

## **Report of the Chief Constable to the Chair and Members of the Audit Committee 22<sup>nd</sup> September 2016**

**Executive & Presenting Officer: Mr Graeme Slaughter, Chief Finance Officer**

**Status: For information**

### **Annual Equality & Diversity Update**

#### **1. Purpose**

- 1.1 This report is to update Members on the organisation's continued commitment to promoting fairness and equality across and outside the organisation.

#### **2. Recommendations**

- 2.1 That Members note the organisation's activities to promote equality and diversity.

#### **3. Background**

- 3.1 In February 2016 Cleveland Police established a dedicated team to take forward our equality, diversity and human rights (EDHR) agenda. The team and our EDHR programme have been branded Everyone Matters in recognition of our key aims moving forward:
- *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 a 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.*

- 3.2 The team consists of three permanent team members (Chief Inspector, Inspector and Organisational Development Manager). The team is also supported by a rolling programme of staff secondments.
- 3.3 The team provides a co-ordinating, development and monitoring/review function on all aspects of EDHR work at Cleveland Police. This is underpinned by a formal governance structure.

## **4. Equality and Diversity Activities**

### **4.1 Everyone Matters EDHR Strategy 2016 – 2020**

On 15<sup>th</sup> August 2016 Cleveland Police launched a six week consultation process to develop and inform our forthcoming EDHR strategy and associated delivery plans. The process is our most comprehensive discussion on EDHR to date and it will focus work in this area until 2020. The process seeks to capture the views of our communities and staff to help shape our equality objectives and plans. The process consists 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 is replicated externally with key community groups and agencies being signposted to our workshops and online survey. The consultation process is supported by a communications plan which will be used to communicate the outcome of the process and our plans moving forward.

Cleveland Police is using 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 are also being discussed and developed with a variety of stakeholders such as Equality North East, our Strategic Independent Advisory Group and ACAS.

### **4.2 Cultural Audit**

In March and April 2016 the Everyone Matters team conducted a mini cultural audit across the organisation to help understand the way the organisation operates and its internal environment i.e. how things are done here. The audit was an important first step to inform our EDHR strategy and to understand how we need to shape our culture moving forward. Findings from the audit have been used to inform our EDHR learning and development programme and our new Bullying, Harassment and Victimisation policy. The audit will be undertaken every 12 to 18 months.

### **4.3 Equality North East Benchmarking Exercise**

Cleveland Police has formed a valuable partnership with Equality North East which is an independent non-profit organisation that works across the North East region providing training, support, networking opportunities and a consultancy service for organisations in all sectors.

The successful completion of the assessment process will provide Cleveland Police with formal recognition of its practice and commitment in this area and assurance that its work has been subject to independent external scrutiny.

#### 4.4 Equality Review - Next Steps

In 2011 Cleveland Police conducted an Equality review. The review was a rigorous exercise with 80 officers and staff taking part. The review allowed people to share experiences and perceptions of working for Cleveland Police. The review allowed the formulation of a detailed long term action plan, directed at helping our people feel more valued at work and to respond to issues more effectively. The review brought about many changes such as reviewing performance management activity and leadership development.

In many ways the Equality Review work does not have a formal end date, since as with all EDHR work, it forms a living approach to EDHR underpinned by a constant cycle of learning and growth.

The Equality Review action plan has been subject to formal assessment with outstanding actions such as a staff mentoring scheme and themes such as leadership emerged into the Everyone Matters programme. We are actively working with key partners such as the National Black Police Officer Association to progress the work.

#### 4.5 Equality, Diversity and Human Rights Learning and Development Programme

Cleveland Police has embarked on a comprehensive learning and development programme which consists of a core programme for all staff underpinned by bespoke sessions for specialist departments i.e. Professional Standards Department. Key elements of the programme are:

- ACAS EDHR half day supervisor workshop
- Words That Hurt supervisor session
- EDHR half day interactive workshop for all staff
- Unconscious Bias workshop for managers
- Whistle-blowing Awareness Sessions

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

The programme is cyclical in nature responding to staff needs and wider learning. Importantly the development and delivery of our programme is being undertaken in partnership with industry experts such as ACAS and Equality North East so that we access appropriate advice to develop and deliver our programme.

#### 4.6 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 cultural awareness sessions 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 workshop provides

opportunity for guest speakers to provide an insight into their culture and explores issues such as barriers to engagement and service delivery needs. To date guest speakers have included representatives from the transgender community, Guide Dogs, MIND, Refugees and Asylum Seekers Forum and MIND. The sessions are underpinned by a fact sheet to communicate the learning across the organisation.

#### 4.7 Bullying, Harassment and Victimisation Policy

This policy was launched in July 2016 providing a single statement of intent - that everyone must prevent and tackle any form of bullying, harassment or victimisation. It provides a clear set of standards and a tiered approach to intervention and resolution. It provides 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 it has been supported by a line manager presentation for delivery to all staff. The policy will remain a living document so that it can be revised in light of learning and new practice.

#### 4.8 Code of Ethics Work

The Everyone Matters team has supported a number of initiatives to develop greater knowledge and understanding of the 9 policing principles and the 10 standards of professional behaviour within the Code of Ethics. Work consists of:

- The Cleveland Police Code of Ethics Share point site has been updated to make it more user friendly and interactive with access to wider information and learning. The information brings issues to life so that staff can make the connection with their everyday working lives and practical decision making.
- Ethical dilemmas are published on a quarterly basis for staff to consider and to reflect on their approach and decision making. The system allows staff to view results in a graph format so that they can consider the approach taken by their colleagues.
- The quarterly input is concluded by the publication of guidance to each dilemma so that staff can take the learning into the workplace.

#### 4.9 Equality North East Equality Awards - EDHR work at the point of service delivery

Across Cleveland Police there are numerous examples of proactive EDHR work at the point of service delivery. One example being a Hartlepool based project to protect, reassure and engage with a vulnerable group of Syrian Refugee families who arrived within Hartlepool at very short notice. The project consisted of early engagement with community members to offer reassurance, key police contacts and where to access practical advice and support.

The work also included a welcome pack with Hartlepool Neighbourhood staff stepping up and providing very practical support such as toys for children. The approach has been very successful. The positive early sensitive engagement ensured that trust and dialogue was built quickly to allow families to settle into a new way of life and environment. The project has received good feedback from the Syrian Refugee community and it was identified during our benchmarking exercise with Equality North East. The project has been duly nominated for an award as part of the annual Equality North East Awards programme.

#### 4.10 Next Steps Everyone Matters Programme

In October 2016 Cleveland Police will formally ratify and launch its Everyone Matters EDHR strategy 2016 - 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 Force procurement, incorporating Equality Data 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.

#### 4.11 Building a Diverse Work force

Cleveland Police is developing a detailed Positive Action plan to support its 2017 police officer recruitment programme. Work will include:

- An evaluation and development of our existing recruitment practices;
- Assessment of barriers to recruitment and how we can overcome them;
- Exploration of collaborative opportunities;
- Marketing plan to advertise recruitment phase and positive action opportunities;
- Development of a network of recruitment sources such as colleges and community diversity projects;
- Candidate awareness programme;
- Job assistance scheme to provide on-going communication with candidates and interested organisations such as colleges.

## 5. **Implications**

### 5.1 Financial

There are no financial implications arising from the content of this report.

5.2 Human Rights Act

There are no Human Rights Act implications arising from the content of this report.

5.3 Equality & Diversity

There are no equality or diversity implications arising from the content of this report.

5.4 Sustainability

There are no sustainability implications arising from the content this report.

5.5 Risk

There are no risk implications arising from the content of this report.

**6. Conclusion**

- 6.1 The Everyone Matters EDHR Strategy will provide a road map with detailed plans to deliver our equality objectives and to make a lasting difference to our communities and staff.

Graeme Slaughter  
Chief Finance Officer