

EVERYONE MATTERS

EQUALITY | DIVERSITY | HUMAN RIGHTS

2017

EQUALITY DIVERSITY AND HUMAN RIGHTS STRATEGY

2020



CLEVELAND
POLICE



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BUILDING THE FUTURE

Our communities are changing; they are diverse and dynamic and it is this which makes them unique.

As police leaders in these communities it's our responsibility to respond and adapt to our changing world so that we can keep people safe and protect them from harm.

In line with the principles set out in our Towards 2020 plan, we have developed a model of policing and range of services which are responsive to levels of threat, risk and harm. Embracing the diversity of individuals within our communities means ensuring that those services are culturally sensitive, inclusive, accessible and appropriate, so that we can make a positive difference to individual lives.

If we are to strengthen our work across Cleveland and deliver excellent policing, we must continue to develop and support our teams to be the best that they can be.

We want our people to feel valued for the unique contribution they make and the different perspectives and ideas they bring, so that collectively we can continually grow and improve the quality of our services.

Strategies and policies are important, but they are not enough. Everyone Matters builds upon what has already been achieved and will ensure that inclusion, equality, diversity and human rights are embraced in our service delivery and employment.

It is about moving us forward as a service built upon the firm foundations of values, ethics, transparency and fairness – building an internal maturity to challenge behaviours or attitudes that don't support our ethos.

I want the communities we serve and our people to recognise and feel a positive difference as a direct result of us changing the way we work – understanding that for Cleveland Police, everyone matters.

Iain Spittal
Chief Constable



MESSAGE FROM THE POLICE AND CRIME COMMISSIONER FOR CLEVELAND

I have been elected as Police and Crime Commissioner for Cleveland to represent all our diverse communities in ensuring that our police service responds sensitively and appropriately to the needs of everyone who contacts them for help and support.

In order to serve our communities it is imperative that we understand them and this includes recognising the diverse needs of different groups of people. I am committed to engaging with our communities at all levels, and through my 'Your Force, Your Voice' programme I regularly visit community meetings in each of Cleveland's 79 wards to speak directly to local residents to understand their concerns.

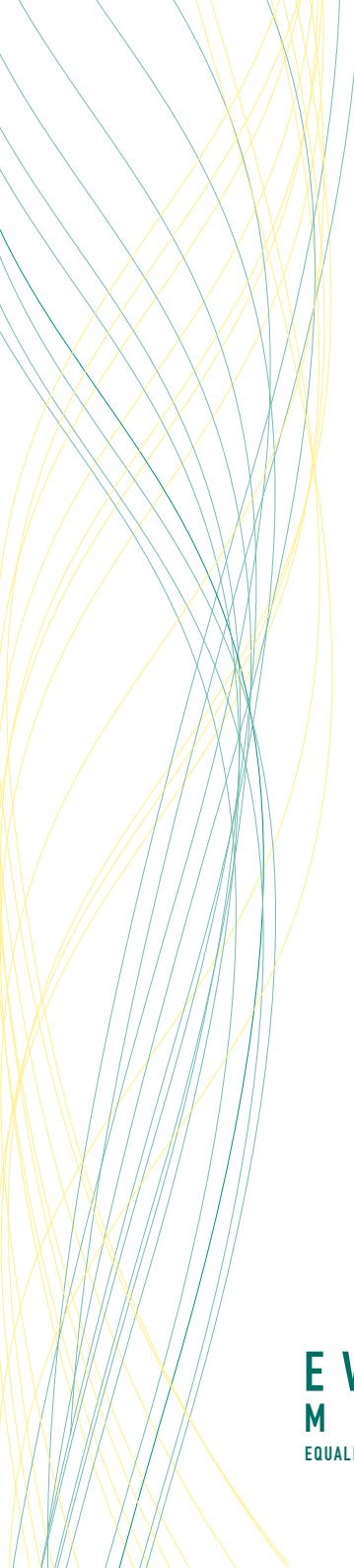
I also meet with a wide range of community groups covering all strands of diversity, and am committed to promoting fairness, tolerance and respect, and promoting an environment whereby everyone can live their lives in the way they choose without fear of prejudice or intolerance.

Within Cleveland we are lucky to have a long and proud history of welcoming people from other communities into our area and supporting them, and I have been proud to see the efforts made in supporting new arrivals to the area and ensuring that they are welcomed and their contribution to the community is recognised.

It is also incredibly important to me that as an organisation we support our staff and embed a culture of recognising and celebrating the value of diversity. Not only is it vital for the Force as a matter of principle to reflect the communities it serves, but I wish Cleveland Police to be recognised in practice as an employer of choice for all.

Barry Coppinger

Police and Crime Commissioner
for Cleveland



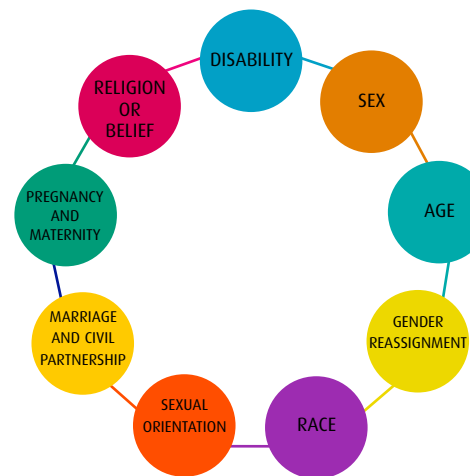
OUR INTENTIONS

-  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.

WHY DOES THIS WORK MATTER?

Freedom from discrimination is a basic principle of fairness and equality which is enshrined in law, our Code of Ethics and our organisational values. No one should be subject to direct discrimination, indirect discrimination, harassment or victimisation by reason of their sex, age, race, religion or other protected characteristic as defined in the Equality Act 2010. Everyone has one or more of the protected characteristics, so the Act is designed to protect everyone against unfair treatment.

THE CHARACTERISTICS ARE:



The benefits to our workforce and communities are wide ranging such as:

-  A diverse and inclusive organisation opens up a wealth of possibilities and helps to foster creativity and innovation.
-  It allows an organisation to understand the needs of its communities and provide a responsive, meaningful and caring service.
-  Talent is recognised and nurtured – wherever it may be.
-  It creates an environment with high morale with people valued for their contributions and their unique differences.
-  It promotes fair and innovative working practices and removes unnecessary hierarchies.

OVERVIEW: EQUALITY, DIVERSITY & HUMAN RIGHTS

WHAT IS IT ABOUT AND WHY IS IT IMPORTANT?

The terms equality and diversity are often used interchangeably, however, these terms are not the same.

EQUALITY is about creating a fairer society, where everyone can participate and have the opportunity to fulfil their potential. An equal society recognises people's different needs and abilities, situations and goals, and removes the barriers that limit what people can achieve.

This does not mean treating everyone the same but means recognising the differences in life situation, in experience and ensuring that there is equality of opportunity for all. Equality is an issue for us all. We don't all start from the same position, and to create a fair society we must recognise these different needs.

This means treating everyone with fairness and respect, and recognising the differences that exist between individuals and communities. It is about addressing existing disadvantages that affect how people participate in society and the workplace. It means recognising, valuing and taking account of people's cultures, background, knowledge, skills, needs, expectations and experiences.

For Cleveland Police it means the delivery of policing from a workplace which promotes equality of opportunity for all, giving every individual the chance to achieve their potential, free from prejudice and discrimination. It means the development and delivery of services that are sensitive and responsive to the individuals and communities we serve.

In the UK, legislation, practises and procedures are in place to ensure all employees are treated equally and given the same opportunities regardless of their age, race, sexuality, gender, disability or culture – or indeed anything else that could be discriminated against. Discriminatory legislation also covers service delivery to ensure that services are provided in an equitable way and are accessible to all.

DIVERSITY can be defined as recognising, understanding and appreciating difference. Difference can be along the dimensions of age, ethnicity, gender, sexual orientation, race, background, physical abilities, religious beliefs, political beliefs, appearance or accent. The concept of diversity encompasses acceptance and respect.

It is the consideration and acceptance of our differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. For Cleveland Police it means the delivery of services which are culturally sensitive, inclusive and accessible, making a real difference to individuals and our communities. It also means a service free from any form of discrimination. Within the workplace it means recognition that diversity is threaded through every aspect of our working day. It requires good

management practices and leadership to prevent discrimination and to promote inclusiveness. It also requires individuals to be self-aware, in terms of understanding their own culture, identity, biases, prejudices, and stereotypes.

HUMAN RIGHTS are both aspirational and practical. Human rights principles hold up the vision of a free, just, and peaceful world and set minimum standards for how individuals and organisations operate. Human rights also empower people to take action when those minimum standards are not met.

Examples of human rights include:

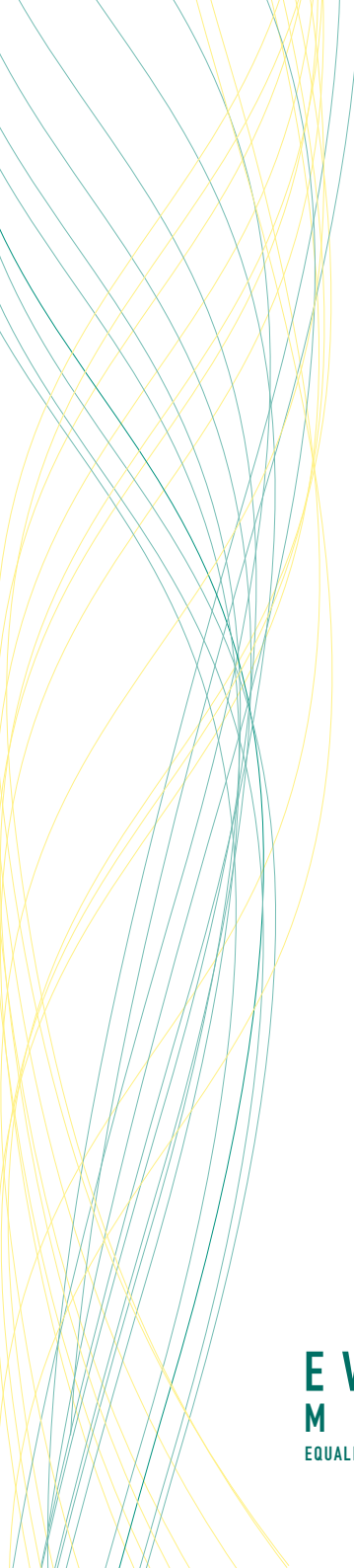
- ✓ the right to life
- ✓ the right to respect for private and family life
- ✓ the right to freedom of religion and belief.

We experience our human rights every day when we worship according to our belief, or choose not to worship at all, when we enjoy our private family life or when we choose to travel to other parts

of the country or overseas. Human rights violations also occur every day in this country when a parent abuses a child, when a family is homeless, when a person in authority uses excessive force, when women are paid less than men, or when one person steals from another.

Respect for an individual's human rights should be the central focus throughout all aspects of policing within Cleveland. Everyone has a moral and legal duty to respect and protect human dignity, and maintain and uphold the human rights of all persons.

Responsibilities are wide ranging. For example, when an officer is required to use force to achieve a lawful objective, such as making a lawful arrest, acting in self-defence or protecting others, they must take effective action which is reasonable in the circumstances to safeguard and protect a victim.



STRATEGIC ACTIVITY AREAS

To create an organisation that truly embraces everyone in both our communities and within the organisation, we must focus our attention on three 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.

STRATEGIC ALIGNMENT

Everyone Matters directly supports the strategic direction of Cleveland Police as set out in the following:

The strategic vision of Cleveland Police until 2020 sets out that we will provide victim focussed flexible services of the highest possible standard to meet the needs of our communities, in an affordable and sustainable manner through:

LOCAL POLICING

We will protect vulnerable people from harm and prevent others from coming to harm.

We will be in the right place, with the right skills in the right numbers when our communities need us to intervene in crime and disorder.

We will deliver prevention and problem solving where it is most needed.

COLLABORATION

We will grow our collaboration with other Forces on specialist services and serious crime.

We will develop a range of proposals with our blue light colleagues ranging from joined up prevention, sharing of estate, through to fleet management.

We will explore co-operation with Local Authorities, Health, Fire and Rescue and the Ambulance Service to manage joint demand more effectively, share expertise and maximise public safety and quality of service.

ENABLING SERVICES

These services will be truly focused on supporting the delivery of operational policing, delivered in the most efficient and cost effective way.

These activities will be developed through a range of local, collaborated and partnership (Sopra Steria/Tascor) development activities.

POLICE AND CRIME PLAN 2016-2020

Police and Crime Plan is a working document which reflects the views of local communities, local authorities and other agencies across Cleveland. The plan takes account of emerging issues and challenges facing modern policing.

THE PLAN HAS SET FIVE KEY OBJECTIVES:

1. Investing in our Police
2. A better deal for victims and witnesses
3. Tackling re-offending
4. Working together to make Cleveland safer
5. Securing the future of our communities

A full version of the plan is available on the Police and Crime Commissioner for Cleveland website.

THE PUBLIC SECTOR EQUALITY DUTY AND OUR PARTNERS

The Equality Act 2010 applies to most public sector organisations such as healthcare trusts, local councils, schools, police services and government departments.

Cleveland Police recognises that it cannot outsource any of its duty under the Equality Act 2010 and that it retains responsibility for compliance with the Act in respect of any outsourced service or function. Equally, Cleveland Police recognises that organisations carrying out its public functions are also subject to the general duty and have specific responsibilities under the Equality Act 2010.

There are many aspects of this strategy and our work, which will be developed through our collaborative activities with key partners such as Sopra Steria and Tascor.

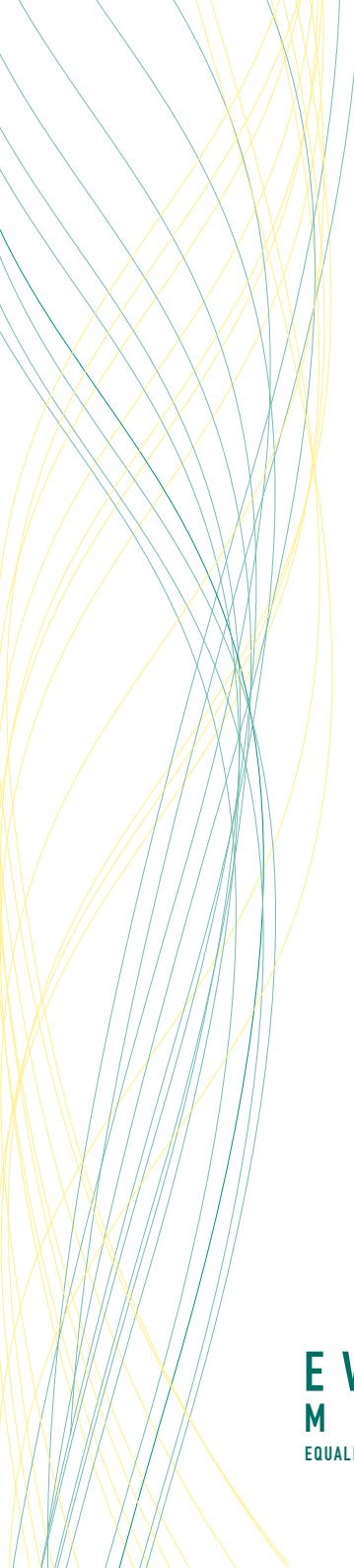
SOPRA STERIA

We are committed to establishing and maintaining a working environment which is free from discrimination and which values all employees as individuals. All employees and prospective employees are selected, recruited, trained and promoted on the basis of their skills and behaviour. We welcome diversity amongst all employees, both permanent and temporary, as well as from other stakeholders such as customers, partner agencies, suppliers, contractors and visitors.

We will seek to ensure that the individual styles and personal characteristics of those who work for us will be valued and respected, thereby ensuring that employees have the opportunity to develop their full potential. We are committed to providing services that are accessible and appropriate so that we deliver the best service possible to the people of Cleveland. To this end we are committed to working in partnership with Cleveland Police to deliver the Everyone Matters Strategy and specific workstreams.



Denise Mason
Partnership Director



OUR EQUALITY OBJECTIVES AND OUTCOMES

An Equality Improvement Model (EIM) has been developed by the College of Policing. It identifies key priorities and objectives that will enable the Police Service to meet the objectives set out in the Public Sector Equality Duty (2011). The EIM provides a set of indicators within three strategic theme areas and it allows the development of local aims and initiatives.

Cleveland Police has adopted the EIM to provide a framework to support the development and delivery of our Everyone Matters Equality, Diversity and Human Rights Strategy and associated plans. We have also used the Equality Standard for the Police Service to guide and direct our work.

Cleveland Police has established its four yearly objectives and outcomes in partnership with a number of key internal and external stakeholders such as the College of Policing, Equality North East, the Staff Equality Forum and the Strategic Independent Advisory Group.

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.

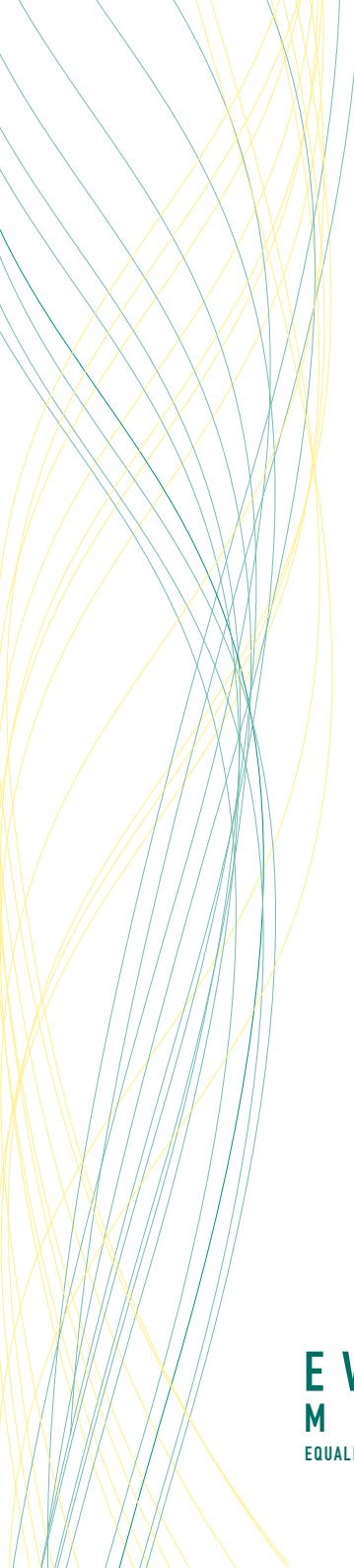
Our equality objectives and outcomes under each strategic area are given in the following tables:

Appendix 1: Strategic Themed Area 1
Serving Our Communities

Appendix 2: Strategic Themed Area 2
Supporting Our People

Appendix 3: Strategic Themed Area 3
Organisational Processes

An overview of our strategic delivery plans is published on the Cleveland Police website as these plans are living documents under continuous review and development.



ROLES AND RESPONSIBILITIES

EVERYONE

Whilst specific responsibilities are given to certain people, all our staff are personally responsible for supporting and conforming to the aims of this strategy.

Everyone has a responsibility to demonstrate a commitment to Equality, Diversity and Human Rights, both in the delivery of services to our communities and within the workplace by creating an environment that is inclusive in which everyone feels valued, respected and is allowed to flourish.

Everyone also has the responsibility to challenge and actively rectify any activity or behaviour that does not support and progress aims of the strategy.

CHIEF CONSTABLE

Demonstrate leadership and commitment to Equality, Diversity and Human Rights.

Ensures that Cleveland Police has an Equality, Diversity and Human Rights Strategy.

Provide strategic direction to all Equality, Diversity and Human Rights related issues.

Ensures that Cleveland Police identifies equality objectives underpinned by delivery plans.

Provide a governance framework that enables effective oversight of activity and outcomes relating to our equality objectives and other Equality, Diversity and Human Rights related issues.

Ensure our equality objectives are regularly reviewed and that the review timescales are compliant with the Equality Act 2010.

CHIEF OFFICER TEAM

Demonstrate leadership and commitment to Equality, Diversity and Human Rights.

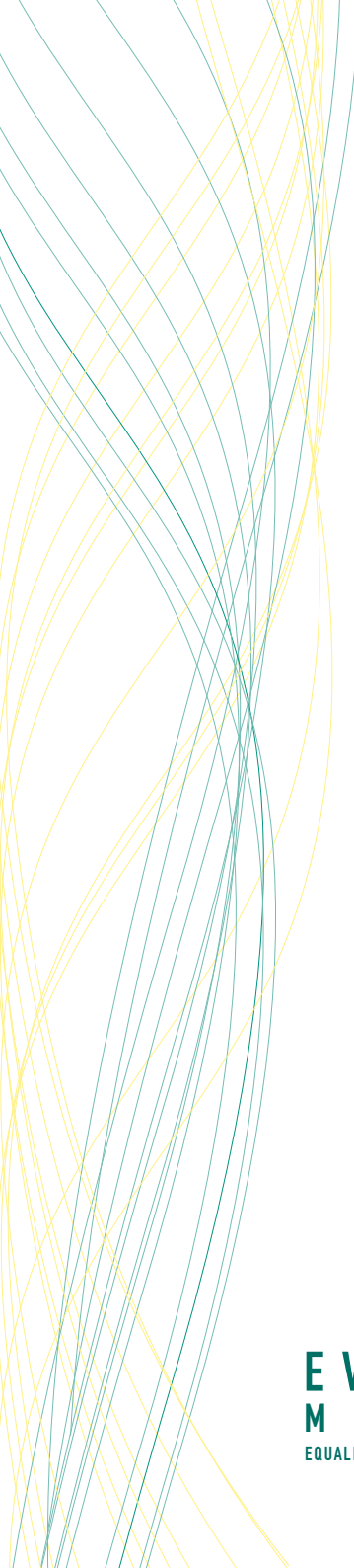
Provide strategic direction to all Equality, Diversity and Human Rights related issues

Ensure that Cleveland Police identifies equality objectives underpinned by delivery plans.

Ensure that plans are delivered in an effective and timely manner.

Maintain an organisational overview of our Equality, Diversity and Human Rights related activity and how this relates to overall performance.

Engage with the Police and Crime Commissioner, particularly in relation to equality objective related performance and activity.



ROLES AND RESPONSIBILITIES

OUR LEADERS

Demonstrate local leadership and commitment to Equality, Diversity and Human Rights.

Create a positive working environment whereby the diversity of our workforce is embraced, including the benefits that such diversity brings to providing services to our communities.

Provide local strategic direction for any equality objective or related activity that is assigned to their area.

Monitor local performance as it relates to Equality, Diversity and Human Rights and taking appropriate action in order to improve performance.

Provide in-person and written briefings on local Equality, Diversity or Human Rights related activity and what outcomes have been achieved.

Ensure that diverse communities are engaged regarding local Equality, Diversity or Human Rights related activity and performance.

Both in the delivery of services to diverse communities and within the workplace demonstrate a commitment to creating a positive working environment, which embraces the diversity of our staff.

Promote the Everyone Matters Equality, Diversity and Human Rights Strategy to their teams.

Ensure that activity against any equality objective or related activity that is assigned to their area is progressed.

Develop their team's understanding of Equality, Diversity and Human Rights issues as are relevant to their area of business.

Praise staff and recognise good work as it relates to Equality, Diversity and Human Rights.

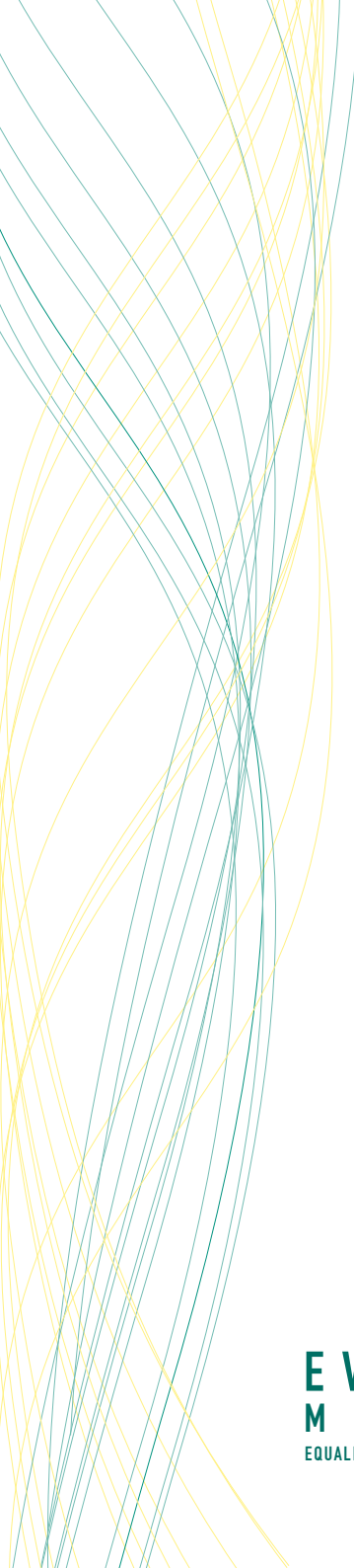
Monitor the performance of their team as it relates to Equality, Diversity and Human Rights and take any appropriate action to improve performance.

Ensure that diverse communities are engaged regarding local Equality, Diversity and Human Rights related activity and performance.

Demonstrate a commitment to Equality, Diversity and Human Rights both in the delivery of services to diverse communities and within the workplace by creating a positive working environment that embraces the diversity of our staff.

Support the development and delivery of equality objectives set out in this strategy. Work with key internal and external partners to further the organisations understanding of Equality, Diversity and Human Rights.

Engage and work with key internal and external stakeholders in support of this strategy and plans.



ROLES AND RESPONSIBILITIES

OUR KEY PARTNERS

Demonstrate a commitment to Equality, Diversity and Human Rights.

Deliver their responsibilities as contained in the Equality Act 2010.

Provide strategic direction to all Equality, Diversity and Human Rights related issues.

Work in partnership with Cleveland Police to deliver this strategy, its objectives and delivery plans.

Embed the Everyone Matters principles within their organisations.

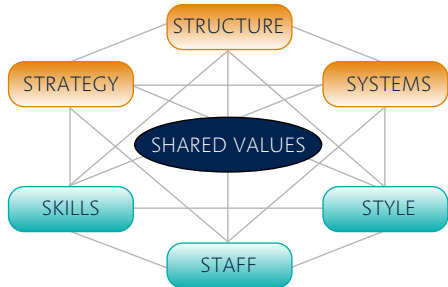
Collaborate on issues such as staff equality, Learning and Development training and awareness campaigns.

BUILDING AN INCLUSIVE CULTURE

Creating an inclusive culture is central to our success. It will ensure that we attract and retain the best staff and will ensure that everyone can develop to their full potential. Our aim is to create an environment in which everyone is treated with dignity, respect and where everyone is valued. An environment where staff can comfortably raise issues and know they will be taken seriously, and will be supported in an effective, proportionate and timely manner.

Cleveland Police recognises that its culture will evolve and change over time, and that it must undertake continuous long term activity to develop and shape its culture in support of this strategy, our Code of Ethics and values.

We are taking a robust approach to understanding and shaping our culture. We run an annual cultural audit and use theoretical models, including the McKinsey 7-S framework to map activities. This model recognises the different factors that influence an organisation's ability to change. They are: strategy; structure; systems; shared values; style; staff and skills.



We will take a joined-up approach to developing our culture where we learn from our communities, address skills gaps in our workforce and ensure our strategies and systems drive progress. We will work in partnership with internal and external stakeholders including: staff networks, Unison and the Police Federation, ACAS and Equality North East.

BUILDING A DIVERSE WORKFORCE

The benefits of a diverse workforce which reflects our communities are straightforward:

- ▶ **It builds public trust, confidence and support**
- ▶ **Increased creativity and problem solving**
- ▶ **Improved understanding of our communities**
- ▶ **Brings a richness of views and thinking to the workplace.**

Cleveland Police recognises that this compelling business case must be anchored to a strong recruitment and retention plan which in turn is underpinned by key internal components such as Equality and Diversity training for staff, leadership development programmes, career development opportunities and wellbeing initiatives.

Cleveland Police has made a four year commitment to this important area of business in recognition that it will take time and effort to build and implement an effective recruitment and retention plan.

DURING THIS PERIOD CLEVELAND POLICE WILL:

Promote Cleveland Police as an employer of choice

Communicate and deliver a consistent message to our communities and prospective candidates i.e. our commitment to Equality and Diversity and our interest in a rich, diverse pool of candidates

Evaluate and develop our existing recruitment practices

Examine barriers to recruitment and how we can overcome them

Explore and undertake collaborative opportunities

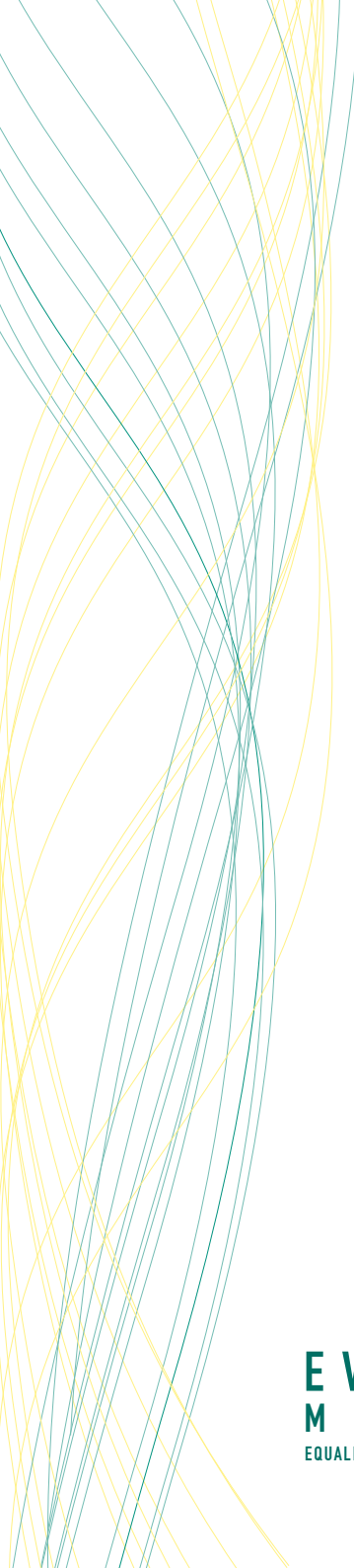
Develop our work in partnership with our staff and communities

Develop community outreach opportunities to build positive relations with potential candidates

Grow a network of recruiting sources such as community colleges, community youth schemes and diversity projects

Explore and pilot candidate support programmes

Grow our volunteer base.



OUR APPROACH TO EQUALITY IMPACT ASSESSMENT

Cleveland Police recognises that it must place Equality, Diversity and Human Rights at the heart of all policy development, decision making, change programmes and day-to-day practices.

We have a sustained plan of work to develop and embed the use of Equality Impact Assessments as a tool to ensure: that our policies, practices and decisions are fair; meeting the needs of our communities and staff and; ensure that no person or group is inadvertently discriminated against.

Equality Impact Assessments are not a legal requirement in England, however they are an established and credible tool for demonstrating due regard to the Public Sector Equality Duty, which is required by law.

EQUALITY IMPACT ASSESSMENTS WILL HELP CLEVELAND POLICE IN:

Understanding equality issues

Developing robust evidenced based policy/practice

Being accountable for our actions and decisions

Providing a model of quality assurance

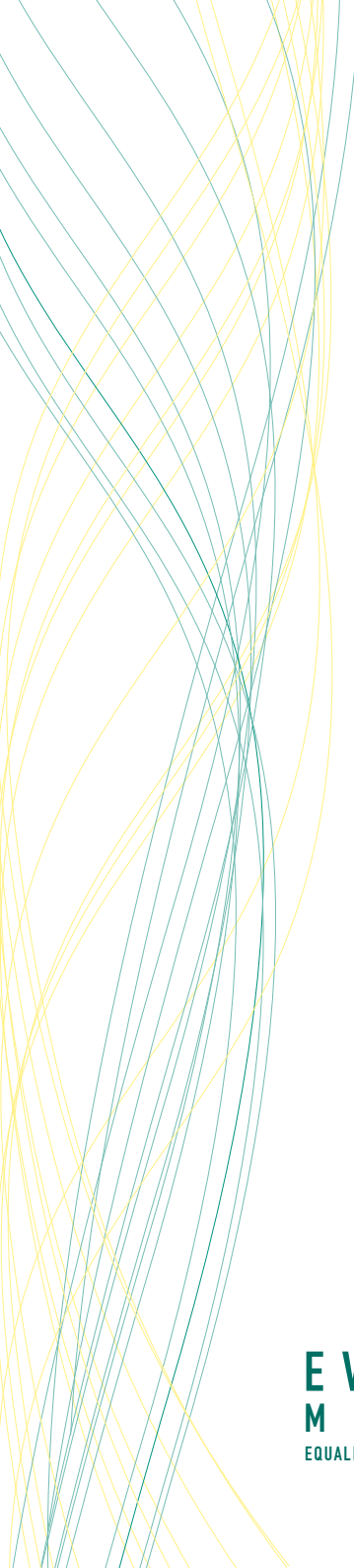
Taking an anticipatory approach to risk and mitigation

TO ADVANCE OUR APPROACH TO EQUALITY IMPACT ASSESSMENTS WE HAVE THE FOLLOWING OBJECTIVES:

We will build an effective, embedded approach to equality consideration and impact assessment

We will increase capacity for the delivery of equality impact assessment

We will provide resources and support to our staff



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OUR WORKFORCE KNOWLEDGE AND EXPERTISE

At the heart of our work is the need to develop and deliver meaningful learning and development opportunities to enhance skills, knowledge and confidence at all levels within the organisation. This is a complex area of work as it encapsulates many subjects and areas of our working lives, for example:

An understanding of how beliefs, values and attitudes can drive behaviour such as decision making and how we treat members of our team and the communities we serve.

Awareness of employer and employee duties in relation to Equality and Diversity legislation and how we make the connection to every day practices such as attendance management and performance review.

How we embed Equality, Diversity and Human Rights into every day working practices?

How we recognise, understand and respond to the needs of all communities?

Techniques to identify and challenge inappropriate behaviour and provide a positive and healthy working environment.

Cultural awareness to understand that there are differences between cultures and people and how we recognise and place value on diversity.

Understanding the true meaning of Equality, Diversity and Human Rights.

We're committed to two-way communications with our staff and communities. The Everyone Matters programme of activity seeks to complement wider work such as our leadership development and wellbeing programmes.

EVERYONE MATTERS

A SUMMARY OF OUR CORE EQUALITY, DIVERSITY AND HUMAN RIGHTS PROGRAMME

NEW STARTERS

- NCALT Diversity and Equality Package
- Equality and diversity input

ALL STAFF

All staff, as part of their core training requirements, will undertake the following Equality, Diversity and Human Rights learning:

- NCALT Diversity and Equality Package
- Bullying, Harassment and Victimisation
- Code of Ethics input
- Everyone Matters in Practice workshop

MANAGER TRAINING

As well as the core staff learning, managers will also undertake the following additional Equality-related training:

- ACAS Managing Equality and Diversity in the Workplace session
- ACAS Equality and Diversity E-Learning Package
- Managers' Bullying, Harassment and Victimisation exercises
- 'Words that Hurt' session
- Unconscious Bias workshop.

MIDDLE AND SENIOR MANAGERS

- Whistleblowing workshop
- Equality Analysis Assessment E-Learning Package and workshops
- Managing extreme persistent and difficult workplace behaviours

BESPOKE SESSIONS AND BRIEFINGS

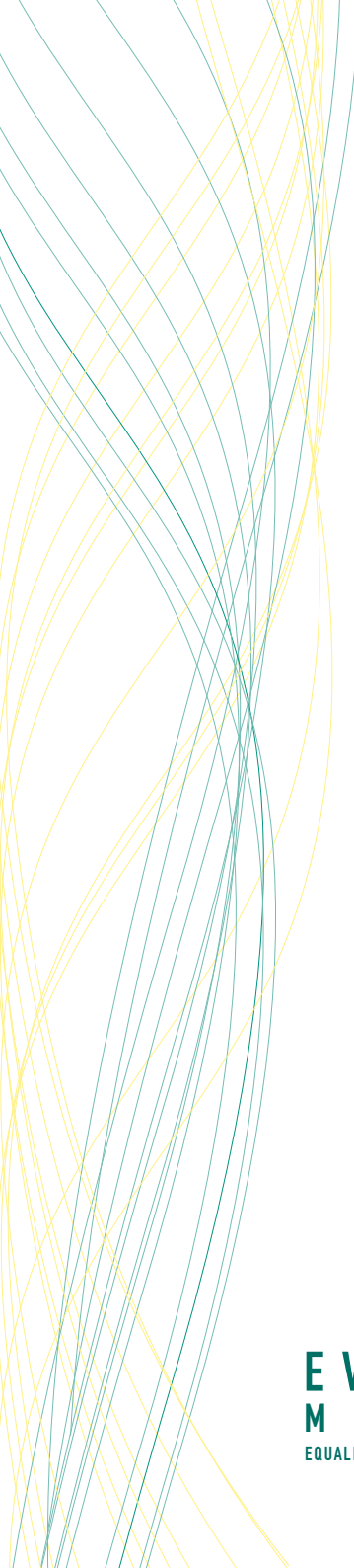
The Training Department and Everyone Matters Team will provide bespoke tailored sessions to meet the need of specialist teams, in response to organisational learning or to enhance the knowledge of specific teams or individuals.

COMUNITY AND CULTURAL AWARENESS WORKSHOPS

A programme of workshops and activities will take place to enhance the knowledge and understanding of our staff in supporting the delivery of a culturally sensitive and effective service. The sessions will be developed in partnership with our communities and partners, and shaped by organisational learning.

All aspects of our learning and development programme will be underpinned by access to online advice and toolkits.





CORNERSTONES OF OUR LEARNING AND DEVELOPMENT PROGRAMME

PERSONAL DEVELOPMENT REVIEW (PDR)

Our PDR framework will be used to provide a structured mechanism to ensure that everybody achieves a full contribution to this strategy and their specific roles and responsibilities.

As part of our PDR process each member of staff, in partnership with their line manager, will be required to discuss and enhance their professional practice.

Key features will be:

The setting of an annual personal equality objective

A review of performance including formal recognition of good work, progress of specific objectives, activity to support career progression and actions to address any areas of under performance

Establishing and satisfying any knowledge or skills gaps such as Equality and Diversity knowledge and leadership skills

Assessing what kinds of activity will help gain new skills and knowledge

Explore and deliver opportunities to put knowledge and skills into practice

Recognising strengths, talents and passions, and planning ways to use them

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Our CPD framework will be used to underpin our PDR process. It will track and document the skills, knowledge and experience gained by each member of staff, both formally and informally. Every member of staff will be required to use it to develop their knowledge and skills so that they can demonstrate development as a professional in line with all aspects of Everyone Matters.

Key features will be:

The maintenance of an up-to-date and accurate record of CPD activities

A focus on learning from experience and reflective learning

Learning and training activities relevant to current or future roles

SELECTION & PROMOTION PROCEDURES

We will adopt a valued-based approach to help ensure we find and select staff who embrace Everyone Matters, the Code of Ethics and values. Candidates will need to demonstrate:

How they have promoted equality, diversity and inclusion in the work place

How they have reflected on and updated their own knowledge, skills and experience

Action they have taken to help staff understand and take responsibility for upholding our Code of Ethics and values

In addition, candidates will only enter a selection or promotion process if they have produced a solid CPD portfolio and have met PDR performance requirements.

CONSULTATION AND ENGAGEMENT

Cleveland Police undertakes engagement activities with its staff, communities and key partners across a broad range of issues. Engagement is sometimes one off or over a longer period of time. Our Everyone Matters Strategy is underpinned by a bespoke piece of engagement to inform our equality objectives and plans, underpinned by continuous engagement to support and inform all aspects of our development work under the strategy.

ALL OF OUR ENGAGEMENT WORK AIMS TO:

Help set and inform our equality objectives

Identify particular needs, patterns of disadvantage and help to understand why barriers exist and ways to overcome them

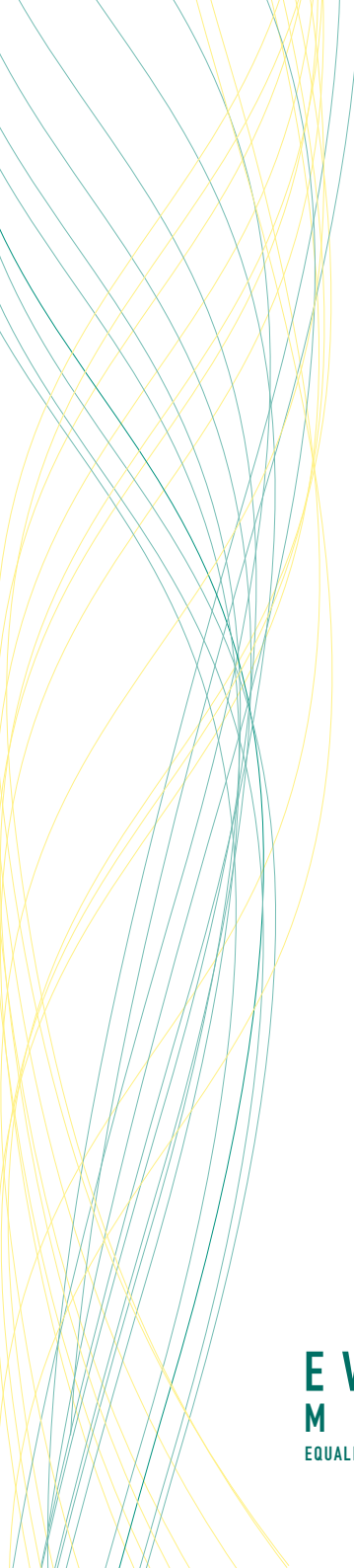
Design initiatives to meet the needs of our staff and communities

Build positive relations and trust

Draw upon staff and community knowledge and ideas to improve working practices and services

Provide an open and honest account of our work and progress

Allow an opportunity for staff and communities to provide feedback as to the positive or negative impact of our internal practices, services or new initiatives



CONSULTATION TO INFORM OUR EQUALITY OBJECTIVES FOR 2017 - 2020

Cleveland Police has undertaken a broad range of activities to seek the views of our staff and communities on our Everyone Matters Strategy, its objectives and proposed activity.

OUR CONSULTATION INCLUDES:

Online community consultation process

Discussions with our Strategic Independent Advisory Group

Discussions with our staff networks

Organisational briefings and electronic feedback process

DURING OUR CONSULTATION PROCESS WE ASKED THREE MAIN QUESTIONS:

Are our Equality Objectives clear, and do they reflect what Cleveland Police, our staff and our communities require?

Are the actions to achieve our aims the right ones?

What can we do to improve them?

ONGOING ENGAGEMENT ACTIVITY

CLEVELAND POLICE USES A NUMBER OF ESTABLISHED FORUMS TO SUPPORT THE DELIVERY OF ITS WORK, THESE BEING:

STAFF EQUALITY FORUM (SEF)

The SEF meets on a bi-monthly basis and is made up of individuals representing internal groups and associations. The group supports Cleveland Police in the development and delivery of this strategy and it provides a valuable opportunity to further embed and understand Equality, Diversity and Human Rights issues. The group also acts as an important consultation mechanism in relation to the potential impact of policies, procedure change programmes and service delivery issues.

UNISON

Unison is a trade union; it represents and acts for members working in a range of public services and utilities. It represents members, negotiates and bargains on their behalf, campaigning for better working conditions and pay and for public services.

CLEVELAND POLICE FEDERATION

Cleveland Police Federation is a branch of the Police Federation of England and Wales, who are the representative body to rank and file officers below the rank of Superintendent. It was established by the Police Act 1919 to provide the Police with a means of bringing their views on welfare and efficiency to the notice of the government.

EXTERNAL STAKEHOLDER CONSULTANCY AND SUPPORT GROUP

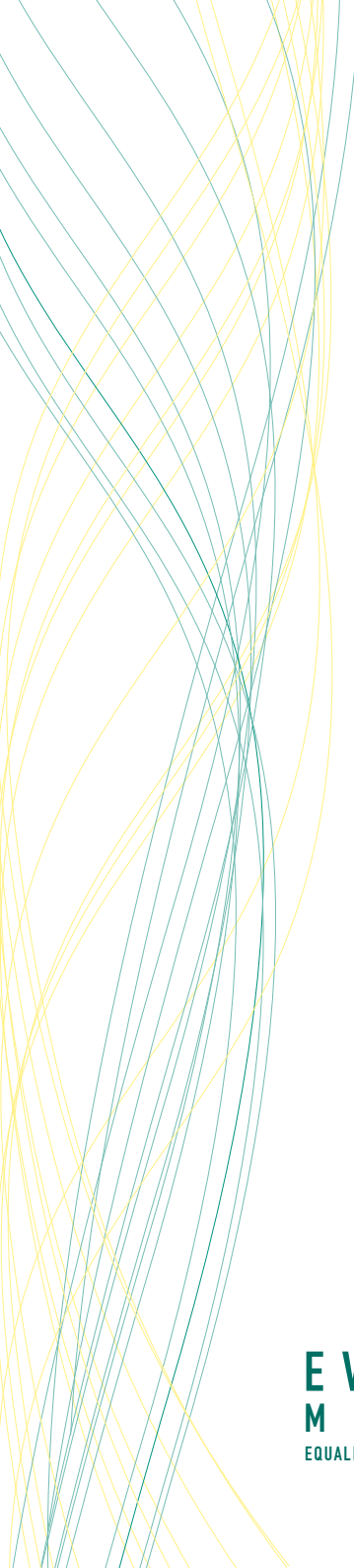
The role of the External Consultancy and Support Group is to provide, support, advice and to make recommendations to Cleveland Police on all matters of Equality, Diversity and Human Rights. The group has a specific remit to guide and support the organisation in relation to its Everyone Matters work and it meets on a quarterly basis with the members of the Everyone Matters Equality, Diversity and Human Rights Strategy Group and appropriate guests. The Group's terms of reference are provided in Appendix 5.

STRATEGIC INDEPENDENT ADVISORY GROUP

This group meets on a quarterly basis and has a local community member as its chair. Membership includes representatives from various community groups and organisations as well as the Chief Constable, Police and Crime Commissioner and other guests as appropriate relating to the business underway.

CLEVELAND POLICE COMMUNITIES AND PARTNERSHIP TEAM

The Communities and Partnerships Team provides operational direction and support across a number of important areas such as, Mental Health, Hate Crime, Missing Persons and Restorative Justice. The department has a key role in community engagement and keeping our communities safe. Information and feedback from ongoing engagement activity will be used to guide and develop our Everyone Matters programme.



EVERYONE MATTERS - HOW WE MEASURE OUR PROGRESS?

EFFECTIVE MONITORING IS AN IMPORTANT TOOL FOR MEASURING OUR PERFORMANCE AND PROGRESS TOWARDS OUR EQUALITY, DIVERSITY AND HUMAN RIGHTS OBJECTIVES.

Nevertheless monitoring for Cleveland Police is not an end in itself. Our data is collected, analysed and used to inform and guide our work.

The working and operational environment of policing is complex. It is acknowledged that pinpointing the direct relationship between a specific activity and a specific impact is therefore challenging, particularly in relation to equality and diversity areas where there is often very little quantitative data. Qualitative evidence is consequently used in conjunction with quantitative data to help identify and measure progress on equality, and ultimately impact.

CLEVELAND POLICE HAS ADOPTED THE FOLLOWING KEY PRINCIPLES TO THIS AREA OF WORK:

We will use equality monitoring to understand progress against our objectives and to further our work.

We will use equality monitoring to assess the impact of our services on our communities to help service development and improvement.

We will use equality monitoring to assess our working environment and the needs of staff.

We will consider the protected groups throughout our equality monitoring work and associated activity.

We will involve key internal/external stakeholders and our communities to help us interpret and understand the data and information.

We will investigate any possible inequalities highlighted, understand the underlying cause and take action to remove any unfairness or disadvantage, or to develop a service or workplace practice.

Equality monitoring data will be used to ensure compliance with our responsibilities under the Equality Act 2010.

We will take full consideration of data protection issues when collecting and handling equality data.

Where possible we will incorporate monitoring into existing processes.

We will produce a high level annual internal equality performance dashboard and performance report.

We will produce regular service delivery performance reports in line with core business

Whenever possible we will collect and use information in line with the protected characteristics.

We will work with our staff to improve the level of information captured.

INTERNAL DATA AND INFORMATION

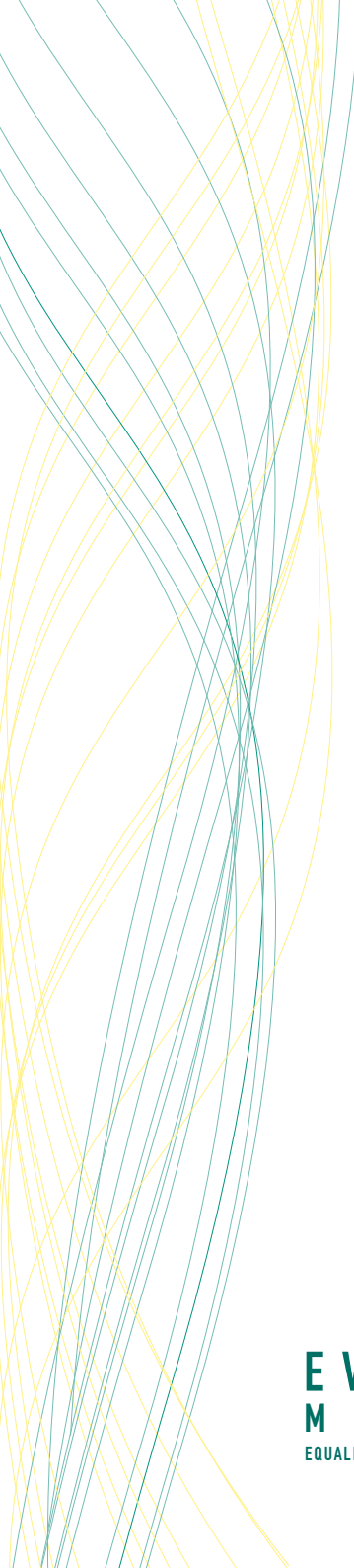
Workforce makeup
Discipline and misconduct
Ceased employment
Working patterns
Employment Tribunal
Civil cases and workforce grievances
Independent Police Complaints Commission
Recruitment and promotion
Occupational segregation
Gender pay gap
Training
Maternity leave
Flexible working
Sickness information
Reasonable adjustments
Performance management
Training attendance rates

SERVICE DELIVERY DATA AND INFORMATION

Hate Crime data
Stop Search data
Custody data, including arrest
Complaints and appreciations
Incident and crime information
Service access information
Public confidence survey information
British Crime Survey

QUALITATIVE INFORMATION

Staff Survey results
Staff exit interview information
Internal/external research that considers internal practices and service delivery
Views and feedback from internal and external groups
Anecdotal evidence collected from conversations, ad hoc meetings and discussions with staff and our communities
Information from community sources
Information from partner agency meetings
Social media
Mainstream media



GOVERNANCE MODEL

ACCOUNTABILITY, EFFECTIVENESS AND TRANSPARENCY

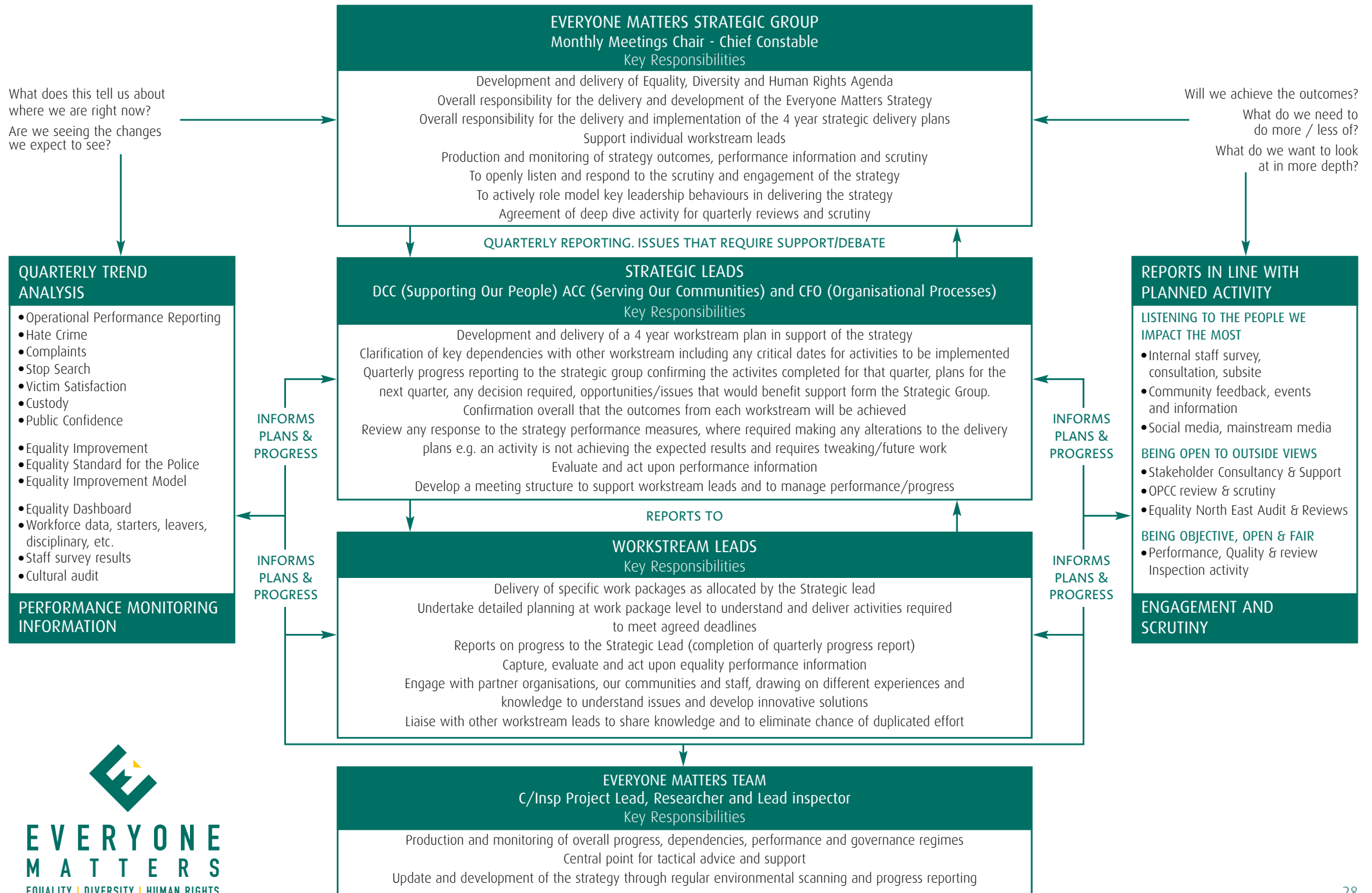
Our governance framework provides a robust system of measurement and evaluation. It provides assurance that our work is effective and it also delivers checkpoints on progress, opportunities to prioritise further work or interventions and it embeds our Equality, Diversity and Human Rights work alongside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

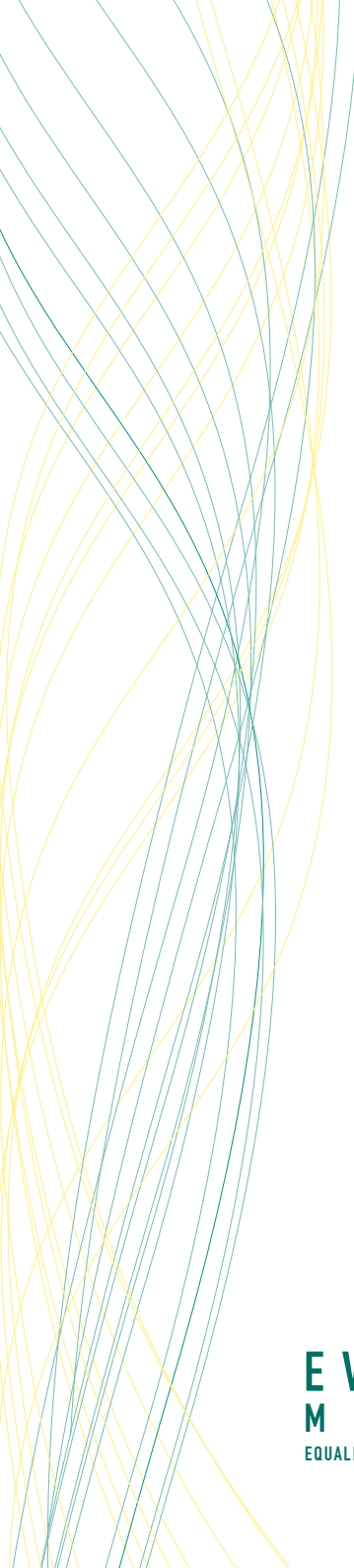
The established organisational governance framework is used to oversee and drive forward our equality objectives and associated four year delivery plans. Each Everyone Matters strategic theme area has a lead at Chief Officer level with specific roles and responsibilities assigned to individuals across the organisations to ensure that our work is monitored and progressed effectively.

The varied nature of the work means that activity is managed across a number of different work streams and forums such as Tactical Performance Group and People Programme Board. The structure 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.

The Everyone Matters Strategic Group has responsibility for the development and delivery of the Organisation's Equality, Diversity and Human Rights agenda. The Group leads the Organisation's strategy on all matters relating to Equality, Diversity and Human Rights. This includes ensuring effective development and delivery of this strategy and associated four year strategic theme delivery plans. The Group meets on a monthly basis to oversee delivery of the strategy and associated plans. Each monthly meeting has themed area i.e. Serving our Communities, Supporting our People or Organisational Processes to scrutinise that progress against each plan. As appropriate work stream leads provide written or in person progress.

EVERYONE MATTERS GOVERNANCE MODEL





INFORMATION PUBLICATION

Cleveland Police is required to publish information to demonstrate its compliance with the General Equality Duty; this information is provided under the dedicated Everyone Matters section of our external website.

The publication of the information provides our staff and communities with a transparent understanding of our progress and priorities. It also provides a consultation and engagement opportunity so that our communities can consider how they might be affected by our services and provide feedback.

We publish the following core information:

Equality, Diversity & Human Rights Strategy

Equality objectives and outcomes

Annual Equality Report

Hate Crime data

Stop and search data

Workforce data

Complaints data

KEY LEGISLATION

EQUALITY ACT 2010

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. Cleveland Police is required to comply with the Equality Act 2010 and in particular Section 149, which is the Public Sector Equality Duty. The Public Sector Equality Duty (PSED) requires public bodies to have due regard to the need 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 Act explains that the said aim (advancing equality of opportunity) involves, in particular, having due regard to the need to:

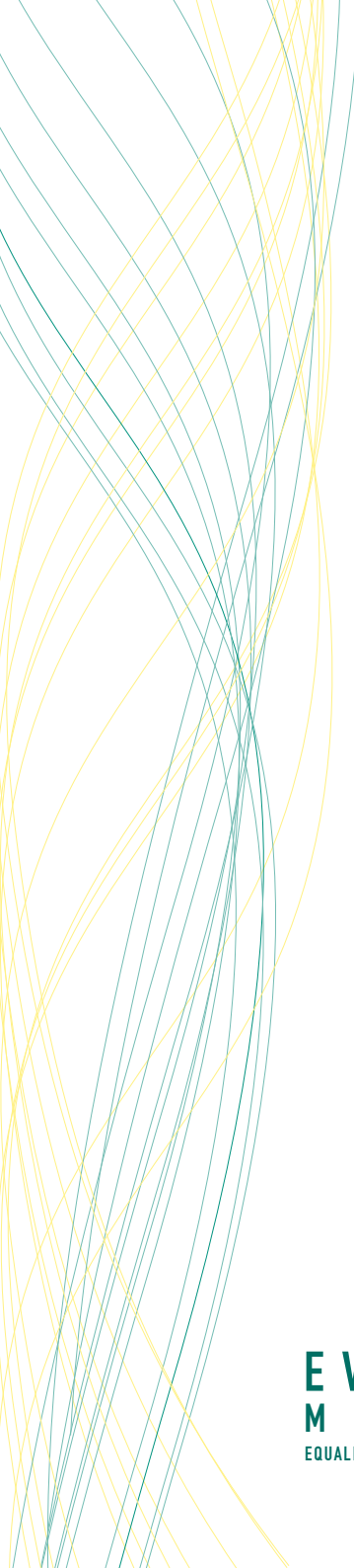
Remove or minimise disadvantages suffered by people due to their protected characteristics.

Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.

Encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

The specific duties require public bodies to publish information to show their compliance with the Equality Duty, at least annually and; set and publish equality objectives, at least every four years.

Compliance with the General Equality Duty is not only a legal obligation, it is also central to how we develop services that are culturally sensitive, inclusive, accessible and appropriate. Likewise it develops a working environment in which people feel truly valued, respected, supported and heard. In essence the legislation makes sound business sense across all aspects of our work.



KEY LEGISLATION

DATA PROTECTION ACT (1998)

This Equality, Diversity and Human Rights Strategy outlines the Force’s approach to governance of EDHR related issues, including the identification and setting of equality objectives (in compliance with the Equality Act’s Specific Duties). The Strategy in itself does not possess any personal sensitive data, and therefore, it is considered that this Strategy is compliant with the Data Protection Act 1998.

FREEDOM OF INFORMATION ACT (2000)

This Equality, Diversity and Human Rights Strategy will be published on the Force’s Equality publication page on its website and, therefore, will be fully accessible by the public.

APPENDICES

Appendix 1: Strategic Themed Area 1

Serving Our Communities

Appendix 2: Strategic Themed Area 2

Supporting Our People

Appendix 3: Strategic Themed Area 3

Organisational Processes

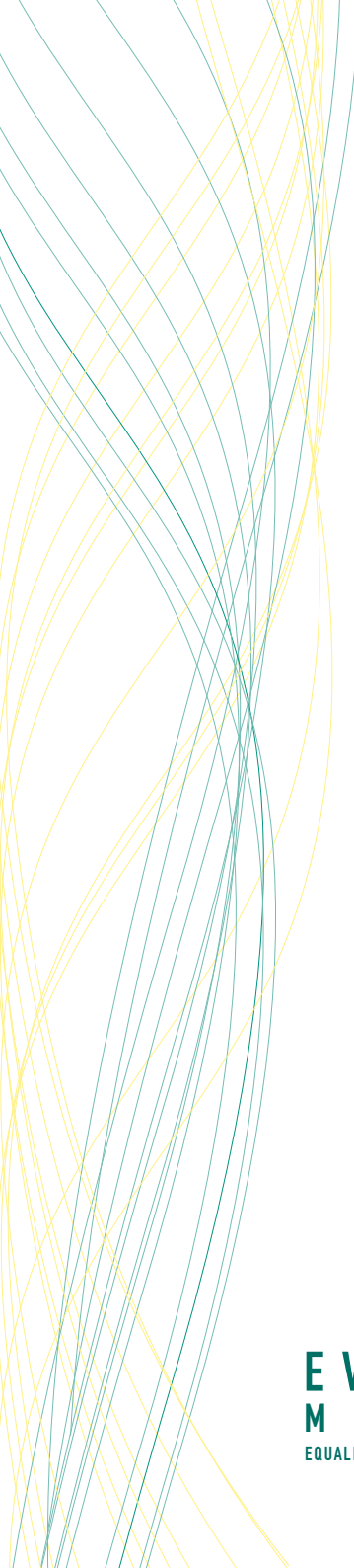
STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

OUR EQUALITY OBJECTIVES AND OUTCOMES UNDER EACH STRATEGIC AREA ARE GIVEN IN THE FOLLOWING TABLES:

OUR OBJECTIVES	OUTCOMES
HATE CRIME	
To work with partner agencies to raise awareness of hate crime within key victim groups.	Local communities are aware of the role of hate crime reporting centres and where they are located.
To drive improvements in the understanding, identification and recording of hate crime.	All hate crime reporting centres are accessible; have effective reporting mechanisms in place and suitably trained staff.
To engage with communities to determine the pattern of hate crime reporting i.e. reductions and to identify long term preventative solutions.	Increased reporting of hate crime and victim satisfaction levels (including via reporting centres)
To improve our understanding of the motivating factors in disability hate crime and work with partners to design interventions to tackle disability hate crime.	Barriers to reporting are removed and the long-term preventative solutions developed. On-line resources developed that supports shared learning and good practice across the organisation.
To promote shared learning through joint criminal justice scrutiny.	Increase in the flagging of Disability Hate Crime.
Maintain and develop partnership approaches to improve the standards of the criminal justice systems responses to hate crime.	Increased staff understanding of Hate Crime.

(continued)



STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

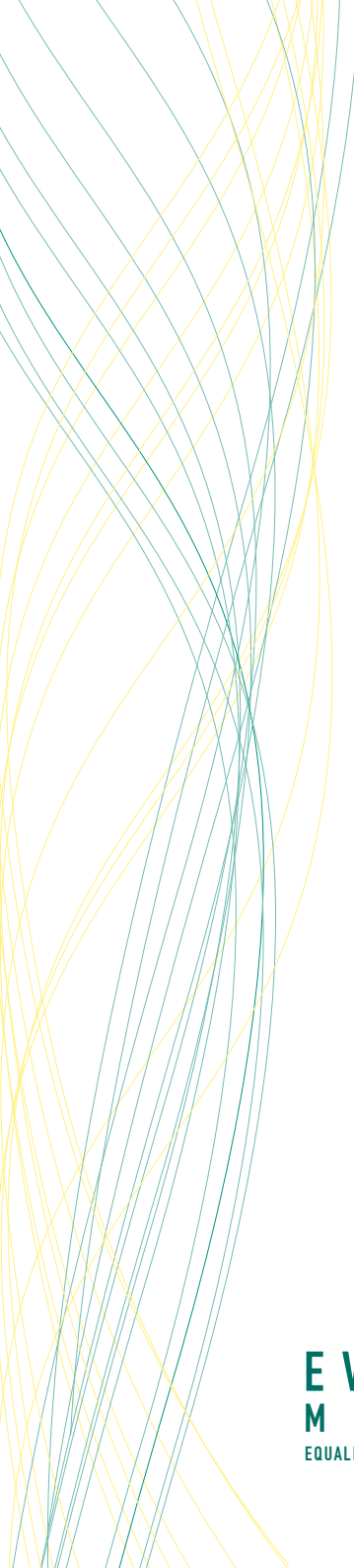
OUR OBJECTIVES	OUTCOMES
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HATE CRIME (continued)

Service improvements are identified and made.
Increase in the number of crimes flagged as disability hate crimes.

Increased understanding of the motivating factors for those perpetrators of disability hate crime. Identification of possible perpetrators with each flagged at vulnerability meetings with appropriate intervention activity taken.

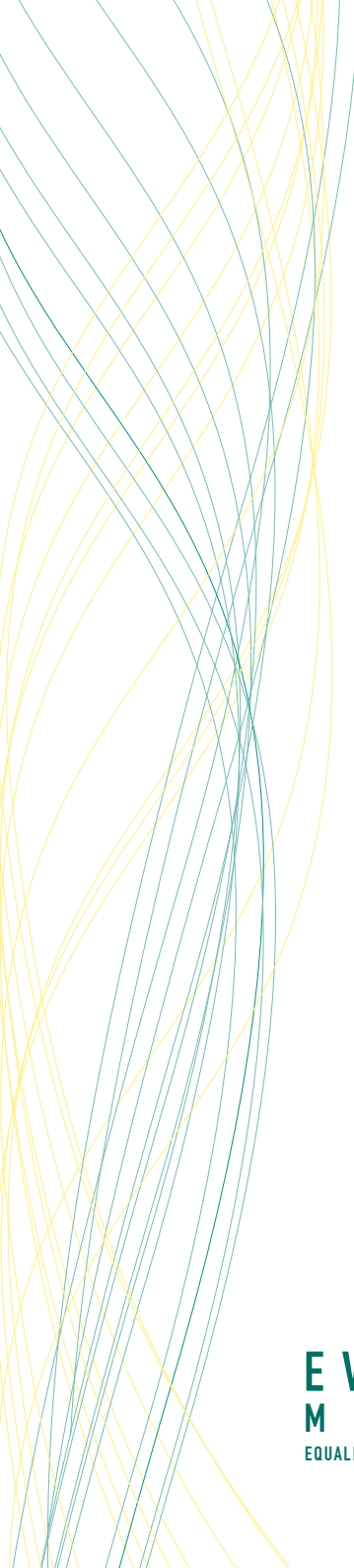
Increased reporting to better understand emerging issues and trends to therefore provide approved response and outcome, thus reducing the potential for repeat victimisation.



STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

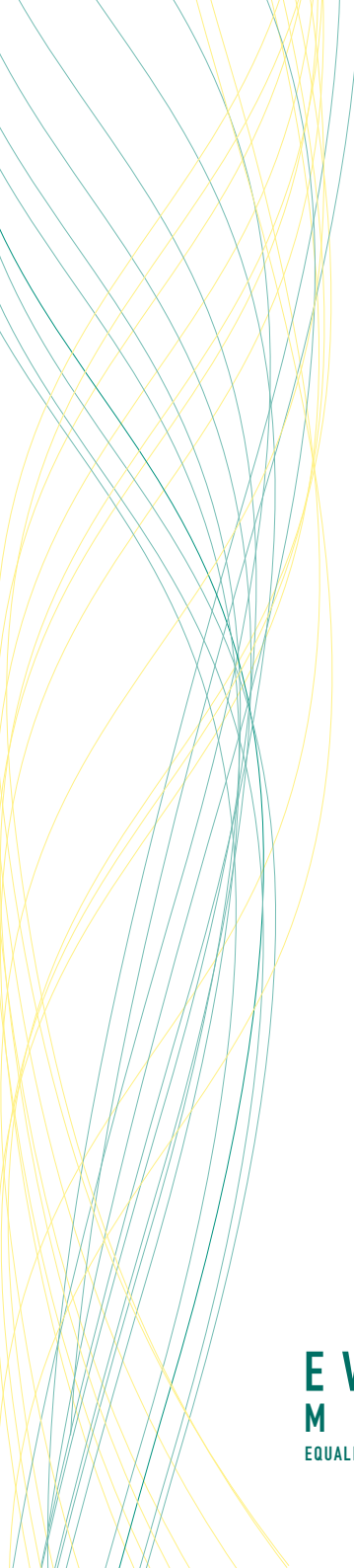
OUR OBJECTIVES	OUTCOMES
STOP SEARCH	
To improve the fairness and effectiveness of stop and search powers.	Increase in the positive outcome rate.
To increase the involvement of our communities to improve the confidence in the use of stop and search.	Improved public confidence in the use of stop and search.
Provide a more open and transparent approach to the application of Schedule 7 powers.	Better communication and rapport building during stop and search encounters leading to fairer treatment and improved public confidence.
To capture and promote shared learning through local scrutiny and capture best practice from other Forces and the College of Policing.	Fair and effective use of searching.
	Increased local community involvement and confidence in the use of search powers.
	Increased transparency and public debate.
	Diverse groups including young people Understand their rights in relation to stop and search.
	Feedback from young people demonstrates a confidence in local use of stop and search powers.
	Increased awareness of all staff on Schedule 7 powers and its application.



STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

OUR OBJECTIVES	OUTCOMES
COMMUNITY ENGAGEMENT AND FEEDBACK	
Establish methods of raising awareness of feedback routes (for both complaints and appreciation of good service) for diverse communities.	Improved community confidence.
Engage with diverse communities to address possible adverse perceptions of the police service so that satisfaction levels improve across all communities.	Shared learning and best practice.
Listen to the feedback received, share and promote the positive stories and develop responses to the issues of concern raised.	Communities feel that their feedback is valued and acted upon.
Improve the way in which we record the communities we engage with through the Key Individual Network (KIN) system and develop a benchmark assessment of the reach of engagement.	A clear understanding of community links and areas for growth.
Services subject to continuous review and development to meet the needs of our diverse communities.	Activity undertaken demonstrates that locally communities are influencing local priorities.



STRATEGIC THEME AREA 1

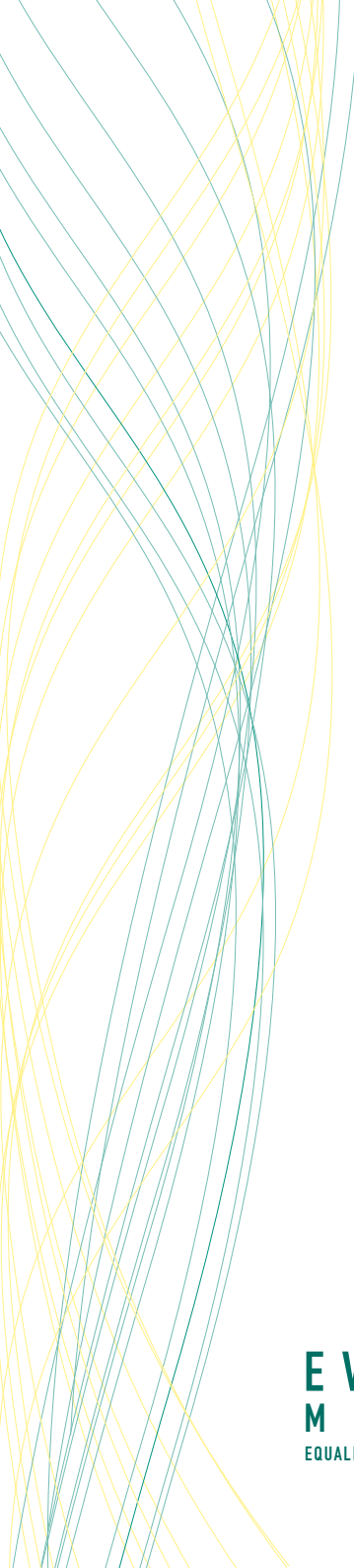
SERVING OUR COMMUNITIES

OUR OBJECTIVES	OUTCOMES
SERVICE DESIGN AND DELIVERY	
Work with partners to design and deliver services which have been informed by the needs of the local community.	Improved services shaped and informed by our communities.
Identify the needs of emerging and marginalised communities to increase their satisfaction in the police service.	Services developed are accessible and meet the needs of our diverse communities.
Ensure that existing and new services are subject to equality impact assessment utilising partner agency and community knowledge and expertise.	The needs of our diverse communities are better understood and advanced.

STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

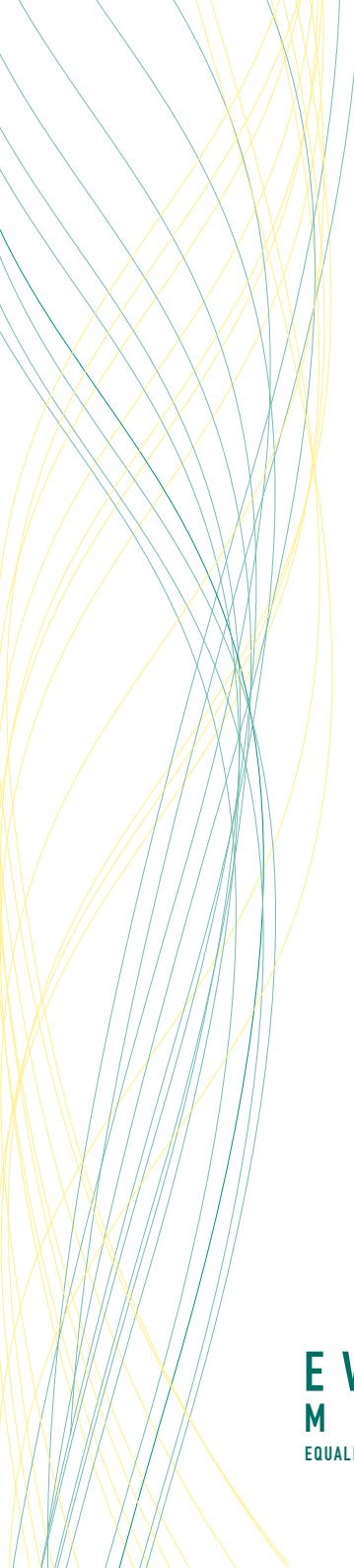
OUR OBJECTIVES	OUTCOMES
ANTI-SOCIAL BEHAVIOUR (ASB) & WIDER VULNERABILITY	
Assess the quality of long term problem solving for vulnerable victims of anti-social behaviour and identify areas for improvement.	Effective working practices established to identify and protect vulnerable people whatever the cause.
Ensure that there are victim focussed reporting methods in place, the ability to identify vulnerable victims of anti-social behaviour at all points in the criminal justice system underpinned by effective investigation and safe guarding procedures.	Improved community confidence.
Engage in active partnership work with a result of ensuring vulnerable members of the community are protected.	Increased staff understanding and awareness.
Open discussion, exploration of root causes, sharing of best practice and resources.	Reduction in ASB
	Improved identification of risks and vulnerability with the implementation of necessary safeguarding measures.



STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

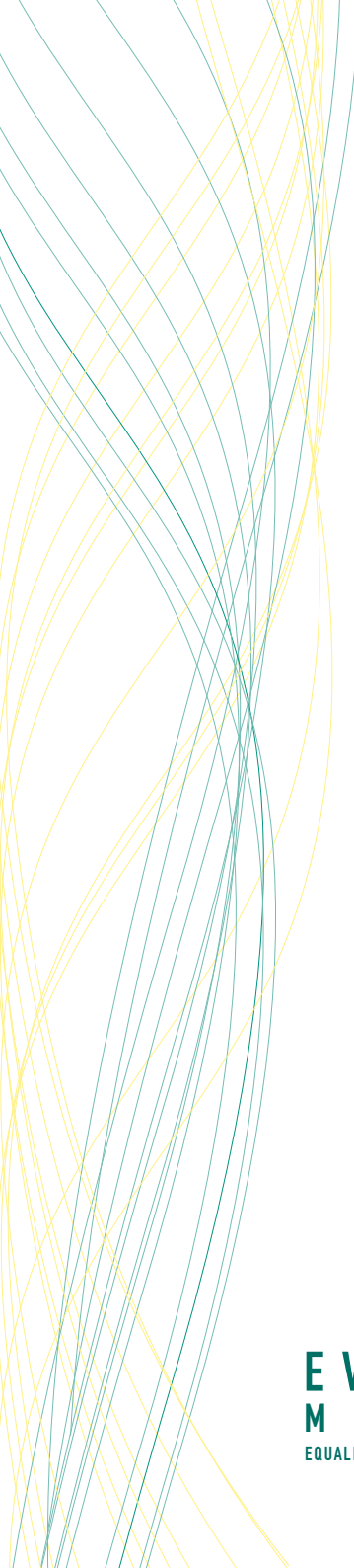
OUR OBJECTIVES	OUTCOMES
MENTAL HEALTH	
Develop joint operational response to people with mental health including people in crisis and those seeking none urgent help.	A timely and effective response to those in need.
Increase staff awareness of mental health, the police role and responsibilities.	Shared multi agency resources and expertise.
Establish prompt referral mechanisms to ensure that people with mental health are identified and referred to the most appropriate care pathway/support.	Increased staff understating and expertise.
	Evidence of prompt referrals through appropriate care pathways.
	Increased community confidence.



STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

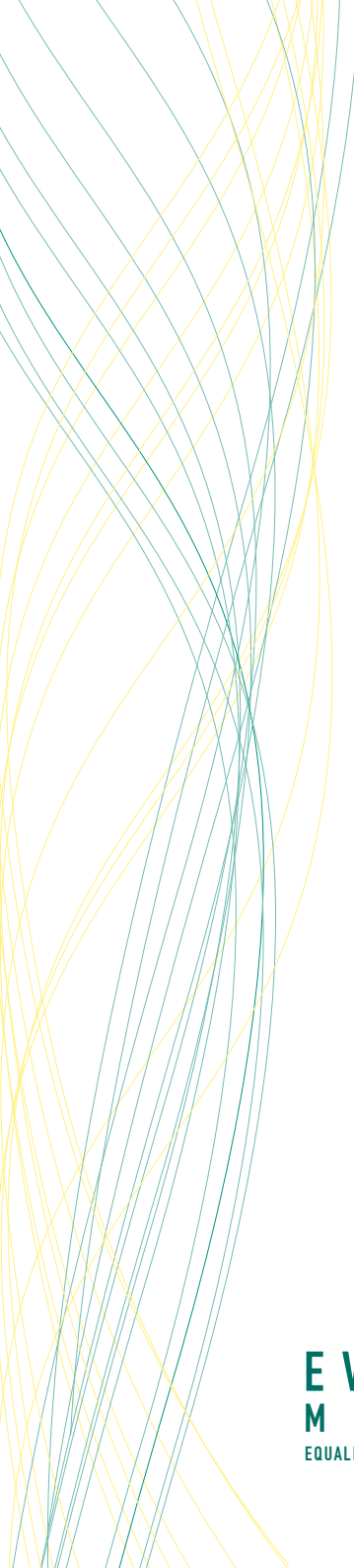
OUR OBJECTIVES	OUTCOMES
VICTIM & WITNESS SUPPORT	
Work with partners to ensure that victims and witnesses are supported by improved services that are tailored to their specific needs, and this is reflected in satisfaction rates.	Improved victim and witness confidence and satisfaction.
	Tailored practical and emotional support given.
	Measures in place to assess the experience of victims and witnesses.
	Diverse communities help shape services



STRATEGIC THEME AREA 1

SERVING OUR COMMUNITIES

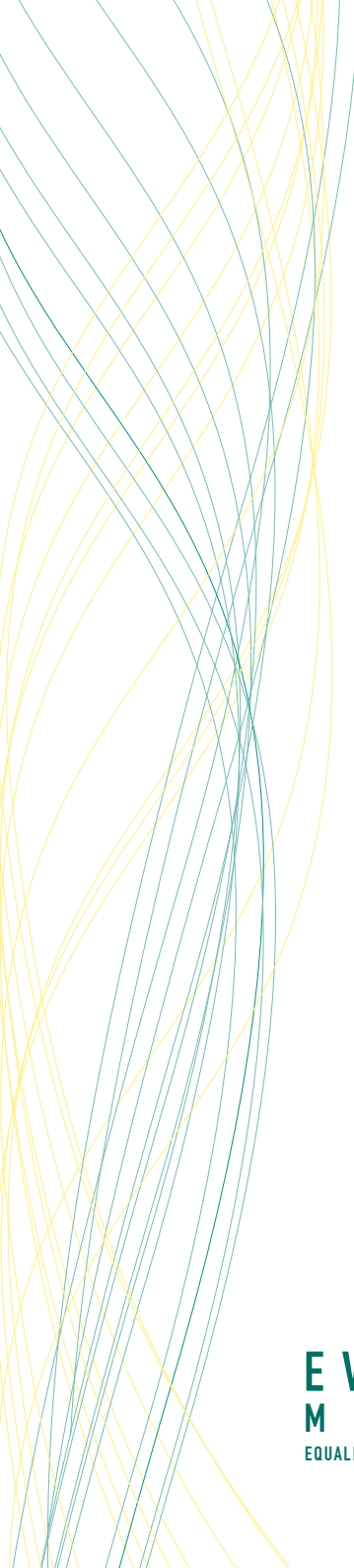
OUR OBJECTIVES	OUTCOMES
ARREST & DETENTION OF SUSPECTS	
Establish a baseline understanding of the equality and fairness issues relevant to dealing with suspects, detention and outcomes.	Effective monitoring of equality and fairness issues to identify issues and develop improvements.
Engage with people from diverse communities in order to understand and respond to the needs of detainees from diverse communities. Undertake activity to embed any developments.	Increased understanding of custody staff in being able to respond to different needs.
Establish a process to undertake scrutiny activity that reviews the decision making processes relating to detention and outcomes of detainees from diverse communities.	Increased transparency in the criminal justice system.
	Equality of access to justice for all.
	Diverse communities shape how we respond to the different needs of detainees.



STRATEGIC THEME AREA 2

SUPPORTING OUR PEOPLE

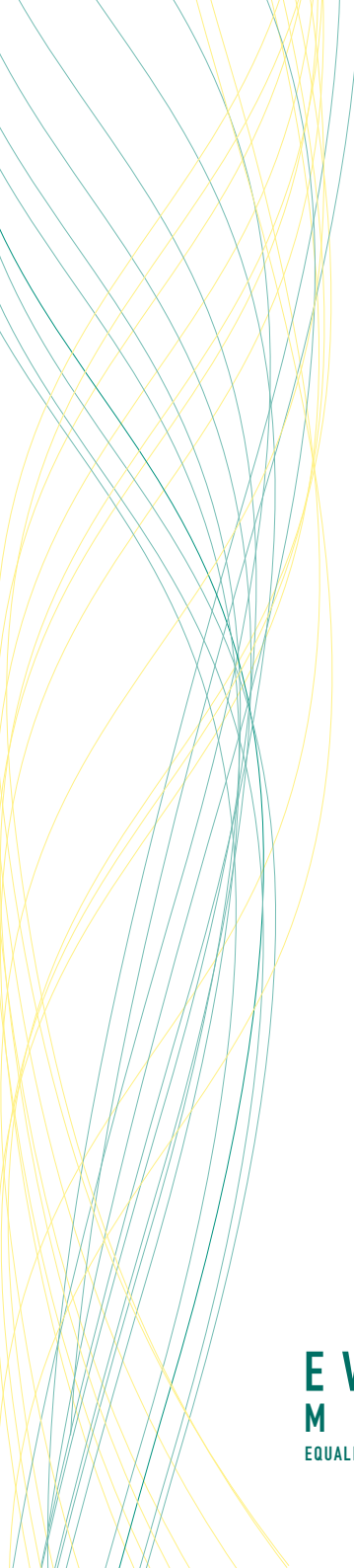
OUR OBJECTIVES		OUTCOMES
ORGANISATIONAL LEADERSHIP AND CULTURE		
All leaders communicate and promote a culture that is able to demonstrate internally and externally that it is inclusive and supportive.		Everyone works together in an environment of respect and dignity.
Develop a culture within Cleveland Police that includes everyone and recognises, respects and values people’s differences.		Difference is valued and respected.
		Discrimination and prejudice are challenged and acted upon.



STRATEGIC THEME AREA 2

SUPPORTING OUR PEOPLE

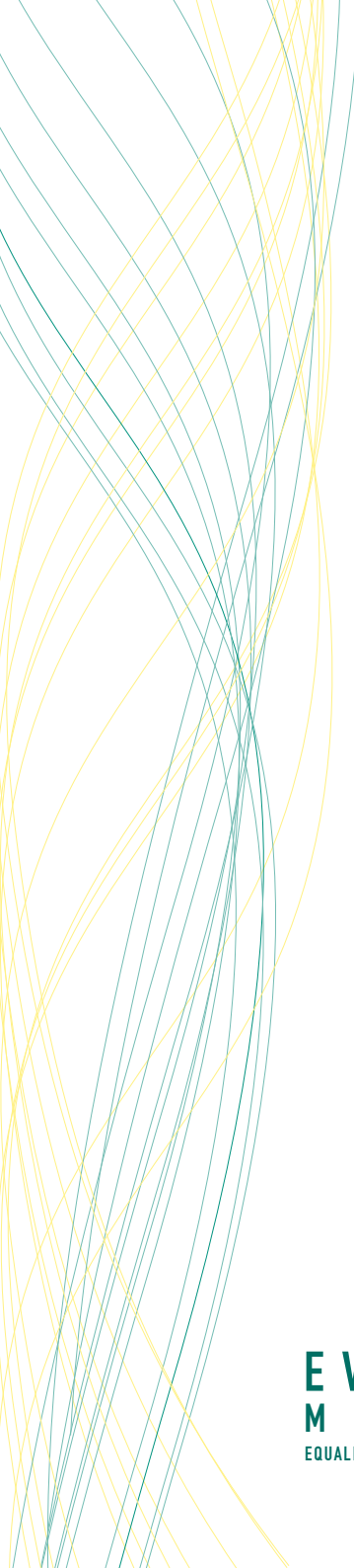
OUR OBJECTIVES	OUTCOMES
ORGANISATIONAL LEARNING	
Establish procedures to ensure the continuous and transparent assessment of grievance outcomes, findings from employment tribunals and external complaints which relate to equality, diversity and human rights issues.	Increased satisfaction, motivation and retention across the workforce.
Examine how the learning from the disproportionality review of professional standards misconduct investigations can be converted into organisational understanding and change.	Relevant policies, guidance and training are reviewed and developed as required.
Ensure learning is shared across the organisation and used to shape service delivery and internal improvements.	Staff will be updated and up skilled.
	On-going individual, team and organisational learning.
	Staff from protected characteristic groups will have confidence in the application and outcomes of misconduct procedures.
	Improved community confidence.



STRATEGIC THEME AREA 2

SUPPORTING OUR PEOPLE

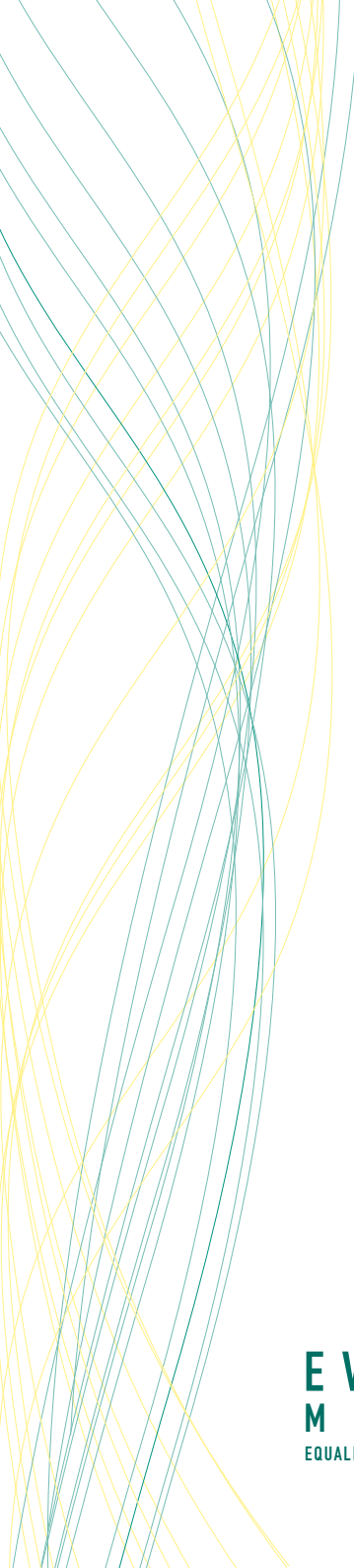
OUR OBJECTIVES		OUTCOMES
WORKFORCE ENGAGEMENT		
Develop opportunities to engage with all staff to maximise levels of individual satisfaction and how staff can contribute to the organisation.		Effective consultation and engagement framework.
Establish a consultative process with Staff Support Networks for business as usual activity and all change programmes that enable service changes, that impact upon staff to be designed with the involvement of staff from diverse communities.		Increased staff confidence.
		Staff knowledge and expertise captured and used.



STRATEGIC THEME AREA 2

SUPPORTING OUR PEOPLE

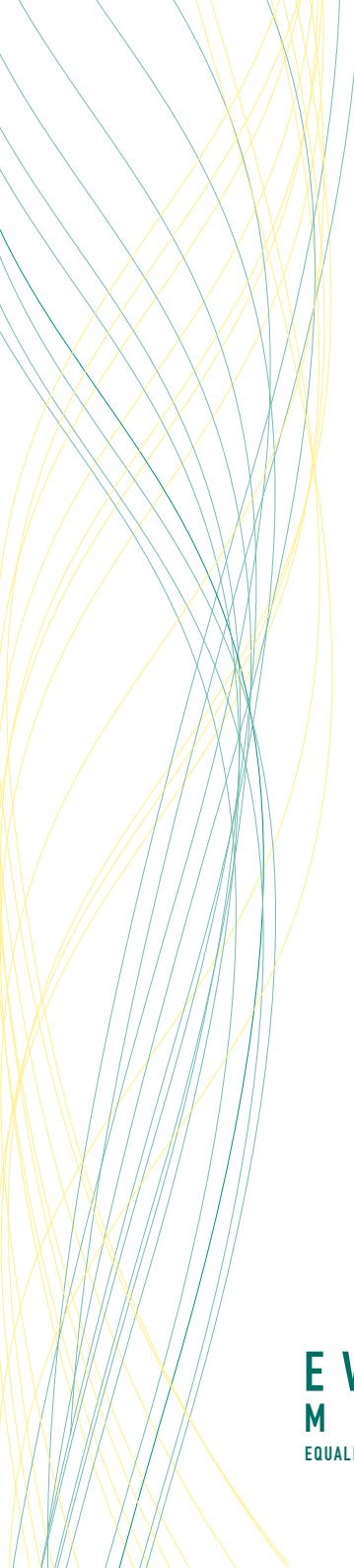
OUR OBJECTIVES		OUTCOMES
WORKFORCE KNOWLEDGE & EXPERTISE		
Deliver training and learning opportunities, to enable our staff to deliver a high quality policing service to our communities.		Increased community confidence and satisfaction.
Equip staff so they have the confidence and knowledge to deal with work place issues of equality, diversity and human rights.		A fairer place to work.
Develop ways to provide support and advice to staff on equality, diversity and human rights issues.		Compliance with legislation.



STRATEGIC THEME AREA 2

SUPPORTING OUR PEOPLE

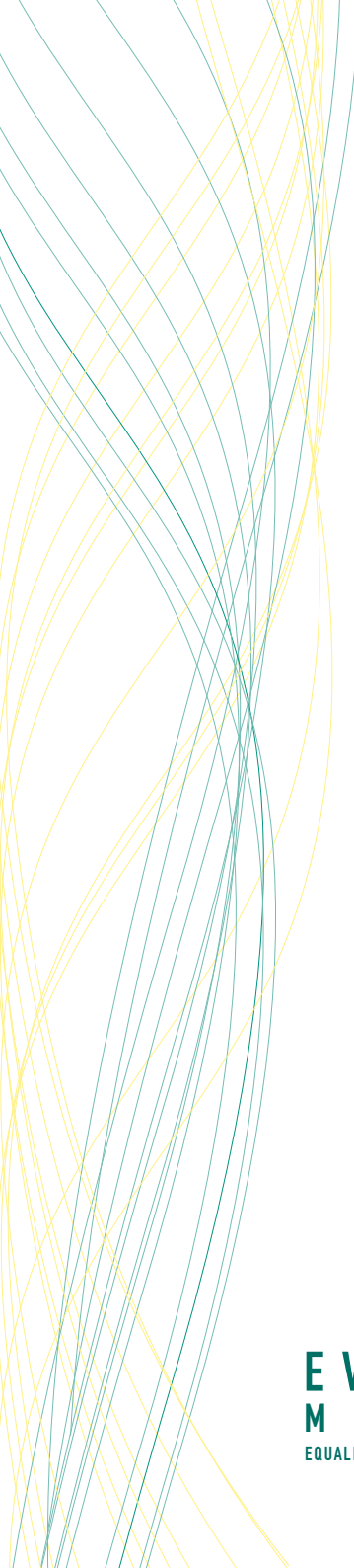
OUR OBJECTIVES	OUTCOMES
DISCRIMINATORY BEHAVIOUR	
Ensure that there are effective and proportionate procedures in place to deal with allegations of discriminatory behaviour.	A fairer workplace.
Ensure that managers have the confidence, skills and expertise to recognise and manage allegations.	Increased workforce confidence.
Deliver learning opportunities to ensure that staff have the confidence to identify and deal with possible discriminatory behaviours.	Compliance with legislation.



STRATEGIC THEME AREA 3

ORGANISATIONAL PROCESSES

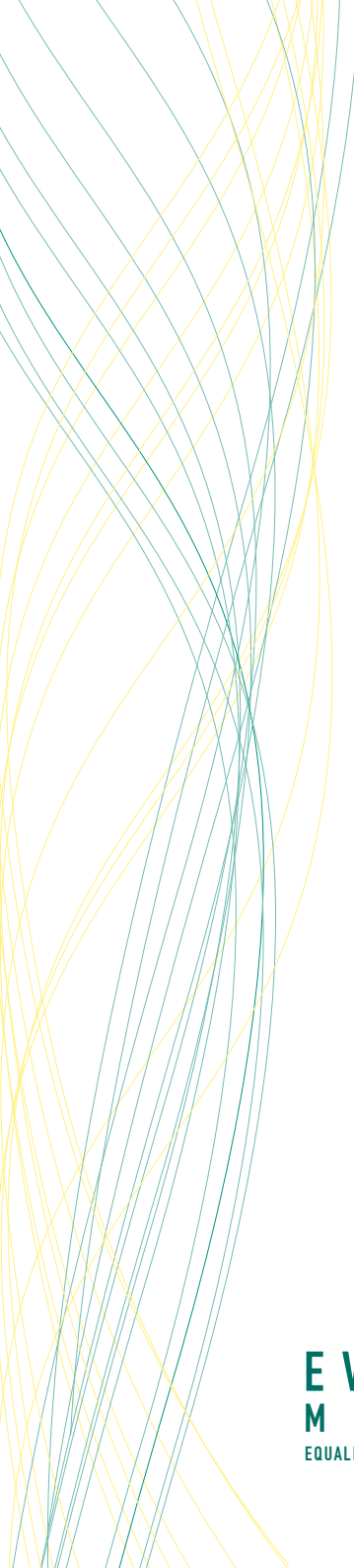
OUR OBJECTIVES	OUTCOMES
FORCE PROCUREMENT	
To identify, subject to close scrutiny, those tenders/contracts that have a high impact or risk in relation to equality, diversity and human rights.	Confidence in all aspects of procurement activity.
To utilise, as appropriate, expertise such as Human Resources and Equality staff to assist in the evaluation process.	Continuous improvement of the procurement process.
Ensure that equality duty considerations are embedded into procurement processes.	Increased transparency.
Undertake independent scrutiny with the OPCC to quality assure procurement procedures.	Compliance with legislation.



STRATEGIC THEME AREA 3

ORGANISATIONAL PROCESSES

OUR OBJECTIVES		OUTCOMES
EQUALITY DATA AND INFORMATION PUBLICATION		
Improve the extent of data and information publication under the general and specific duties, and work with the OPCC to develop and co-ordinate joint approaches to publication.		Comprehensive EDHR information published and refreshed annually.
To identify and engage with people with an interest in the aims of the equality duty.		Increased public understanding and associated debate.



STRATEGIC THEME AREA 3

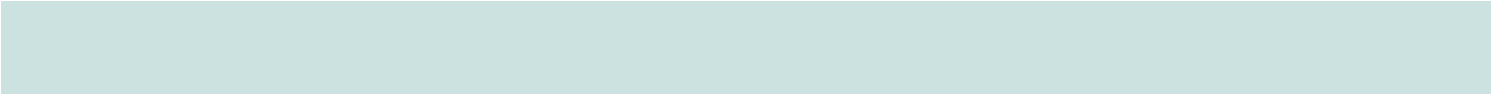
ORGANISATIONAL PROCESSES

OUR OBJECTIVES	OUTCOMES
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POLICY DEVELOPMENT AND APPLICATION

To ensure that the Force has an effective and embedded Equality Impact Assessment process in the design and development of Force Strategy, policy and change programmes.	The impact of policies and functions does not show unjustifiable disproportionality for any group.
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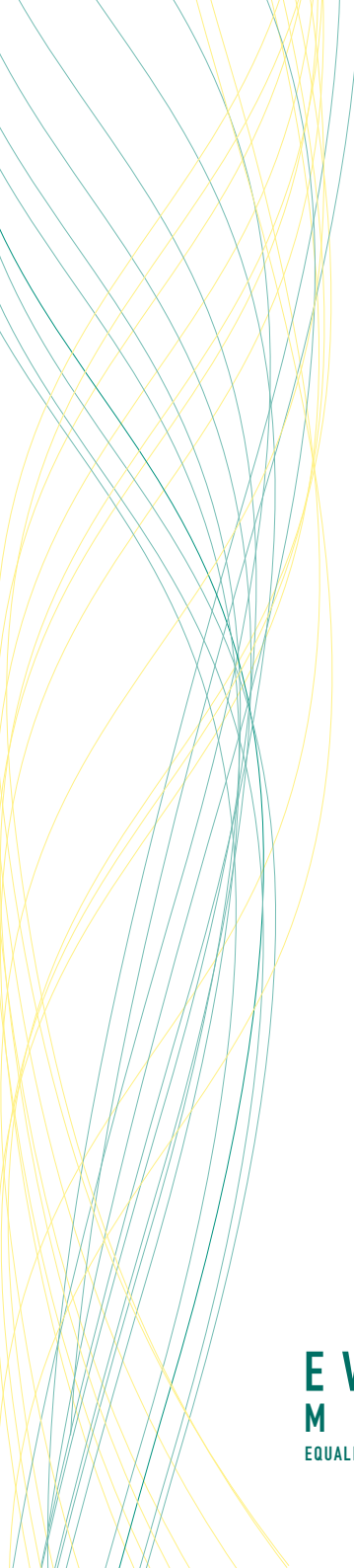
Develop a programme of activity in partnership with the Office of the Police and Crime Commissioner (OPCC) to dip sample policies and their implementation.



STRATEGIC THEME AREA 3

ORGANISATIONAL PROCESSES

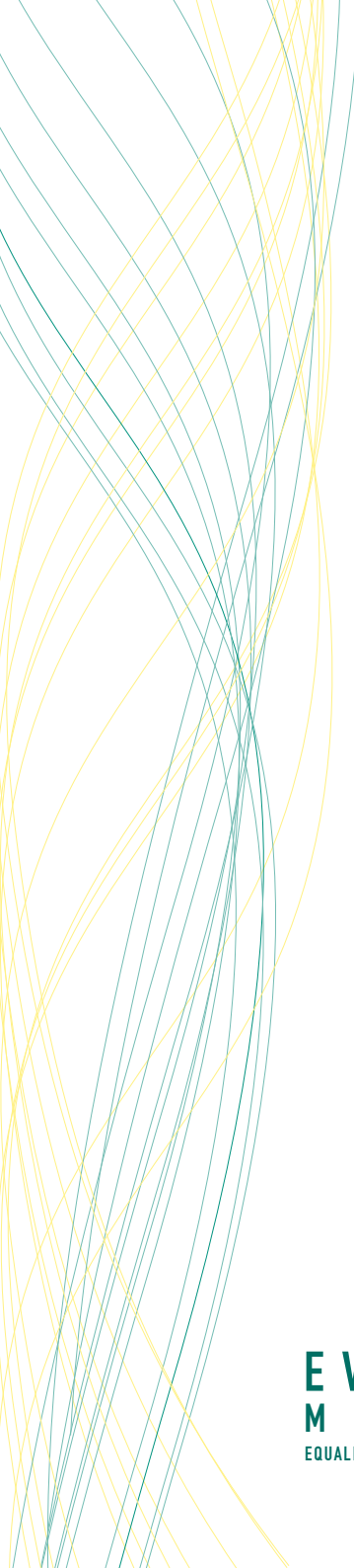
OUR OBJECTIVES		OUTCOMES
SATISFACTION LEVELS AMONGST PROTECTED CHARACTERISTIC GROUPS		
To develop a greater understanding of the reasons for differential satisfaction and seek ways to improve levels.		A better understanding of the reasons behind satisfaction levels.
Work with our communities to inform and guide them of our developing work in this area.		Evidenced based objectives.
To share best practice with other Forces and partner agencies.		Increased satisfaction amongst protected characteristics
Environmental scanning to identify appropriate methods and activity.		



STRATEGIC THEME AREA 3

ORGANISATIONAL PROCESSES

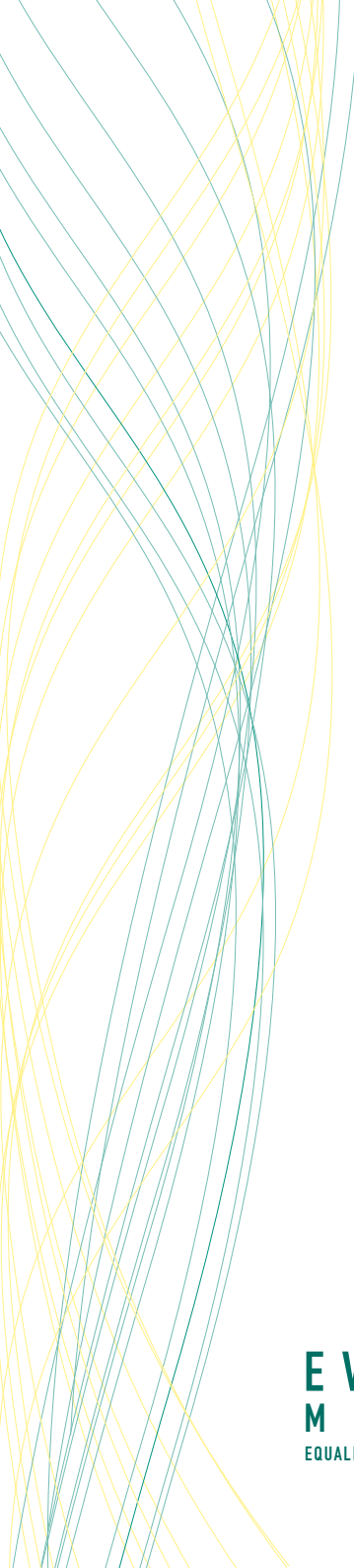
OUR OBJECTIVES	OUTCOMES
RECRUITMENT AND RETENTION	
Work in partnership with the PCC to achieve appropriate representation of our changing diverse communities and a workforce that can meet the needs of our communities.	Attract and retain a workforce with the skills and abilities to serve the communities of Cleveland.
Develop a clear understanding of our employees and communities to shape all aspects of our recruitment and retention activity.	All staff feel valued and supported.
Engage with underrepresented groups to undertake and remove barriers to recruitment, retention and career progression.	Improved community confidence.
Ensure the proportionate and fair retention and progression of staff across the organisation in order to achieve appropriate representation of our changing diverse communities, and a workforce that can meet the needs of our communities.	A fairer place to work.
To build in positive action measures into talent management and promotion processes for police officers.	Improved activity to support and develop staff.
To develop and implement measures for the development of opportunities and career pathways for police staff.	A workforce more representative of the community it serves.
To develop and implement support processes such as coaching and mentoring to meet the needs of diverse staff.	
Establish positive action measures, robust equality monitoring and fair selection in respect of all selection phases for specialist police posts.	



STRATEGIC THEME AREA 3

ORGANISATIONAL PROCESSES

OUR OBJECTIVES		OUTCOMES	
FLEXIBLE WORKING			
Establish effective flexible working procedures.		Staff feel valued and supported.	
Make certain that managers have the knowledge and skills to apply procedures effectively.		Managers have the confidence, skills and knowledge to manage issues.	
Communicate the benefits of flexible working across the organisation.		Enhanced staff well-being and engagement.	
Ensure that all staff understand their flexible working rights and the flexible working opportunities available to them.		Compliance with legislation.	



STRATEGIC THEME AREA 3

ORGANISATIONAL PROCESSES

OUR OBJECTIVES		OUTCOMES
REASONABLE ADJUSTMENTS		
Develop and embed the effective provision of reasonable adjustments.		Staff feel valued and supported.
Establish effective recording mechanisms to cover all aspects of the process.		Managers have the confidence, skills and knowledge to manage issues.
Ensure that all managers have the requisite knowledge and understanding to meet their responsibilities under the Equality Act 2010, and to deliver meaningful and supportive work place practices.		Compliance with legislation.
Establish quality assured measures to explore ways to improve practice and to ensure that managers adopt a fair and consistent approach.		

PUBLICATION ACCESS

If you require this document in a different format or in a different language, please contact the Everyone Matters Team

E-mail: everyonematters@cleveland.pnn.police.uk

Tel: 01642 301774 Tel: 01642 301346

ARABIC

إذا كنت تحتاج هذه الوثيقة بتنسيق مختلف أو بلغة مختلفة، فيرجى الاتصال بـ
Everyone Matters Team
بريد إلكتروني: everyonematters@cleveland.pnn.police.uk
هاتف: 01642 301774 هاتف: 01642 301346

FARSI

اگر این متن را به فرمت یا زبان دیگری می خواهید، لطفاً با
Everyone Matters Team تماس بگیرید
ایمیل: everyonematters@cleveland.pnn.police.uk
تلفن: 01642 301774 تلفن: 01642 301346

KURDISH BADINI

ههکه ههجوتمیا وه ب فی بملگههین ب شهکل یان زمانهکی دن ههیه، ژ کهرما خوه ژ
everyonematters@cleveland.pnn.police.uk ره نیمههیلک بشین یان ب رهقهمین
01642 301774 و 01642 301346 دنگل Everyone Matters Team تیکلیی بگرن.

KURDISH SORANI

گهر به فورمهتیکه دیکه یان زمانیکه دیکه بیویستت بهم بملگههیه، تکایه له ریگای نیمیلی
everyonematters@cleveland.pnn.police.uk یان ژماره تلهفونی
01642 301774 و 01642 301346 پهپوهندی بکه به دهستهی پشتیوانی له کهسهکان (Everyone Matters Team).

PUNJABI

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਜਾਂ ਕਿਸੇ ਦੂਜੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਐਵਰੀਵਨ ਮੈਟਰਸ ਟੀਮ ਨਾਲ ਸੰਪਰਕ ਕਰੋ
ਈਮੇਲ: everyonematters@cleveland.pnn.police.uk
ਟੈਲੀਫੋਨ: 01642 301774 ਟੈਲੀਫੋਨ: 01642 301346

URDU

اگر آپ کو یہ دستاویز کسی دیگر صورت
(فارمیٹ) یا کسی دیگر زبان میں درکار ہو تو برائے
مہربانی ایوری ون میٹرس ٹیم (Everyone Matters Team) سے رابطہ کریں
ای میل: everyonematters@cleveland.pnn.police.uk
ٹیلیفون: 01642 301774 ٹیلیفون: 01642 301346

FRENCH

« Si vous souhaitez recevoir ce document dans un autre
format ou dans une autre langue, veuillez nous contacter
en envoyant un e-mail à everyonematters@cleveland.pnn.police.uk
ou en appelant le 01642 301346 »

POLISH

Jeżeli chcieliby Państwo otrzymać niniejszy dokument
w innym formacie lub języku, prosimy o kontakt z
zespołem Everyone Matters.
Email: everyonematters@cleveland.pnn.police.uk
Tel.: 01642 301774, Tel.: 01642 301346

LITHUANIAN

Jeigu pageidautumėte gauti šį dokumentą kitu formatu ar
kita kalba, prašome susisiekti su *Everyone Matters* grupe
el. paštu everyonematters@cleveland.pnn.police.uk arba
telefonu 01642 301774 ar 01642 301346.

ROMANIAN

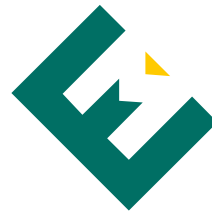
„Dacă aveți nevoie de acest document într-un format
diferit sau într-o limbă diferită, vă rugăm să ne contactați
la everyonematters@cleveland.pnn.police.uk sau la
telefon 01642 301346 sau 01642 301346.”

SLOVAK

“V prípade, že potrebujete tento dokument v inom
formáte alebo jazyku, prosím kontaktujte
everyonematters@cleveland.pnn.police.uk
alebo zavolajte na telefónne
číslo 01642 301346 alebo 01642 301346.”

SIMPLIFIED CHINESE

“如果您需要此文件的不同格式或不同语言版本，
请联系“每个人都很重要（Everyone Matters）”
电邮: everyonematters@cleveland.pnn.police.uk,
电话: 01642 301774 或 01642 301346



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