

## Diversity Equality & Inclusion Lead

<b>Service Unit</b>	People and Development
<b>Team</b>	Organisational Development
<b>Responsible to</b>	Organisational Development Manager
<b>Salary Range</b>	PO 4 / 8
<b>Vetting Status</b>	RV
<b>Politically Restricted</b>	No
<b>CVF Level</b>	Level 2

### Job Purpose

To lead the Force DEI ambition for our organisation pillar, working alongside senior stakeholders to influence, develop and deliver for current and future business needs. This role is the driving force behind DEI for the pillar, leading on identifying, implementing, and evaluating innovative solutions to embed a strong DEI culture and practice in the Force, addressing priorities for building & retaining a diverse workforce.

In 2024 the Force has decided to adopt the NPCC National Diversity, Equality & Inclusion (DEI) Strategy which focuses on three main pillars:

Our Partnerships  
Our Communities  
Our Organisation

This role is intended to lead on DEI for the Our Organisation Pillar, however, due to the nature of peaks in workload or abstractions it will be a requirement to cover on occasion across the full DEI portfolio.

### Principal Duties and Responsibilities

- Develop and influence a clear DEI vision and delivery roadmap for the organisational pillar by aligning external governance frameworks within Policing such as HMIC, College of Policing and NPCC with internal service priorities, adapting to change when circumstances require it.
- Manage colleagues within the DEI team and collaborate with L&D to create and deliver products and interventions including training and education to support progress across all Commands relative to operational needs and overall equality objectives for the Force.
- Collaborate with Resourcing Teams to utilise positive action where relevant and to shape recruitment campaigns, entry routes and promotion frameworks to maximise workforce representation at all levels.
- Lead on compliance workstreams relating to DEI matters, such as the Public Sector Equality Duty and Equality Impact Assessment quality assurance, working closely with relevant teams to deliver specific positive action activities within a wider inclusive attraction, recruitment, retention, and progression process for all.
- Champion the development and maintenance of effective systems for reporting on equality objectives to ensure DEI is embedded into Force performance reporting, collaborating with colleagues to ensure best practice classifications, data analysis and insight to inform decision making.
- Provide specialist DEI advice and guidance to the Force and be the lead point of contact for

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organisational pillar related matters, including Positive Action.

- Responsible for providing a range of DEI reports and input to provide assurance to COT and senior stakeholders about compliance with statutory requirements, relevant standards, or frameworks, including drafting an annual Equality Monitoring Report.
- Collaborate with colleagues to identify and underpin appropriate DEI accreditation and membership opportunities e.g., Inclusive Employers, Disability Confident.
- Lead on DEI communication and engagement plans for the Force, collaborating with Internal Communications colleagues as needed to influence Chief Officers and senior leaders to have meaningful two-way dialogue with staff networks and the wider workforce to understand current and emerging issues and to engage in open dialogue about DEI either internally or externally e.g., via social media.
- Responsible for DEI Policies that support diversity in policing e.g., religious observance, uniform policy, disability passports/reasonable adjustments policy, flexible working policy, ensuring relevancy for the Force.
- Engagement with external advisory groups to test & challenge DEI plans (e.g., Independent Advisory Group, Professional Reference Group) encouraging the Force to access the support offered by PUP (e.g., peer support, website reviews, case study support, Safe to Say & Better Together)
- Provide reviews, case study support, Safe to Say & Better Together
- Frame, diagnose and address organisational challenges that often go across multiple teams/functions, in order to improve DEI within the Force, identifying training and development needs in management and leadership capability.
- Manage third party suppliers & partners identified to underpin the DEI roadmap, always ensuring value for money.
- Understand and exploit best practice in DEI, applying thought leadership to create innovative, solutions.
- Ensure the Equality Impact Assessment toolkit and supporting documentation is fit for purpose and lead on the completion of EIAs. Develop and deliver training, presentations, and workshops to Police Officers & Staff on employees, members and workers and relevant stakeholders, including how to complete DEI impact assessments.
- Oversee the implementation and development of Staff Networks and promote staff support programmes such as the Blue Light Programme and Staff Retention programme.
- Represent Cleveland Police on key DEI issues at a local, regional and national level.

### Note

**The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post.**

**All employees are to comply with confidentiality laid down in the Data Protection Act 2018, the Management of Police Information (MOPI), and the Official Secrets Act (which you will be bound for, for life).**

**All employees are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police.**

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Person Specification	
Essential knowledge, skills, and experience (E)	Desirable knowledge, skills, and experience (D)
Knowledge and Qualifications	
Technical subject matter expertise in Equality, Diversity & Inclusion, and best practice.	
Experience	
Poven experience developing, leading and effectively delivering a DEI agenda and landing business improvement	Strong project management background and the ability to lead large complex change projects independently.
Professional knowledge and experience of delivering DEI initiatives in complex organisations	Influencing and coaching key stakeholders to embed a DEI culture
Experience in designing and working with DEI frameworks and practice	
Experience working in a similar role	
Skills / Abilities	
Ability to diagnose DEI organisation development/change issues and to identify appropriate type of intervention	
Passion for solving complex issues and deliver business results	
An exceptional collaborator who can work with colleagues across the business and various functions (e.g., HR, IT, Strategy, Learning) to deliver holistic high impact interventions for the organisation	
Excellent relationship & stakeholder management skills - experience in working as trusted advisor at senior business leader level on critical, complex challenges	
Other	
Committed to Continuous Professional Development (CPD) to remain competent in role	
Committed to being an ambassador for the Force Values and Behaviours (CVF for policing).	
Able to travel in Cleveland and outside where required.	
Work in high collaboration with the People Team as well as various Stakeholders across the business	
Work closely with the L&D team to ensure curriculum is delivered to ensure transfer of learning, maximising ROI	



## Diversity Equality & Inclusion Lead

All applicants who identify themselves on the equal opportunities section of the application form as having a disability under the Equality Act 2010 and who meet the essential criteria for the post will be guaranteed an interview.

Version Control	
Reason for Version Change	Version date
New Template	03/04/2024

## Competency and Values Framework (CVF) for Policing: Level 2 – Middle Manager

Set out below are Cleveland Police Leadership Behaviours (2017) drawn from the College of Policing's Competency and Values Framework for Policing (2017). A candidate's behaviours/values will be measured at interview.

Competency	Level 2 – Middle Manager
<b>Emotionally aware</b>	<ul style="list-style-type: none"> <li>• I consider the perspectives of people from a wide range of backgrounds before taking action.</li> <li>• I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.</li> <li>• I promote a culture that values diversity and encourages challenge.</li> <li>• I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.</li> <li>• I take responsibility for helping to ensure the emotional wellbeing of those in my teams.</li> <li>• I take the responsibility to deal with any inappropriate behaviours.</li> </ul>
<b>Taking ownership</b>	<ul style="list-style-type: none"> <li>• I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.</li> <li>• I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.</li> <li>• I am accountable for the decisions my team make and the activities within our teams.</li> <li>• I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.</li> <li>• I actively encourage and support learning within my teams and colleagues.</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>• I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.</li> <li>• I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.</li> <li>• I understand the local partnership context, helping me to use a range of tailored steps to build support.</li> <li>• I work with our partners to decide who is best placed to take the lead on initiatives.</li> <li>• I try to anticipate our partners' needs and take action to address these.</li> <li>• I do not make assumptions. I check that our partners are getting what they need from the police service.</li> <li>• I build commitment from others (including the public) to work together to deliver agreed outcomes.</li> </ul>
<b>Deliver, support and inspire</b>	<ul style="list-style-type: none"> <li>• I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.</li> <li>• I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.</li> <li>• I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.</li> <li>• ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.</li> <li>• I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.</li> <li>• I motivate and inspire others to achieve their best.</li> </ul>
<b>Analyse critically</b>	<ul style="list-style-type: none"> <li>• I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.</li> <li>• I think about different perspectives and motivations when reviewing information and how this may influence key points.</li> <li>• I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.</li> </ul>

	<ul style="list-style-type: none"> <li>• I understand when to balance decisive action with due consideration.</li> <li>• I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.</li> <li>• I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.</li> <li>• I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.</li> </ul>
<b>Innovative and open-minded</b>	<ul style="list-style-type: none"> <li>• I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.</li> <li>• I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.</li> <li>• I am flexible in my approach, changing my plans to make sure that I have the best impact.</li> <li>• I encourage others to be creative and take appropriate risks.</li> <li>• I share my explorations and understanding of the wider internal and external environment.</li> </ul>

<b>Values</b>	<b>All Levels</b>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.</li> <li>• I demonstrate courage in doing the right thing, even in challenging situations.</li> <li>• I enhance the reputation of my organisation and the wider police service through my actions and behaviours.</li> <li>• I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.</li> <li>• I am open and responsive to challenge about my actions and words.</li> <li>• I declare any conflicts of interest at the earliest opportunity.</li> <li>• I am respectful of the authority and influence my position gives me.</li> <li>• I use resources effectively and efficiently and not for personal benefit.</li> </ul>
<b>Impartiality</b>	<ul style="list-style-type: none"> <li>• I take into account individual needs and requirements in all of my action.</li> <li>• I understand that treating everyone fairly does not mean everyone is treated the same.</li> <li>• I always give people an equal opportunity to express their views.</li> <li>• I communicate with everyone, making sure the most relevant message is provided to all.</li> <li>• I value everyone's views and opinions by actively listening to understand their perspective.</li> <li>• I make fair and objective decisions using the best available evidence.</li> <li>• I enable everyone to have equal access to services and information, where appropriate.</li> </ul>
<b>Public Service</b>	<ul style="list-style-type: none"> <li>• I act in the interest of the public, first and foremost.</li> <li>• I am motivated by serving the public, ensuring that I provide the best service possible at all times.</li> <li>• I seek to understand the needs of others to act in their best interests.</li> <li>• I adapt to address the needs and concerns of different communities.</li> <li>• I tailor my communication to be appropriate and respectful to my audience.</li> <li>• I take into consideration how others want to be treated when interacting with them.</li> <li>• I treat people respectfully regardless of the circumstances.</li> <li>• I share credit with everyone involved in delivering services.</li> </ul>

<b>Transparency</b>	<ul style="list-style-type: none"><li>• I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.</li><li>• I am clear and comprehensive when communicating with others.</li><li>• I am open and honest about my areas for development and I strive to improve.</li><li>• I give an accurate representation of my actions and records.</li><li>• I recognise the value of feedback and act on it.</li><li>• I give constructive and accurate feedback.</li><li>• I represent the opinions of others accurately and consistently.</li><li>• I am consistent and truthful in my communication.</li><li>• I maintain confidentiality appropriately.</li></ul>
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Further detailed information on the CVF can be located by clicking on the following link:

<https://www.college.police.uk/career-learning/career-development/competency-and-values-framework-cvf>

