



CLEVELAND  
POLICE

# Equality, Diversity & Inclusion Strategy 2020-2025



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# About Us

Cleveland Police covers a regional area in the North East of England and oversees policing for a population of approximately 566,100. It covers four local authority areas including Middlesbrough, Stockton-On-Tees, Hartlepool and Redcar and Cleveland. The policing area consists of 79 Council wards which are spread across both the urban towns of Cleveland and the surrounding rural areas. Cleveland Police officer numbers have reduced from 1756 in 2009 to 1226 in 2019 and there are an additional 522 Police Staff employed by Cleveland Police.



# Building the Future

## Message from Chief Constable Richard Lewis

'Everyone Matters' is literally true; each member of the organisation is important and I am delighted to commend this strategy to you. Diversity in our workforce is incredibly important, first because it is self-evident that we should reflect our communities but secondly, because diverse teams make better decisions.

Furthermore, if we are to serve our communities with the professionalism and dignity they deserve, we must first be able to serve each other within Cleveland Police with that same professionalism and dignity. This strategy evidences how we intend to ensure that happens and what we will do to diversify our workforce.

In 2016, Everyone Matters was launched to focus our attention on implementing cultural change within the organisation and the way we engage with our communities. There have been many successes of the Everyone Matters programme through the creation of an internal wellbeing team to external direct engagement with some of our hard to reach communities.

There have been workshops and cultural awareness sessions so staff appreciate the unique challenges that some communities face. The Everyone Matters team has engaged with Cleveland Police's Staff Associations and has developed a programme to assist with their growth and provide them with necessary support.

Part of the Everyone Matters programme has also involved liaison with external partners in creating programmes to help the communities we serve.

However, as with any programme there must be a review to establish if it remains fit for purpose.

I want to see this programme grow and develop so we can deliver the exceptional policing our communities deserve and make our people feel valued and respected.

## Message from the Police and Crime Commissioner for Cleveland Police

Back in 2016, it was clear that Cleveland Police was at a turning point. Difficult discussions took place between the Chief Constable and I about how people were being treated both inside and outside of the organisation and the impact this was having on morale and service delivery.

The force required an overarching strategy that would build on the kindness, respect and dignity demonstrated by almost everyone in the organisation on a daily basis. This strategy became Everyone Matters. A joint endeavour by my office and Cleveland Police, the programme set out to support and listen to our people, refresh our processes and gain a better understanding of the people in our communities.

We can have great debates about cultural and organisational change, but at its very core Everyone Matters is simple – it's about people. The people we work with inside and outside of the organisation and the people we serve in our communities.

As Cleveland continues to welcome new communities every day, there is a real need for the force to better reflect every one of them, to gain a greater understanding of the challenges these groups face and adapt their services to best support them.

But we still have a long journey ahead of us. There will always be those individuals who do not uphold the values expected of Cleveland Police and their behaviour will challenge all of us to keep a grip on the optimism that is at the heart of Everyone Matters.

This refreshed strategy serves as a helpful reminder of why we started this journey and what work we still have to do. My team and I look forward to working closely with Cleveland Police to push the programme to the next level and to make the force a leading example in diversity, equality and equal opportunity.

**Barry Coppinger**  
Police and Crime Commissioner for Cleveland



# Everyone Matters Vision

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The Everyone Matters Vision is for Cleveland Police to be diverse, inclusive and representative of the communities we serve; where every employee is an individual leader, with individual responsibility; and an organisation which encourages its people to prosper by valuing difference in the workplace.

# Everyone Matters Mission

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We will achieve the vision by recruiting, developing and retaining a diverse workforce; we will have fully supported and engaged Staff Associations, which will assist to promote a cultural shift that enhances the reputation of Cleveland Police; we will focus on engagement with our hard to reach communities, ensuring there is a tangible and visible presence in the heart of those communities; and we will deliver training across the organisation and ensure diversity is embedded to be more than policies and practices.

# Our Intent with Everyone Matters

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Everyone Matters is first and foremost the name for our equality, diversity and inclusion cultural change programme. Our intent is to deliver policing services to our communities that demonstrate dignity and respect for individual needs, and as a result increase their confidence in Cleveland Police. The service we provide is by our people, and it is our people that are at the heart of this programme. For our people to thrive we must have effective leadership and accountability, and if necessary a recourse for those who do not share our values and principles. The College of Policing which is the body that oversees training and development for national policing defines leadership as "the quality which connects an understanding of what must be done with the capability to achieve it", and goes further "it is not the sole preserver of those in high-ranking roles, but a capability that is necessary and can be developed at every level".



# Why does equality matter?

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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.

## Legitimacy

Policing by consent can only be achieved by retaining legitimacy within the communities we serve. If we are to be effective in tackling crime, protecting the vulnerable and bringing offenders to justice it needs to be through transparency, engagement and an ethical and fair application of the law by a workforce that reflects the people it serves.

## The Moral Case

There is also a compelling moral case for diversity and inclusion in the workplace and in society. Ensuring everyone is treated equally, with dignity and has their fair share of resources (whether that is access to services or opportunities) is simply the right thing to do. People matter and we all should expect equal opportunity to develop, progress, and be rewarded and recognised at work.

## The Business Case

A workplace that embraces the diverse communities it serves will help us to attract, retain and develop the best people from a broad range of backgrounds. Diverse and inclusive teams bring variety of thought, innovation, creativity and understanding of our communities – all essential ingredients to develop a modern, adaptable workforce that is responsive to increasingly complex demands. Diversity alone is not enough. To realise improved performance, diversity must come hand in hand with a culture of inclusion. Numerous studies show that organisations with an inclusive culture outperform their peers because inclusion lets people be their best selves at work, regardless of who they work with.

# Why legislation matters?

Discrimination has existed in many forms and against many groups of people throughout the centuries. It is not a new phenomenon, and there is not one panacea to eliminate discrimination that exists within society.

There have been significant steps forward in British society over the last few decades, where legislation has been used to prevent discriminatory practices. For example, the introduction of the Race Relations Act 1976 which made it illegal for people to be treated less favourably because of race, nationality or ethnic origins. This piece of legislation prevented the open hostility and discrimination that many first-generation immigrants felt in the United Kingdom.

The Disability Discrimination Act 1995 which amongst other facets placed a duty on employers and service providers to make reasonable adjustments for people with disabilities. Again, this being an important piece of legislation to improve the rights for disabled people. The suffragette movement, decriminalising same sex relationships between men with the introduction of the Sexual Offences Act 1967, has shaped policy and culture, and contributed to the United Kingdom being one of the most fairest and equal societies in the world - one which the policing service is a key part within the societal mix.

# Equality Act 2010

In October 2010 the Equality Act became law. This replaces previous legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995) with a single Act. This makes the law easier to understand, strengthening protection in some areas and consistency in what employers and employees need to do to make their workplaces a fair environment and comply with the law.

**Within the Equality Act there are nine protected characteristics and discrimination is unlawful towards anyone of them. They are:**



Age



Disability



Race



Gender  
Reassignment



Religion  
or Belief



Sex  
(Gender)



Sexual  
Orientation



Pregnancy &  
Maternity



Marriage  
& Civil  
Partnership

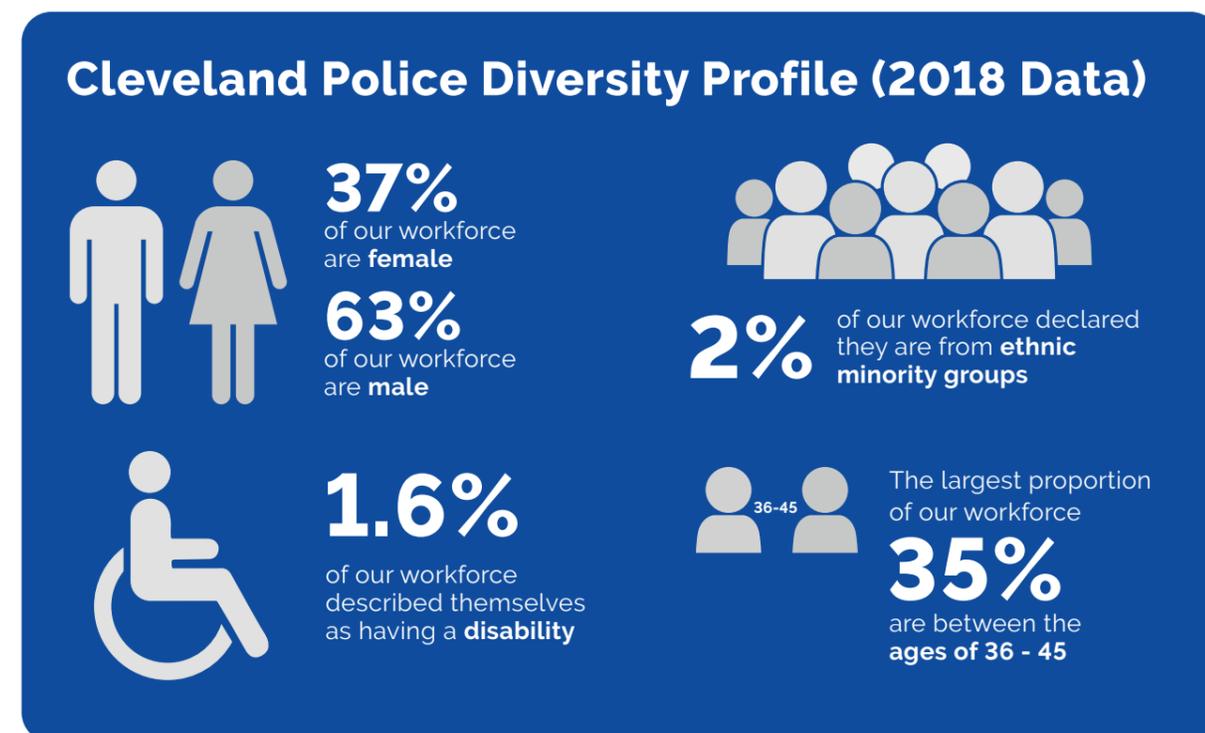
# The Public Sector Equality Duty

The Public Sector Equality Duty came into force across the United Kingdom on 5 April 2011. The Public Sector Equality Duty requires public bodies and others carrying out public functions to have due regard to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not.

## Our Diversity Profile

The Diversity Profile below highlights the self-declared make up of our staff within Cleveland Police. There have been significant efforts to ensure greater representation for under-represented groups in recruitment, retention and progression. We know there are challenges across the policing service. In Cleveland Police we want to improve, not our data collection but understanding the challenges faced by our staff so we can improve the working environment and have greater representation.



## Our Values

Legislation on its own will not change culture, attitudes or behaviours. It is necessary to have strong leadership which sets the tone for the organisation, and personal leadership expectations from all of our staff. Having a clear values and behaviour framework enables organisations to effectively recruit and manage staff who fit with the organisations culture. All Cleveland Police staff and officers are expected to follow our values which are adopted from the College of Policing. All our staff will be assessed on the 'values' and 'behaviours' described below, on our Performance Development Review system.

### Our behaviours

-  We are emotionally aware
-  We take ownership
-  We are collaborative
-  We analyse critically
-  We deliver, support and inspire
-  We are innovative and open-minded

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### Our values

-  Public Service
-  Impartiality
-  Transparency
-  Integrity

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# Staff Associations

In the past, the police service was hierarchical and leadership was almost authoritarian and very transactional in style. Today's police service has evolved where the style of the past is no longer fit for contemporary society. Police leaders have had to adapt, engage with and work in collaboration with Police Trade Unions and Staff Associations.

The main police officer body is the Police Federation which represents the interests of officers from Police Constable to Chief Inspector. UNISON is the recognised trade union which many of our police staff colleagues are represented by. Outside of these are a number of Staff Associations which represent individual needs of certain groups. For example: our Women's Network which holds special events focussed on raising awareness and understanding challenges faced by women and our SAME (Staff Association for Minority and Ethnic staff) who focus on doing the same for our ethnic minority staff. There are a number of other networks including Lesbian, Gay, Bisexual and Transgender (LGBT+) Network, Christian Police Association, Vegan Network, Disability Support Network and Autism Association. All of these collectively provide a 'critical friend' function to the police. These associations work with, and often compliment the work that our well-being team do and our award winning Blue Light programme have achieved in providing mental health support for our staff. What is clear is that if Cleveland Police is to really become an accepting, progressive and inclusive organisation, our internal staff associations will be at the forefront of leading this change.

We also accept 'policing culture' is unique. Policing is unique and there are not many organisations where staff are required to make life and death decisions on a daily basis. We understand that our officers and staff face extremely challenging circumstances together. We also know that many of our staff consider each other as family. In the past this 'bond' has led to practices nationwide which has been detrimental for the service as well as members of the public. However, Cleveland Police wants to recognise the uniqueness of policing and acknowledge the inherent complexities of policing culture. We do not want to change the 'family feel' of our organisation but we do want to ensure the values we hold dear are adhered to. We feel our Staff Associations are the keys that can unlock cultural change. We believe police reform cannot be achieved by strategy and process only but needs multiple sources of influence, most importantly its people.





### UNISON

"Committed to embedding diversity in Cleveland Police and therefore be representative of the communities we serve".



### Cleveland Police Women's Network

"CPWN are happy that the force will encourage support networks and encourage staff to be part of networks, to assist in promoting equality within Cleveland Police".

### Disability Support Network

"Cleveland Police Disability Support Network [DSN] is an all-encompassing network that encourages anyone whether they have declared themselves to have a disability or not, or if they are effected by a disability, to support the network and share their experiences and knowledge. The DSN will work with Cleveland Police to discourage any discriminatory actions or potential stigma being attached to an individual in the workplace".



### Disability Support Network

### LGBT+ Network

"The LGBT+ Network fully support the Everyone Matters programme and everything it seeks to achieve. The LGBT+ network aim to work towards equal opportunities in terms of improving: the Policies, Procedures, Practices, Recruitment, Retention and Career Development of Cleveland Police employees, to ensure that all LGBT+ employees across the organisation are supported and treated equally".



### Vegan Network

"Cleveland Police Vegan Network supports the Everyone Matters programme and fully believes in being: Compassionate, Respectful and Considerate".



### Support Association for Minority Ethnic Staff

### SAME

"The Cleveland Police Support Association for Minority Ethnic staff is a non-judgemental forum where people can talk about anything, share experiences, get advice and find support. We want to be able to help individuals and also help the force by acting as a critical friend. We look forward to working closely with all of the other Staff Associations and being an integral part of the Everyone Matters Programme".

### Cleveland Police Autism Association

"The Cleveland Police Autism Association actively assists by supporting employees affected by autism and related conditions; we advocate the concept of Neuro-diversity: valuing people for their strengths and creating a workplace environment and culture in which everyone can fulfil their potential. We aim to end the stigma, prejudice and ignorance surrounding autism spectrum condition and other forms of 'hidden difference'".



### Cleveland Police Autism Association

we define autism...autism doesn't define us

### Christian Police Association

"The Cleveland Christian Police Association looks to encourage and support Christians within the Police Service and will assist in progressing the Everyone Matters, Equality, Diversity & Inclusion programme".



### Cleveland Police Federation

"Cleveland Police Federation backs the Everyone Matters programme and the strategy it's set out to achieve. The organisation is moving forward as one family that protects each other and the community we serve".



### Blue Light Programme

"The Blue Light programme supports the Everyone Matters Equality, Diversity & Inclusion strategy and all of our 'networks' as mental health and wellbeing affects us all. The 'Blue Light' is committed, passionate and determined to work alongside the Everyone Matters team and the networks to make sure that all of our people feel valued, respected and included and to make them feel safe in their working environment".

# Recognition of Challenges

We do however recognise just because legislation prohibits discriminatory activity, behaviour or practices this does not mean those behaviours do not exist. Society and policing must be cognisant of the fact that there will always be those (who are thankfully in the minority) that display hostility, prejudice and discrimination towards others because of the way they look, their gender, sex or disability. We also recognise at Cleveland Police we have got this wrong sometimes in the past and we must continue to drive a cultural change programme that recognises the unique challenges society and the police service faces.

We must also empower our staff to report wrong doing or inappropriate behaviour. The global #MeToo movement gave many individuals the confidence of speaking up and against perpetrators of sexual harassment and violence. Cleveland Police have worked hard in ensuring that our staff can report inappropriate behaviour including having a confidential and anonymous reporting system.

As a police service we must understand our people, we must work with our communities and support them. We also need to understand that external environmental factors have an impact not only on community cohesion but direct discrimination and alienation of certain groups. It is a fact, that following the 'Brexit' referendum in 2016 reports of hate crime increased significantly across the country, and also when the New Zealand terrorist attacks occurred in 2019 some of our communities felt extremely vulnerable and needed additional support. Cleveland Police must be in a position to support our communities, and act with robust vigour against any perpetrators. These are one of the complex reasons we need to ensure we have a programme where we are represented of the communities we serve. Robert Peel the founder of the British Police Service had a number of principles including "the police are the public and the public are the police"; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and

existence.

We must also look after our people, provide welfare, support, and training and rather than having a 'blame culture', develop a culture where we inspire, motivate, recognise difference and be inclusive. There have been a number of national policing leadership reviews within the last decade including a Home Office commissioned review of leadership training by Peter Neyroud in 2011; a Home Affairs Select Committee developed leadership standards in 2013, a further Leadership Review by the College of Policing in 2015 as well as guiding principles in 2017. What the underlying theme within all these is that police leadership is the source, and the solution, to police organisational and cultural problems. It is for this reason that Cleveland Police will invest in leadership and have a separate Leadership strategy to address this area.

It is clear when we get leadership wrong, we get the people element wrong and which in turn has a direct impact on the service delivery to the communities we serve. This Everyone Matters Equality, Diversity & Inclusion programme has been developed with three key areas of focus: our people & organisation, our communities and our partners. Within each of these areas we will have activities that further the cultural change that we desire and the public deserve.



# Our Strategic Framework

This programme will be delivered by the Everyone Matters Governance Board (p.22). It will be split into three main areas which are: Our People & Organisation, Our Communities and Our Partners. This reflects the three themed areas set out by the National Police Chief's Council. Within the Governance Board there will be a comprehensive action plan that will task activity and monitor progress. The below is a reflection of the type of outcomes we will aim to deliver.



## Strategic Theme 1: Our People & Organisation

### Key Strategic Outcome

A working environment that is supportive and inclusive of all, enabling officers and staff to develop, feel supported and able to be themselves at work.

Our Key Priority areas will be:

- To have a better understanding of our growing and diverse organisation
- To be a transparent organisation which is open to scrutiny and inclusive of all
- To continually develop and understand the professional requirements of our people

## Strategic Theme 2: Our Communities

### Key Strategic Outcome

Deliver policing services that are accessible, responsive and needs led to ensure services meet the requirements of all our communities.

Our Key Priority areas will be:

- To have greater knowledge and understanding of our diverse communities
- To ensure effective engagement with all our communities, fostering good relations
- To increase community trust and confidence of Cleveland Police.

## Strategic Theme 3: Our Partners

### Key Strategic Outcome

Partners have confidence that Cleveland can have effective joint service delivery underpinned by equality and inclusion through improved opportunities for collaborative working.

Our Key Priority areas will be:

- To understand and continuously improve collaborative working with our partners
- To ensure effective joint service delivery with our partners
- To efficiently work with our partners in tackling disparity in our services.

# Key Enablers

## Positive Action

Often Positive Action is referred to as getting everyone to the same starting line, yet final selection for recruitment or promotion must be based solely on merit.

Cleveland Police are determined to have a workforce that represents the communities it serves.

**We will achieve this by:**

- Positive Action community engagement events
- Pre-application workshops and seminars
- Mentoring and coaching support for potential candidates
- Analysis of workforce data to identify underrepresentation in specialist departments

## Leadership

Cleveland Police will ensure that all leaders at every level within the organisation demonstrate and promote an inclusive organisational culture.

**We want to:**

- Increase the visibility of our role models from underrepresented groups
- Ensure all senior leaders, managers and supervisors have a key role in driving our Everyone Matters Equality, Diversity & Inclusion programme and demonstrate Cleveland Police's Values and Behaviours.
- Deliver development opportunities to assist those considering further promotion and lateral progression.



## Development

Cleveland Police will develop staff and officers and ensure that we have a highly skilled workforce that feels valued and motivated.

**We will:**

- Continually improve career progression for all, including those from underrepresented groups.
- Have a robust PDR system, ensuring all staff and officers have a diversity PDR objective, to deliver our commitment to the equality, diversity & inclusion agenda and organisational cultural change.
- Develop our leaders to enable them to understand and value difference, allowing them to support, mentor and assist their staff.
- Have a development and retention programme aligned to the Key Strategic Theme 1: Our People & Organisation.

## Our Governance

It is the responsibility for every individual working for and with Cleveland Police to implement the Everyone Matters Equality, Diversity & Inclusion strategy. Progress against this strategy will be monitored through our Everyone Matters Equality, Diversity & Inclusion Board led by the Chief Constable of Cleveland. The board will meet bi-monthly and will oversee and ensure the delivery of the Everyone Matters programme. This will ensure that Cleveland Police acts in accordance with its statutory duties to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between persons who share a protected characteristic, and persons who do not share it.

The Everyone Matters EDI Board will share a collective commitment to ensuring that the programme is delivered.

Accountability is core to the delivery of the Everyone Matters programme and leaders will be invited to update on their contribution to promoting equality, diversity and inclusion - and ensuring all our people are working within a fair, transparent and ethical environment, with the respect and dignity they deserve.



## How will we know progress is being made?



A variety of data and information will be collected and analysed to assess the overall progression of the Everyone Matters Equality, Diversity & Inclusion programme.

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.

**We will do this by monitoring the following, but not limited to:**

- Public and Employee Survey Results
- Staff Exit interview information
- Victim Satisfaction Levels
- Hate Crime Reporting
- Recruitment and progression of underrepresented groups
- Use of Stop Search

# Our Checks and Balances

## PCC Scrutiny

The Police and Crime Commissioner for Cleveland holds monthly PCC Scrutiny, Delivery and Performance meetings as it is statutory duty and an electoral mandate to hold the Police to account on behalf of the public.

### This includes:

- Scrutinising, supporting and challenging the overall performance of the Force;
- Holding the Chief Constable to account for the performance of the Force's officers and staff;
- Holding the Chief Constable to account for the exercise of the functions of the Office of Chief Constable and the function of persons under the direction and control of the Chief Constable; and
- Maintaining an efficient and effective Police Force.

Regular updates of the Everyone Matters Equality, Diversity & Inclusion programme will feed into the PCC Scrutiny, Delivery and Performance meetings.

## HMICFRS

As with any police service within England and Wales we are inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) who independently assess the effectiveness and efficiency of police forces and fire & rescue services. They have an inspection regime titled PEEL which stands for the police effectiveness, efficiency and legitimacy.

**Effectiveness:** How effective they are at preventing and investigating crime, protecting vulnerable people and tackling serious organised crime.

**Efficiency:** How efficiently they manage demand and plan for the future.

**Legitimacy:** How legitimately they treat the public, how ethically they behave and how they treat their workforce.

## Our Promise from Chief Constable Richard Lewis

I recognise that many organisations have glossy brochures; brilliant websites and strategic papers but when probed have little substance underneath. I, with the Cleveland Police and Crime Commissioner will do our utmost to make Cleveland Police an employer of choice and accessible for all, where we have a programme of cultural change that values its people and delivers policing in a fair and transparent way. I commit to providing an annual update on the Everyone Matters programme where I intend to be judged on delivery and not on words.



