Cleveland Police

Everyone Matters Equality and Diversity Report 2016



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# Foreword

People are at the heart of policing. Whether it is victims of crime, witnesses, those who are vulnerable, families, friends, colleagues and criminals who we deal with – how we interact is so vitally important.

2016 has been a significant year for Cleveland Police and I have set a commitment to embark upon a four year programme of work around Equality, Diversity and Human Rights. The programme, entitled Everyone Matters, focuses our efforts on how we deliver services to our different communities, how we develop and support our staff, and how we ensure that our processes are the best that they can be.

Everyone Matters fits into our overall vision to make our communities safer and help them to be stronger. It has been developed in consultation with the public, partner agencies and our employees.

You’ll see from this annual report that 2016 has been a year of setting out our approach and strengthening work already taking place to improve the service to the people that we deal with.

We have offered bespoke training to our employees, reinforced our response to hate crime reporting, engaged with the public to learn more about them and promoted our new police roles to underrepresented groups.

Today, in 2017, we are continuing on our path and have made even greater strides forward. Her Majesty’s Inspectorate of Constabulary is supportive of our good work and the improvements that have been made in this and other important areas.

Please continue to visit our website [www.cleveland.police.uk](http://www.cleveland.police.uk) and our social media pages to read about the excellent work of our officers and staff and if you would like to know more about Everyone Matters, please make contact with the team.

# Message from the Police and Crime Commissioner for Cleveland

This is the first annual equality report on an ambitious four year plan prepared by the Chief Constable. My vision for Everyone Matters aligns with that of the Chief Constable. This included shaping an innovative, long term programme of development across the whole organisation which enables staff to be confident in challenging inappropriate behaviours, strengthens and improves the working environment and establishes genuine recognition of the value of diversity. I am dedicated to supporting Cleveland Police in ensuring we continue to embark upon a comprehensive journey of learning and development.

I have attended over 400 community meetings since I was first elected in 2012. This has included meeting 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. It is equally important that our police service responds sensitively and appropriately to the needs of everyone who contacts them for help and support.

In February 2016, I was able to announce plans to invest in neighbourhood policing including the recruitment of 15 support staff roles, encouraging applications from protected groups and going a step closer to ensuring we are better able to represent the communities we serve here in Cleveland. The support staff roles will also enable us to better support vulnerable groups, including students, asylum seekers, businesses and the rural community.

It is vitally important that we maintain a positive dialogue and understanding of our communities. I continue to work in partnership with organisations like Show Racism the Red Card, who have designed innovative educational programmes designed to challenge racism, extremism and radicalisation for schools within Cleveland.

I am absolutely committed to making process on this important agenda for the force and all the communities we serve and thank you for your interest and support going forward.

# Overview of Cleveland Police Area

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The Cleveland Police area covers approximately 230 square miles and has a population of around 560,000.

Cleveland Police is situated on the fringe of the beautiful North Yorkshire moors; the area offers a host of indoor and outdoor activities and events for every taste.  We have one of the longest coastlines with some of the highest cliffs in the UK.  The area’s landscape is dominated by the steel and chemical industries alongside sites of outstanding beauty and sites of special scientific interest. We have a long heritage of innovation and development; the first passenger trains ran from Stockton, Middlesbrough as the birthplace of the explorer and map-maker Captain James Cook. Redcar hosts the world’s oldest surviving lifeboat and Hartlepool’s historic quay is also home to Britain’s oldest warship afloat - HMS Trincomalee.

The Cleveland Police area is split into four local policing areas (LPAs). These are Middlesbrough, Stockton-On-Tees, Hartlepool and Redcar and Cleveland. These LPAs are divided between North and South of the River Tees for operational purposes.

The area hosts Premier League and League One football and the revamped Tees Barrage. Two prisons are situated within the Cleveland Police area, HMP Kirklevington Grange and HMP Holme House.  The former prepares long-term detainees for release back into the community whilst the latter acts as a local holding establishment for over 1,200 inmates. Cleveland Police prison liaison officers provide a valuable function in keeping records up to date on the imprisonment and release of offenders in our area.

The area is a major production centre for the chemical industry which results in the large scale transportation by road, rail and sea of hazardous substances.  The chemical industry is a key economic factor and presents the Force, other emergency services and partners with a significant major incident risk.  The industrial heart of the area has a strong infrastructure that is well served by the transport network, including an international airport and the UKs 4th largest seaport (by volume).  Cleveland Police’s rural areas border the North Yorkshire Moors, offering great beauty and scope for leisure and sporting activities.

# 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 & Belief, Race & Ethnicity, Sex, Sexual Orientation, Gender Re-Assignment, Disability, Pregnancy & Maternity and Marriage & 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

On the 15th August 2016 Cleveland Police launched a six week consultation process to develop and inform our EDHR strategy and associated delivery plans. The process was our most comprehensive discussion on EDHR to date and it allowed Cleveland Police to capture the views of our communities and staff to help shape our equality objectives and plans. The process consisted of an online staff survey and a series of workshops across the organisation with bespoke sessions with our Staff Equality Forum and BME colleagues. This approach was replicated externally with key community groups and agencies being signposted to our workshops and online survey.

Cleveland Police has used the College of Policing Equality Improvement model and the Equality Standard for the Police Service to provide an overarching framework to support the development of our strategy and plans. Our plans have also been developed in consultation with a variety of key stakeholders such as Equality North East, our Strategic Independent Advisory Group and ACAS.

# Everyone Matters Team

In February 2016 Cleveland Police established a dedicated team to take forward our EDHR agenda. The team and our EDHR programme were branded Everyone Matters in recognition of our key aims moving forward. The team consist of four team members (Chief Inspector, Inspector, Organisational Development Manager and Researcher). The team is also supported by a rolling programme of staff secondments. The team provides a co-ordinating, development and monitoring/review function on all aspects of EDHR work at Cleveland Police.

# 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 work alongside all aspects of our business.

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

# Our Equality achievements and on-going developments

Cleveland Police is proud to provide an overview of its Equality, Diversity and Human Rights work undertaken throughout 2016. The year represented a period of reflection and growth in many key areas.

## Serving 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. 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 2016 we made positive progress with delivering:

#### Hate Crime Road shows

Our Communities and Partnerships team has produced a Hate Crime Awareness presentation which is being delivered to our police officers and police staff. The presentation seeks to raise awareness of common investigative issues, cultural perceptions of the police and what can be done to enhance victim confidence and their willingness to come forward and report hate crime. The sessions have also provided a valuable question and answer session with the Communities and Partnerships team. The road shows will continue to be delivered throughout 2017.

#### Hate Crime Champions

We have developed a body of hate crime champions across our response and neighbourhood policing teams to ensure that we have a group of people who can act as advocates for hate crime agenda. They will act as single points of contact for officers and staff to obtain investigative advice and they will disseminate hate crime updates. All hate crime champions have received a bespoke hate crime learning and development input.

#### Hate Crime Victim Call Backs

Our Communities and Partnerships team have undertaken a series of call backs to victims of hate crime to understand their experiences fully i.e. how well they felt Cleveland Police responded to their needs, what was positive and what could be improved in the future. Findings will be used to shape areas such as our initial response to hate crime and our police officer training programme. The information will also be used to assess issues like whether Restorative Justice is an appropriate outcome for hate crimes. Hate crime call backs will be a regular feature of our work so that we can continually make real time improvements.

#### Hate Crime Awareness Week

This event was used as a valuable opportunity to raise awareness of hate crime both internally and externally. It allowed key messages to be communicated to our staff and communities such as the impact of hate crime, support available to victims and our resolute commitment to tackling hate crime. Importantly this piece of work was undertaken in partnership with key local agencies.

#### New Hate Crime Roles

Moving forward Cleveland Police has recognised that new specialist hate crime resources are required to tackle hate crime with specific attention to community engagement and investigation. The core new posts are:

Community Cohesion Co-ordinator who will engage with communities affected by hate crime and hate incidents as well as supporting victims and encouraging the reporting of hate crime.  Working with the communities to raise awareness of hate crime and the effects it has as well as providing feedback from communities to inform the organisational response.

Refugee and Asylum Seeker (RAS) Co-ordinator who will be responsible for working with and supporting local authorities in integrating new and current members of the RAS communities, engaging with both statutory and third sector partners to provide support to this vulnerable group and enable a consistent standard of response for individuals from RAS communities. They also will provide a key link into communities, working closely with the wider Communities and Partnerships team to enable an appropriate organisational response.

Hate Crime Investigators are police staff investigators who will have specific responsibility for hate crime, dealing with force wide investigations covering all strands, providing a consistent high quality response to victims of crime.  They will work closely with the Community Cohesion and RAS coordinators to ensure victims are supported throughout the criminal justice process.  They will also assist in developing best practice in hate crime investigation for the organisation.

### Criminal Justice Business Area

Cleveland Police is working with a variety of partners such as Probation Service, Mental Health Services and the Youth Offending Service to make changes that will make a real difference to our communities. The following are some key examples:

### Victim and Witness Developments

There have been numerous examples of positive changes and developments in this area. For example the Victim Care and Advisory Service is using a needs based assessment and support structure to help victims and witnesses through the criminal justice process and with other elements of their lives. In addition there has been an increased focus on victim personal statements to ensure that victims have a strong voice during the criminal justice process. This has resulted in an increased number of victims engaging in the process and having their statement read out in court.

Importantly, work is also underway to develop remote evidence links which will allow victims and witnesses to give evidence at a location other than a court setting. We are seeking to expand beyond the current locations available.

Remote evidence links are crucial for some vulnerable victims as they help reduce the anxiety, trauma and stress that many people experience going to court. It is a vital option for victims and witnesses of crime such as sexual violence, domestic violence and hate crime.

### Custody Setting Changes

Within custody a revised suicide prevention protocol to ensure that vulnerable people being released from police custody are given the best possible support is available. The protocol is a risk assessment based process to help to ensure those at risk are identified and offered appropriate help.

Work in this area has resulted in an increase in the number of referrals to Liaison and Diversion Teams and other bodies such as the Nova project which supports veterans back into mainstream society and long term employment and away from the criminal justice system.

This work has been underpinned by the continued use of the Street Triage Team which has been fundamental to prevent those people suspected or diagnosed with mental health issues being taken into police custody in the first instance. As a consequence the number of police detentions under Section 136 Mental Health Act 1983 has decreased significantly to less than one per month.

### Stop Search

Cleveland Police has clear principles in relation to stop search – transparency, an intelligence led approach leading to better outcomes and community involvement. This approach is underpinned by a commitment to ensure that our officers receive the best possible learning and development activity in the use of stop search.

Cleveland Police is part of the national Best Use of Stop and Search Scheme and we took part in the national pilot of the College of Policing Stop and Search training programme. Our involvement contributed to the development and final refinement of the package.

2017 is an important year for Cleveland Police as we will roll out the College of Policing Stop and Search training to all of our officers. Each officer will be required to complete 7 eLearning packages underpinned by an assessment which has a pass mark of 80%. Officers are then required to undertake a two day training course so that our officers not only understand the legal and ethical aspects of using this power but also how its use can impact on the communities we serve. The delivery of the national training scheme is a significant and important investment for Cleveland Police.

Cleveland Police continues to carry out an audit of all stop and searches recorded to ensure they are lawful and proportionate. Monthly performance information is 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. Cleveland Police undertakes close scrutiny in this area to ensure the power of stop and search is being used fairly, transparently, proportionately and effectively. Our performance and approach in this important area is subject to review and challenge at our Strategic Independent Advisory Group meetings.

### Cleveland Police Control Room Developments

#### Cleveland Police Control Room Mental Health Co-coordinator Pilot

In September 2016 Cleveland Police conducted a successful two week pilot with two mental health co-ordinators located in the control room operating between 7 days a week between the hours of 1.00pm and 11.00pm. They played a part in the management and resolution of 151 incidents. Their input was varied such as providing information and intelligence to help better understand the nature of an incident and people involved, to arranging suitable pathways to care and support as opposed to a police deployment.

At the heart of the pilot is the drive to develop a better understanding of mental health so that Cleveland Police is better placed to understand threat, risk and harm and assess when it is appropriate, or not, to use a police resource to resolve an incident or engage with the public.

The pilot has been developed in partnership with mental health services with the overarching plan being developed via the Crisis Care Concordat.

[www.crisiscareconcordat.org.uk](http://www.crisiscareconcordat.org.uk) - this website will provide more information about the Crisis Care Concordat itself. The pilot has been subject to formal evaluation and work is underway to hopefully extend the pilot for a further trial period of twelve months.

#### Cleveland Police App Development

Cleveland Police has a programme of work underway to widen and encourage the use of internet based services. One important element of this work is the development of a downloadable Cleveland Police App which will provide access to online reporting and information and advice. It will also enable clearer access to information on our website. Historically access has been telephone based however moving forward we aim to provide a range of services to meet the needs of our diverse communities.

#### Control Room Staff Learning and Development Activity

In 2016 staff professional development focused around the Thrive assessment model which seeks to recognise and understand issues such as vulnerability, threat and risk at the point of report. This allows the most   appropriate   response to be determined. The learning activity was aligned to areas such as domestic violence and honour based violence to increase staff awareness and knowledge.

On-going learning and development programme also included areas such as Dementia Awareness and communication skills. The aim of the programme is to broaden community and cultural awareness underpinned by communication skills to elicit incident information in an effective, sensitive and empathetic manner.

### Strategic Independent Advisory Group

Within Cleveland there are 4 geographic Independent Advisory Groups covering each Local Authority area, and a Strategic IAG bringing together representatives from the geographic IAGs, including Senior Police Officers and Staff and the Police Crime Commissioner to discuss strategic issues that affect the whole Cleveland area.

Due to diminishing representation at the SIAG,  consultation with the community was undertaken to establish what areas the SIAG should focus on, and this led to a Communities Conference which covered the following themes: Child Sexual Exploitation; Prevent and Counter Terrorism; Diversity Monitoring; Professional Standards and Hate Crime. These were the areas that had been identified as key by the consultation responses.

As a result of discussions at the Communities Conference, work has been undertaken to increase the diversity of SIAG members, specifically in the area of LGB&T as well as others. An IAG Induction Pack for new members has been developed, covering basic information on the structure and processes of Cleveland Police, together with information on the role of IAG members. This is to be read in conjunction with the newly developed IAG guidance document. An action plan has also been produced, covering the areas of focus for the SIAG moving forwards. Volunteers have also been recruited to assist in the administration of Local IAGs.

### PCCC - M on WPCCC - M on WPCCC - M on WHerbert Protocol

Cleveland Police in partnership with the Alzheimer’s society has introduced the Herbert Protocol. This initiative is named after George Herbert a Second World War veteran of the Normandy landings who lived with dementia, who sadly died whilst he was “missing” on his way home to his childhood home.

The protocol encourages families; friends and carers to record and hold important information about the person living with dementia to ensure that the information is readily available should the person go missing.

Early access to the information supports the police investigation and it helps to alleviate stress for those involved.

### North East Equality Award

In October 2016, Cleveland Police received an award from Equality North East under the category ‘Groups who have made a difference’.

A group of Police and Community Support Officers based in Hartlepool were nominated for the award for making a real difference to the lives of Syrian refugee families who recently arrived in Hartlepool under the Government’s “Vulnerable Persons Relocation Scheme”.

The local officers only had one weeks notice before the families arrived so they tried to ensure a smooth arrival for the families. The officers spent a lot of free time speaking to the local residents where the families were moving, to make sure everyone knew they were coming, explain the reality of the family’s situation and the unimaginable difficulties they had faced and why they had come to England. The effort and commitment by the officers really made a positive impact on the families and local community and this was recognised through the North East Equality Award.

## Supporting Our People and Organisational Processes

### Understanding Our Culture

In March and April 2016 the Everyone Matters team conducted a series of informal engagement activities across the organisation to help understand the way the organisation operated and its internal environment. The engagement activities were an important first step to help inform our EDHR strategy and to understand how we needed to shape our culture moving forward. Findings from the activities have been used to inform our Everyone Matters learning and development programme and our new Bullying, Harassment and Victimisation policy. This work will be underpinned by a formal cultural audit which will take place in the years 2017/2018.

### Everyone Matters Learning and Development Programme

In 2016 Cleveland Police embarked on a comprehensive learning and development programme which consists of a core programme for all staff underpinned by bespoke sessions for specialist departments such as Professional Standards Department.

Key elements of the programme were:

* ACAS EDHR half day supervisor workshop
* Words That Hurt supervisor session
* EDHR half day interactive workshop for all staff
* Unconscious Bias workshop and testing for managers

The sessions were underpinned by a variety of e-learning modules including ACAS EDHR packages.

Importantly the development and delivery of our programme has been progressed in partnership with industry experts such as ACAS and Equality North East so that we access and utilise appropriate advice to develop and deliver the best possible programme.

### Building a Diverse Workforce

In light of the current workforce staffing profile Cleveland Police has recognised that to recruit and retain a more diverse and representative workforce it has to take a more proactive stance to attract people to work for Cleveland Police across a wide variety of roles.

In areas of high volume recruitment in relation to Police Officers, Specials and PCSO’s, a range of initiatives have been identified and are being undertaken with a focus upon attracting more recruits from non-white communities, females and the under 25 age group. We have engaged with members of the Strategic Independent Advisory Group (SIAG), community representatives, local colleges and Teesside University. Over recent recruitment campaigns we have seen an increase in applications from these groups. However, this has not been reflected in the final selection stages and we are now seeking to work   Equality North East to develop and deliver a pre-employment programme.   Equality North East is in the process of bidding for   additional funding to provide opportunities for potential candidates to work with training providers, with the aim of acquiring some of the entry level qualifications required in policing which are preventing potential candidates from more diverse backgrounds from applying in the first instance.

Further work is to be developed in regard to positive action regarding promotion processes in relation to Black and Minority Ethnic (BME) groups and females. This will link with talent management and succession planning and involved initiatives such as coaching and mentoring. There will also be some focus in regards to areas of specialism, as it is recognised that career development is not always lateral. We acknowledge that we need positive action initiatives that will increase diversity of the workforce in specialist areas such as the Road Policing Unit and detective roles.

### Leadership Programme

Good leadership is at the heart of all we do whether it is how we work to make our communities safer and stronger or how to build and maintain an inclusive working environment.

Cleveland Police has undertaken a significant amount of background work to understand our current leadership capability and gaps at organisational level with information gleaned and assessed from a range of sources such as staff survey results, Everyone Matters research, HMIC feedback, sickness data and themes identified by Human Resources Department and Professional Standards Department.

Consistent themes emerged indicating real confidence and strengths in leading operational tasks with good problem solving, ethical decision making and action planning but less confidence in leading and developing people, being open about behaviours and feelings, valuing difference and taking early, constructive action with poor performance or inappropriate behaviour.

Our work acknowledges that good leadership requires a balance between professional skills (such as critical incident management or financial management), people and business skills (such as project management or use of ICT) and leadership behaviours (such as giving honest feedback or listening for understanding). As a consequence we have developed a leadership strategy for 2016 -2020 and a revised leadership programme to ensure that we equip the whole workforce with leadership skills and knowledge, based on ethics and evidence of what works. The practical aspects of this work are:

* Establishment of a clear set of leadership behaviours
* Tools such as 360 feedback and psychometric instruments are available as stand-alone activities and built into programmes to support development of Emotional Intelligence.
* New continuous professional development modules such as performance coaching and feedback.

### Transforming Professional Standards

2017 will be a very important and defining year for our Professional Standards Department as it will be subject to formal review and development as part of our wider change programme.

The work of our Professional Standards Department is very varied such as identifying inappropriate conduct issues, to explaining to a complainant why an officer's actions were correct, to providing high quality support to ensure investigations, hearings or civil actions run smoothly and professionally.

Our intention is to review and grow our approach to the handling of complaints, how to learn from our mistakes, how we learn from what is working well and how we hold those to account who fail to meet the standards we all expect.

At the heart of this complex area of business we want to make certain that we develop a framework and practices that are modern, fair and transparent.

### Community and Cultural Awareness Programme

In partnership with the Police and Crime Commissioner for Cleveland and with representatives from our communities, Cleveland Police has established a rolling programme of workshops to enhance the knowledge and understanding of all officers and staff in support of a culturally sensitive and effective service and working environment. The interactive workshops provide opportunity for guest speakers to provide an insight into their culture and explore issues such as barriers to engagement and service delivery needs. In 2016 guest speakers included representatives from the transgender community, Guide Dogs, MIND and Refugees and Asylum seekers forum.

### Bullying, Harassment and Victimisation policy

This policy was launched in July 2016 providing a single statement of intent - that everyone must prevent, tackle any form of bullying, harassment or victimisation. It provided a clear set of standards and a tiered approach to intervention and resolution underpinned by practical advice for both managers and staff including where to get help and support. The policy formed part of the ACAS EDHR half day supervisor workshop and was supported by a line manager presentation for delivery to all staff. The policy remains a living document and it will be revised in light of learning and new practice.

### Everyone Matters Volunteer Network

We established a volunteer network as part of the Everyone Matters programme to further embed and promote the principles and agenda of the Everyone Matters programme.

The Everyone Matters Volunteer Network involves a group of volunteers from across the organisation, which supports the Everyone Matters Programme. All volunteers have taken part in a development programme which has been delivered by ACAS to raise a greater level of understanding on EDHR issues, Bullying, Harassment and Victimisation, Equality Impact Assessments and how they can actively support the Everyone Matters agenda. The Everyone Matters Volunteer Network is there to support the development and delivery of all Everyone Matters projects, signpost colleagues to sources of EDHR support and information and help colleagues to assess the impact of policies, procedures and service changes.

### Mentoring Scheme

2016 saw the launch of our Cleveland Police Mentoring Scheme. The Mentoring Scheme was introduced to provide an opportunity for our staff to access knowledge and experience from their colleagues. The scheme seeks to encourage our staff to manage their own learning, both personally and professionally in a safe, open and supported environment. The scheme is underpinned by a mentoring policy, online mentoring portal and a bespoke mentor training programme.

Importantly our scheme seeks to support under-represented groups within the organisation, and it has been developed to compliment other initiatives under the Everyone Matters Programme.

### Staff Networks

Staff Networks are very important to Cleveland Police. The benefits of a strong body of networks are immense i.e. help promote an environment where everyone feels supported and valued, provide forums to draw on knowledge and experience, and they promote awareness of equality and inclusion.

In 2016 Cleveland Police actively supported members of staff who wished to form new networks with a new Women’s Network formed and early signs that a Staff BME Network will follow later this year. Although the groups are in their infancy the initial signs are very promising. In support of these new groups we currently have the following networks in place:

* LGBT Network
* Disability Support Network
* Christian Police Association

In the year ahead Cleveland Police will work with all of its staff networks in relation to areas such as staff network awareness raising, policy development and organisational cultural development.

In order to provide extra support and engage with our workforce efficiently we are continually developing our staff networks. Our recent development has been in forming a Women’s Network and an Everyone Matters Volunteer Network. The different staff network groups we have currently within the organisation include; LGBT Network, Disability Support Network, Christian Police Association, Women’s Network and EM Volunteer Network.

# Key Priorities Moving Forward

In February 2017 Cleveland Police will formally ratify and launch its Everyone Matters EDHR strategy 2017 - 2020 underpinned by three strategic delivery plans:

* Serving Our Communities - Ensuring that we deliver policing services that are accessible, responsive and meet the needs of all our communities.

Work includes: Identifying hate crime, improving stop and search, developing community engagement and feedback, measuring antisocial behaviour and wider vulnerability, recognising mental health, supporting victims and witnesses and understanding arrest and detention of suspects.

* Supporting Our People - Ensuring our working environment is supportive and inclusive of all, enabling officers and staff to develop and flourish.

Work includes: Organisational Leadership and Culture, Organisational Learning, Workforce Engagement, Workforce Knowledge & Expertise and identifying and dealing with Discriminatory Behaviour.

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

Work includes: updating Procurement procedures, Equality Data capture/use and Information Publication, progressing with Policy Development and Application, increasing Satisfaction Levels amongst Protected Groups, improving Recruitment and Retention, developing Flexible Working, advancing our Reasonable Adjustments and Job Evaluation.

Whilst all aspects of our Everyone Matters programme are important there are a number of priorities moving forward which directly relate to feedback from our staff and communities and areas which have been deemed as key priorities in 2017.

## Everyone Matters Communication Strategy

We will undertake activity to ensure that everyone both internally and externally understands the Everyone Matters programme and what it means to them. Importantly the work will develop and open up two way effective communication channels to inform the programme and to allow our communities and staff to have a voice and get involved.

## Everyone Matters in Practice Workshop

We will develop and deliver a bespoke piece of learning and development activity to shape behaviours and organisational culture so that they are truly aligned to our Everyone Matters programme and our Police Code of Ethics. The workshop will be delivered to all teams including Control Room staff, operational officers and all supervisors.

Our 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.

## Our Bullying Harassment and Victimisation policy

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We will undertake more work to embed the policy including bespoke supervisor workshops, Ask the Panel sessions and learning through case studies. Our work will also include raising awareness as to the negative impact that bullying, harassment and victimisation has, the importance of early reporting and action and where people can access help and support.

## Community and Cultural Awareness Programme

We will build upon our programme by developing a vault of awareness videos to provide an organisational wide resource to enhance the knowledge and understanding of our officers and staff. This will be underpinned by on-going activity to celebrate the uniqueness of our communities and staff i.e. community and cultural awareness pop up sessions, briefings to notify our staff of up and coming religious festivals and community events.

## Community Reporting and Support Interface

We will seek to explore new ways to allow vulnerable members of our communities to access help and guidance and to report crimes and concerns. Our work will focus on areas such as hate crime and honour based violence.

This work is important to us as we recognise that a variety of barriers exist such as mistrust of the police, sensitive nature of certain crimes or issue being reported underpinned by barriers such as language and cultural issues.

Our aim in 2017 is to develop and pilot a new service which will help to remove the reporting barriers and build community confidence and trust.

Chief Inspector Katherine Prudom

Everyone Matters Team

23rd February 2017.