens at home and completing a DASH risk assessment are vital.”

Domestic Abuse Car Initiative -

In partnership with key organisations such as My Sisters Place, Harbour, Eva and Foundation, Cleveland Police provides a dedicated joint response to domestic abuse incidents. They provide support and advice to victims and they work in partnership with operational officers to provide the best possible service to victims. This initiative is very much in its infancy having only been in operation since January 2018. In the year ahead the initiative will be evaluated and shaped to provide the best possible service to victims and witnesses.

SUPPORTING OUR PEOPLE:

Ensuring our working environment is supportive and inclusive of all, enabling officers and staff to develop and flourish.

LEADERSHIP DEVELOPMENTS

Good leadership plays a crucial role in Cleveland Police making our communities safer and stronger as well as creating an inclusive and empowering environment where our staff can flourish.

2017 has seen the implementation of our Leadership Strategy. In 2016 with a strong focus on developing people management skills, emotional intelligence and developing teams.

Our 'leadership behaviours', established in 2016, provide a clear set of behavioural expectations for everyone in the organisation. These have been implemented through a variety of measures such as line manager workshops and incorporated into our appraisal process. Our Organisational Development Manager has overarching responsibility for the development and delivery of our Leadership Strategy and associated staff development activity.

In 2017 a number of successful activities were introduced including:

- A 'Challenging Conversations' programme developing motivational feedback skills and how to deal with difficult management issues.
- Action Learning sets - a structured approach to enable small groups to address complicated issues by meeting regularly and working collectively. This tool is especially geared to learning and personal development at the professional and managerial levels.
- New first line manager programme.
- 360 feedback process - this is a holistic tool used to gather anonymous feedback from an employee's colleagues and manager to allow an employee to gain a valuable insight into their performance and behaviours.
- A new psychometric to develop emotional intelligence.
- A new Talent Development programme aimed at expanding lateral development opportunities.
- Leadership Forum - a new forum to bring guest speakers from outside of policing to offer different perspectives on leadership.
- Trialogue - a tool to explore people's preferences for interaction, communication and problem solving styles. It helps people understand how they can better work with others.
- The plan throughout 2018 is to advance and consolidate the aforementioned activities to develop leaders at all levels across the organisation. In addition there will be targeted activity to develop specific individuals or teams.

COMMUNITY AND CULTURAL AWARENESS PROGRAMME

Cultural knowledge and understanding is key to our ability to deliver an accessible, sensitive and responsive service to our communities. It also helps us build a fully inclusive workplace and strong relationships with our communities.

In 2017 Cleveland Police developed and delivered a successful programme of activity in partnership with its staff, communities and partner agencies. The programme is underpinned by appropriate research to ascertain the most appropriate topics aligned to relevant organisational learning and community feedback.

The topics explored were:

- Vulnerability - delivered by a Stockton-based charity 'A Way Out' who support sex workers in the community and provide early intervention outreach work to divert and prevent vulnerable young females from entering that arena.
- Islam - delivered by 'The Islamic Diversity Centre', a regional charity. They provided an insight into beliefs and practices, myth busting and breaking stereotypes as well as covering sensitive issues in delivering policing services.
- Dementia - delivered by 'Dementia Friendly Middlesbrough', a local charity that aims to develop greater awareness and understanding of dementia, with the aim of developing the borough of Middlesbrough as a nationally recognised dementia friendly community.
- Transgender - delivered by 'Trans Aware', who cover issues faced in the Tees Valley area by people at all stages of transition and focusing on the day-to-day challenges of transgender people.

THE PROGRAMME FOR 2018 WILL EXPLORE:

- Refugee and Asylum Seekers
- Learning Disability
- Young People in Care

Throughout 2018 the Everyone Matters Team is delivering cultural awareness pop-up sessions to further learning from the 2017 programme. These are using film-based products developed in partnership with the groups mentioned in this section.

In 2018 research will also be undertaken to develop and deliver products to further understanding in respect of autism and transgender. The aim across the programme is to deliver a blended approach to learning that meets the needs of all staff e.g. workshops, guidance, pop up sessions and film-based products.

Cleveland Police would like to express a sincere thank you to the following organisations that have made the development and delivery of our cultural awareness programme possible and a great success:

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CLEVELAND POLICE MURDER INVESTIGATION TEAM (MIT) CULTURAL AWARENESS DEVELOPMENTS

Cultural awareness in Cleveland Police is by no means limited to the core community and cultural awareness programme. A good example is the approach undertaken by the MIT. Throughout 2017 this unique investigation team undertook a series of activities to enhance the knowledge and skills of its team members with a specific focus on cultural awareness.

The purpose of the work has been to better understand the needs of the victims, witnesses and suspects to be able to identify and address issues in a sensitive manner. Examples of activity are:

- Dementia awareness sessions for staff.
- Transgender training for staff.
- Work with 'Safe in Teesside' to meet the needs of vulnerable and intimidated witnesses.
- Use of specialist cultural advice to inform investigations.
- An event to explore effective management of rape, specifically the needs and fears of victims. The event was also used to cascade organisational learning.

The approach taken by the MIT demonstrates a real commitment to understand cultural difference and to use the knowledge to deliver the best possible service to all.

EVERYONE MATTERS IN PRACTICE PROGRAMME

In partnership with Act Positive (specialists in attitude and behaviour change training) Cleveland Police has developed and implemented a new and highly interactive workshop, which uses film-based drama pieces, group discussion, self-reflection and group exercise to explore the following objectives:

- How we recognise and understand the impact of bias in everyday situations.
- Reflect on oneself and gain an insight into personal responses to diversity and inclusion.
- How to contribute to the ongoing discussion about Everyone Matters and how it can be brought to life in meaningful and practical ways.
- How we challenge attitudes and behaviour that do not support our communities or ourselves.

The workshops are being delivered to all staff including operational officers, Control Room staff and all managers. The approach will challenge existing behaviours in a supportive environment whilst helping people to think, feel and act differently.

In addition our approach will allow people to practice behaviours and skills to help build sustainable change. Importantly the workshops will give Cleveland Police a valuable insight into its culture and highlight areas of change and how we can keep building a strong workplace culture. A formal evaluation process conducted by an external occupational psychologist is underpinning the programme of workshops.

STAFF NETWORK DEVELOPMENT

A central philosophy of the Everyone Matters programme is to encourage and support every member of staff to bring their 'whole self' to work. We know that an inclusive working environment enhances staff wellbeing and performance, it fosters creativity and it helps build a sense of community and trust.

Cleveland Police therefore places a strong emphasis on its staff networks and the part they play to build concrete steps in support of the Everyone Matters programme.

Cleveland Police has the following staff networks in place, which meet both individually and collectively under the umbrella of the Staff Equality Forum:

- Disability Network
- LGBT Network
- Support Association for Minority Ethnic staff
- Christian Police Association
- Women's Network

In 2017 our staff networks were supported by an external staff network consultant to explore and provide practical solutions to areas such as staff empowerment, how to support organisational change and how to grow an effective staff network.

Throughout the year our staff networks flourished both collectively and as individual groups. Activity was wide ranging such as: acting as a critical friend and sounding board for new organisational policies; Menopause Awareness Day; the celebration of National Inclusion Week; a walk up to Roseberry Topping with Hart Gables, in support of the International Day Against Homophobia and Transphobia; and taking part in an 11 mile walk for the Transgender Day of Remembrance.

On 9th May 2018 the staff networks will host a staff conference in support of the National Day for Staff Networks - the conference will be a day to celebrate the value of our staff networks, to challenge the status quo and understand the challenges ahead.

DIRECTORATE OF STANDARDS AND ETHICS

The Transforming Professional Standards (TPS) programme commenced in January 2017 as a result of a pressing and urgent need for Cleveland Police to fundamentally change how it responds to complaints from the public, how it deals with internally raised allegations of misconduct, and how it ensures the integrity of its workforce. The case for the reform of professional standards in Cleveland Police was driven by the adverse impact of a number of PSD-related concerns driven from both internal and external sources which, when taken collectively, presented a high level of risk to force reputation and which, in the absence of transformational change, would lead to a significant loss of confidence in Cleveland Police's ability to police its communities. The programme was instigated jointly by the Chief Constable and the Police and Crime Commissioner and is subject to the ongoing governance of a Programme Board and an external Reference Group.

TPS reforms have been founded on three over-arching principles:

(1) Improving organisational effectiveness to assure consistent and appropriate outcomes. Progress is evidenced by:

- clear accountability, responsibility and authority for decision-making within a defined Scheme of Delegation and departmental governance
- robust performance scrutiny and internal challenge to ensure high quality investigations and casework
- an ability to operate in a timely and consistent fashion across all aspects of assessments and casework.

(2) Engendering a culture of integrity, fairness, impartiality and transparency. Progress is evidenced by:

- strict adherence to the regulatory and legislative framework
- demonstrable, auditable transparency in decision making and procedures
- improved internal and external mechanisms to provide challenge and accountability
- clear and consistent reporting structures.

(3) Constructive and positive stakeholder engagement to maintain and enhance relationships, as evidenced by:

- a clear and current understanding of internal and external stakeholder perspective, including engagement with those who have least confidence in the police complaints and misconduct system
- a willingness to respond to constructive commentary and to influence improvements in policing standards

The reform programme has operated across three distinct phases:

(i) To understand the past.

This extensive and important phase is now nearing conclusion, and included a review of in excess of 20 individual cases as well as a more generic review of departmental practice, culture and legislative and procedural compliance. A 'lessons learnt' document has been produced and published internally and externally (September 2017).

(ii) To improve the present.

Progress has been made in improving departmental practices, governance, accountability and transparency, including the emphasis placed on training and continuous professional development of all staff in the Directorate of Standards and Ethics (DSE). Accountability for decision-making is set out in a comprehensive Scheme of Delegation. A Governance scheme sets out levels and frequency of internal and external accountability.

Performance management is focussed on understanding the business, tasking and coordinating, and daily tasking, and more robust case management processes, including quality assurance to ensure high quality investigations and casework. The DSE is now better able to operate in a timely and consistent fashion across all aspects of assessments and casework.

The Directorate has commenced a programme of bespoke continuous professional development which is open to regional colleagues (February 2018). All members of DSE staff have received training across a number of key areas, including a week's course in complaint and conduct legislation and regulations, unconscious bias, vulnerability and disclosure training. A guidance document Maintaining Professional Boundaries and Standards of Behaviour has been developed and communicated to all staff to ensure that only professional relationships exist with victims, offenders and the general public. This work is essential in building trust and to maintain clear professional boundaries and standards. The DSE has reached out wider into the community through partner agencies to increase engagement opportunities, build confidence and to understand the views and needs of our communities. For example, the DSE ensures that vulnerable victims are aware of how they can raise concerns and report matters such as abuse of authority for sexual purpose.

The impact of the focus on enhanced proportionality of approach is evident by the significant reduction in the number of cases involving misconduct proceedings and officers suspended from duty over the course of 2017.

(iii) To design the future.

The PSD transformed to the Directorate of Standards and Ethics (DSE) in September 2017 and now benefits from:

- Stable and occupationally competent DSE leadership at all levels. A Head of Directorate from outside of policing has been recruited and is now in place (February 2018).
- Funding of £90k for uplift in resources has been secured.
- An Assessment and Administration hub with a dedicated and trained police staff office manager, caseworkers and administrative support is currently being established. An Office Manager has been recruited and will be in place by April 2018. A dedicated analysis and an intelligence officer are currently being recruited (March 2018).
- Trained and operationally competent detectives investigating within the complaint and conduct framework and taking wider responsibility for operational reviews and operational learning.
- An internally and externally focussed Counter Corruption Unit has a remit for promoting organisational ethical standards.
- The Directorate has retained its links to Police Community Vetting and Information Security.

Moving further into 2018, the DSE needs to take an enhanced responsibility for training, development and organisational learning provision to improve the Force's understanding of the wider aspect of integrity in all of its forms, the Code of Ethics and the required standards of professional behaviour. The DSE will further engage in consultation with the OPCC over planned legislative reforms on complaint handling and increasing independent oversight. The DSE will further refine its operating practices and casework management systems to ensure it better understands the impact of discriminatory behaviour both internally and externally.

ORGANISATIONAL PROCESSES:

Ensuring that our organisational processes demonstrate equality for all and are applied in a manner which demonstrates organisational justice.

MENTORING SCHEME

2017 has been a period of growth for our mentoring scheme with proactive work undertaken to promote the scheme to our staff. Activity included a Mentor Meet and Greet session in September 2017, which received a positive response; its generated new applicants for the scheme and articles in our internal magazine The Informant to raise awareness of the scheme and its benefits. Work is ongoing to launch a series of promotional films to allow people to share their experiences of the scheme and its impact. The scheme currently has 25 mentees and 23 mentors.

In October 2017 we held a development session for our mentors using an external coaching and mentoring consultant (The Red Handbag Leadership Confidence Coach). The session explored the experiences of each mentor and it helped them focus on their coaching and accountability skills.

Whilst the scheme is open to all staff it is recognised that it may be of specific value to underrepresented groups in the organisation. The profile of mentors and mentees is therefore monitored closely. For example the scheme currently has 4 BME staff and 14 women joined the scheme as mentees.

We will continue to grow and develop the scheme to help staff enhance their skills and maximise their potential whilst capturing best practice from other organisations and learning from our scheme.

OUR APPROACH TO EQUALITY IMPACT ASSESSMENT (EIA)

Equality Impact Assessments (EIAs) are a vital tool to help Cleveland Police ensure that its policies, practices and decisions are fair, and meet the needs of their staff and communities and that they are not inadvertently discriminating against any protected, vulnerable or seldom heard group.

They are used to find and remove barriers to our services to the public which might stop people knowing about a particular service, using it and getting the best from it. They also help us to get services right first time - saving money and time. We also recognise that they are equally relevant to our staff as they help promote a fair and inclusive working environment.

Throughout 2018 the Everyone Matters team is leading on a piece of work to develop our approach to the use of EIAs. There will be a number of important milestones:

- The development and implementation of a revised EIA template.
- Staff briefing sessions to raise awareness of our revised framework and the importance of EIAs.
- EIA Learning and Development workshops for those staff directly involved in assessment or quality assurance procedures.
- The introduction of a dedicated EIA portal to share best practice, guidance and sources of support.

Our work this year will ensure that we keep developing our approach to EIAs to ensure that we have the best possible procedures and practices in place.

NORTH EAST POLICE FORCES: EDHR PROCUREMENT GUIDE FOR CONTRACTORS AND SUPPLIERS

An important piece of work undertaken in 2017 was the review and revision of procurement guidance which is provided to prospective contractors and suppliers. The guidance sets out what is expected in terms of Equality, Diversity and Human Rights in policy and practice. The guidance has a number of objectives, such as:

- All contracts are sourced and delivered in a way that creates fairness for all and promotes equality of opportunity for staff, the general public, our customers and the business community.
- The goods, works and services provided by contractors, partners and suppliers deliver fairness for all and cater equitably for different users' needs.
- That all different types of customers of the goods, services or works are equally satisfied with performance and quality.

The guidance is an important standard which is assessed and managed throughout the lifecycle of each contract. For example it sets out our expectations in respect of the Police Code of Ethics and the Modern Day Slavery Act 2015.

HUMAN RESOURCES AND WELLBEING CHANGES

In 2018 Cleveland Police will embark on its most ambitious human resource improvement plan to date. Cleveland Police recognises that our staff are the heart of the organisation and that by supporting staff and investing in their health and wellbeing, we can ensure that they feel well and satisfied in their work and able to provide the best possible service to the communities of Cleveland. We also recognise that policies and best practices in this area have a direct impact on fairness, equality and organisational culture.

At the heart of the plan is a new integrated Human Resources delivery model, which will provide services in four core business areas:

Work Force Life Cycle -

To deliver the workforce plan and provide end-to-end resourcing services which will ensure that the right people, with the right skills are available at the right time. For example the management of all recruitment activity including attraction events and assessment centres.

People Management -

To ensure that HR processes are implemented effectively and fairly. For instance, enhanced and supportive maternity, paternity and flexible working practices.

Health and Wellbeing -

To provide a range of preventative and proactive health and wellbeing interventions. For example prevention health clinics and timely access to support such as physiotherapy and counselling with the establishment of a health and wellbeing centre.

Reward, Policy and Recognition -

To ensure appropriate employee remuneration, policy and benefits are in place to attract, develop and retain the best workforce. Work will include activity to enhance staff benefit packages, ensure effective relationships are in place with staff associations and staff networks to enhance and inform work policies and practices.

Head of People and Diversity, Denise Curtis-Haigh says of the proposed changes:

"Policing is a demanding and challenging role - on a daily basis our officers and staff deliver an outstanding service to the people of Cleveland, that is why I believe that we should do everything that we can to support their health and wellbeing.

"The work will be rewarding and it will build on progress made to date, such as our Blue Light programme and existing occupational health services."

DIVERSE RECRUITMENT PROGRESS

Cleveland Police careers site development -

Recruiting is a consistently evolving area of our business and we recognise the need to adapt our approach and practices to attract the best people into Cleveland Police. A key advancement in 2017 was the development of our new careers site into an engaging and interactive hub to provide the best service for perspective candidates.

It is our intention in 2018 to develop the site further to provide more bespoke features, insight into roles and benefits such as our Wellbeing programme, staff networks and the mentoring scheme.

Police Community Support Officer (PCSO) Pre Employment Programme -

Police Community Support Officers are a very important part of our 'policing family'. They play an essential role on many levels such as providing a high profile presence, preventing and detecting crime, gathering intelligence and providing public reassurance. They also provide a real deterrent to crime and antisocial behaviour.

We must therefore recruit the best people for the role who have the right skills, expertise and values including people from diverse backgrounds.

2018 is a milestone for Cleveland Police as we launch our new PCSO pre-employment programme in partnership with Equality North East, Gateshead College and Job Centre Plus.

The programme will give 20 learners from the Cleveland area the skills, experience and confidence to apply for a job as a PCSO with Cleveland Police or another Force. The first course takes place in April 2018 and we hope will pave the way to a sustained programme.

YOUNG PERSONS APPRENTICESHIP SCHEME

In 2018/19 Cleveland Police will develop and implement a young person's apprenticeship scheme in partnership with a suitable higher educational establishment, taking into account procurement and scheme requirements.

The scheme will act as an opportunity for young people to flourish and develop new skills, experience and confidence across a range of roles such as corporate communications and human resources.

Assistant Chief Officer Brian Thomas says:

"The scheme will act as a platform for young people to build a career in policing and enhance their wider career opportunities. They will work in a busy and interesting environment acquiring new skills and experience. I am looking forward to welcoming our first group of apprentices into Cleveland Police as soon as possible."

KEY FUTURE PRIORITIES:

Whilst all aspects of our Everyone Matters programme are important there are a number of priorities which need highlighting as they are of particular interest to our staff and communities:

Hate Crime

We will continue to review and develop our response to Hate Crime to ensure that we provide the best possible service to victims. Areas of focus will be targeted; outreach to minority and seldom heard groups, working alongside partners, to ensure early help is available to those in need. Our work will be intelligence-led to crime hotspots and we will deliver bespoke learning and development activity to our staff to make certain that they are equipped to deal with this complex crime.

Stop Search

We will establish an independent scrutiny panel comprising of community members to ensure that our Stop Search practices are subject to detailed examination and to ensure that we capture and use community expertise and experience. We will also monitor our Stop Search activity in greater detail e.g. age, ethnicity and demographics to assess the connection between the grounds for the search and the outcome. The information will be shared and assessed in partnership with our independent scrutiny panels.

Everyone Matters in Practice Programme

We will continue the delivery of this programme of interactive workshops to help our staff contribute fully to the Everyone Matters agenda and to shape behaviours and actions which uphold our core values. The programme will also provide Cleveland Police with a valuable insight into our culture and highlight areas of change and how we can keep building a strong workplace culture.

Equality Impact Assessment

In 2018 Cleveland Police will develop its approach to EIAs to ensure that our policies, practices and service changes do not discriminate against an individual or group and that where possible we promote equality. Changes will include a revised EIA guidance document and assessment template, a dedicated EIA portal i.e. to share best practice, guidance, sources of support and staff training. Our work this year will ensure that we keep developing our approach to EIAs to ensure that we have the best possible procedures and practices in place.

Equality Data Capture and Use

By analysing equality data, Cleveland Police can identify whether their practices result in differences in opportunities and outcomes for its staff particularly those from under- represented groups. Once issues, emerging themes and patterns have been identified the organisation can address any concerns through policies or initiatives.

Change will promote equality and fairness. In the year ahead Cleveland Police will examine core equality data practices to identify data gaps and how they can be addressed.

Work will also be undertaken to improve staff disclosure rates e.g. ensure that staff understand how data will be used, shared and stored.

Our Human Resources and Wellbeing Changes

There will be significant investment and changes in our health and wellbeing practices to ensure that our staff feel well and satisfied in their work and able to provide the best possible service to the communities of Cleveland. The work will also ensure that our policies and best practices are fair, transparent and supportive.

ACKNOWLEDGEMENT

Cleveland Police would like to take this opportunity to thank staff, communities, partner agencies, staff networks and staff associations for their assistance in creating this report and the development and delivery of the work and initiatives throughout 2017.

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CLEVELAND POLICE

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EQUALITY AND DIVERSITY REPORT
2017**