

Police Scotland

Equality and Diversity Mainstreaming & Equality Outcomes Progress Report 2021



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

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Chief Constable's Foreword



The consent, support and co-operation of our fellow citizens lies at the heart of Police Scotland's identity and legitimacy.

Policing in Scotland will always value that deep-rooted and fundamental relationship with the public we serve.

To ensure that bond is as strong as possible, policing must fully represent and reflect the communities which we serve.

Our Equality and Diversity Mainstreaming and Equality Outcomes Progress Report 2021 demonstrates how we work to ensure equality is embedded in everything we do.

It outlines the progress which has been made against our Equality Outcomes across all levels of the organisation.

This is a legal obligation for Police Scotland, but it is also a moral duty reflecting our values of Integrity, Fairness, Respect and upholding and enabling the Human Rights of everyone.

Important progress has been made, however there is much still to do to ensure policing in Scotland supports and enables all people to thrive, flourish and fully be themselves.

Improving equality and diversity is a challenge for all of society. It is right that policing strives to demonstrate public leadership and be an exemplar for others.

In progressing vital work to mainstream equality and diversity, policing can enable and support our dedicated and committed officers and staff to better represent, reflect and serve the public.

Our commitment to equality and diversity is crucial to the public service that Police Scotland provides to our fellow citizens.

A handwritten signature in black ink, which appears to read 'Iain Livingstone'. The signature is fluid and cursive.

Iain Livingstone QPM
Chief Constable

Introduction

Police Scotland has a duty to ensure we pay due regard to, and act in line with, the Equality Act 2010. Our aim is to exceed these requirements wherever possible by integrating equality into day-to-day business practices and decision making while ensuring Police Scotland plays its part in contributing to the advancement of equality and good relations in both the workplace and communities.

This report provides updates on mainstreaming across key strategic areas, including leadership, strategy and performance, and procurement. It also highlights the activity which has been undertaken to reflect the progress we've made to date against our most recent Equality Outcomes.

This report is comprised of three sections:

Section 1 Mainstreaming

Section 2 Progress on our Equality Outcomes

Section 3 Equal Pay Statement

Everyone within our organisation has a key role to play in delivering our equality and diversity priorities; the Progress section of this report provides evidence of some of the excellent work happening across Police Scotland. As we move into the next phase of our plans we aim to make further progress in these areas as well as looking at those featured in our new [Equality Outcomes](#).

We will continue to strive towards mainstreaming equality and diversity into all we do as an organisation. Police Scotland recognises there is still work to be done and we will continue to develop and focus on this as an area of significant priority.

Covid-19 Pandemic

The last year has seen significant pressures and change for our officers and staff and communities across Scotland due to COVID-19. In February 2020, the Chief Constable implemented a command structure and strategy for Police Scotland's response to COVID-19 in Scotland, under Operation TALLA.

Operation TALLA has seen the development of a number of contingencies recognising the unprecedented nature of the pandemic and the significant impact it continues to have on people's lives.

We know that it has exacerbated underlying inequalities having a disproportionate effect on some groups including those on low incomes, older people and disabled people. However, we have continued to consolidate and create partnerships at local and national levels, working to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion.

The Chief Constable has from the outset, outlined a clear and consistent policing style, approach and method. Our public engagement is based on an approach using the **4 'E's**

- Engage
- Educate
- Encourage
- Enforce

A national **Community Impact Assessment** and an **Equality and Human Rights Impact Assessment** (EqHRIA) has been developed to allow us to consider wider needs and impacts on our policing activity. EqHRIA processes continue to be refined to ensure that they reflect the changing nature of Police Scotland's response to COVID-19 and how that impacts on certain sectors and communities. We continue to deliver;

- Visible patrols
- Effective call handling based on individual need
- Professional investigations to support victims of crime
- Support for the most vulnerable in society

On 8 April 2020, the Chief Constable commissioned an Independent Advisory Group (IAG), led by Human Rights lawyer John Scott QC. The IAG continues to review Police Scotland's use of the emergency legislation and ensure its application has been, and continues to be, proportionate and ethical, reporting to the Scottish Police Authority. The IAG brings considerable value and experience to our thinking and operational practice and contributions to the group from grassroots representatives, advocates and activists allow the voices of the communities we serve to be heard.

Police Scotland continues to focus on the safety and wellbeing of people, places and communities in Scotland and adapt to the changing demands COVID-19 presents.

Section 1 – Mainstreaming

Police Scotland have focused on developing our mainstreaming approach at a strategic level and have seen improvements in this area since the last reporting period. While our approach to tactical matters also focuses on mainstreaming Equality, Diversity and Inclusion into all relevant work, we have provided our tactical level updates in section two of this report set against our Equality Outcomes to avoid duplication of reporting.

Leadership

We are committed to developing leadership at all levels and have a leadership framework in place to develop leaders who are visible, approachable, supportive, act as mentors and who coach and develop talent in the organisation. This framework highlights that our leaders will recognise the value in harnessing diverse and different thinking and will support and encourage the development of all our people, at every opportunity, across the organisation. They will create environments where innovation and change is enabled with our people's well-being at the heart of decision making.

In order to promote diversity and inclusion our leadership team have established executive level sponsors for a number of protected characteristic groups. The creation of these sponsors sets out a strong executive level commitment to equality, diversity and inclusion and acts as an example to all levels of management across Police Scotland. The executive sponsors work closely with our Equality and Diversity specialists and diversity staff associations and advocate the priorities of these protected group at an executive level.

Evidence in Practice – The Deputy Chief Constable (DCC) sponsor for race recently held a series of 'Talk Truth to Power' sessions where officers and staff from ethnic minority backgrounds were invited to talk directly to the DCC about their lived experiences of working for Police Scotland. The officers and staff openly discussed their personal experiences in a safe space and to express what action they felt could support the organisation in creating a more inclusive culture. Following these sessions the DCC shared the learning with other members of the executive team and supported the development of a BME action plan which sets out the action that we will take to create an inclusive culture that attracts, develops and retains a diverse and representative workforce.

Strategy, Planning and Performance

In order to integrate mainstreaming, we are working on embedding equality, diversity, inclusion and human rights into all of our strategies, plans and performance framework. This strategic approach aims to ensure that equality, diversity and inclusion is captured in strategy, delivered through normal business planning and reported through our national performance framework. In addition, specific Equality and Diversity plans and reports are developed as required to complement the organisation's planning and performance mechanisms and provide a specific focus where required.

Policing for a safe, protected and resilient Scotland

2020 saw the launch of a new Joint Strategy for Policing, [Policing for a safe, protected and resilient Scotland](#), which sets out the kind of police service we believe we should be and that we should all be working towards.

This strategy reflects our commitment to equality, diversity and inclusion and provides a strong platform to continue to build a fairer and more inclusive police service. Our strategic outcomes, which form part of this strategy, strongly align to our Equality Outcomes 2017 – 2021:

Strategic Outcome 2020 – 2023	Equality Outcome 2017 – 2021
Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<p>Equality Outcome 2 – All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.</p> <p>Equality Outcome 3 – Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.</p>
Outcome 2 – The needs of local communities are addressed through effective service delivery	Equality Outcome 4 – People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.
Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing	Equality Outcome 1 – Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.
Outcome 4 – Our people are supported through a positive working environment enabling them to serve the public	<p>Equality Outcome 6 – We have a workforce that is more reflective of the communities we serve.</p> <p>Equality Outcome 7 – We have a workplace where officers and staff feel valued and respected and have their needs met appropriately.</p>
Outcome 5 – Police Scotland is sustainable, adaptable and prepared for future challenges	Equality Outcome 5 – Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs

This alignment ensures that our service wide priorities drive progress in relation to equality, diversity and inclusion and paves the way for effective mainstreaming through our planning and performance mechanisms.

Annual Police Plan 2020

Our [Annual Police Plan 2019/20](#) (APP) is framed around the strategic outcomes that describe the impact and difference Police Scotland aims to make to the lives of people across Scotland.

The plan describes clearly how we will prioritise our resources towards the issues that cause the most harm to people and communities. This ensures we have the greatest impact by outlining our objectives and our activity across our service.

Mainstreaming into this plan therefore ensures that equality, diversity and inclusion remains an organisational priority. In this regard, our Annual Police Plan 2020/21 included two wide reaching actions relating to equality and diversity:

- Use high quality Equality and Human Rights Impact Assessments (EqHRIA) to ensure that policy and practices in policing proactively consider the potential impact on equality and human rights
- Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty

These actions are owned across the service and ensure that every business area builds relevant Equality & Diversity actions into their local plans.

Our commitment to mainstreaming will continue to be reflected in future Annual Police Plans and other service plans.

Enabling Strategies

Underpinning the Annual Police Plan is a range of enabling strategies at business area level. Our approach to strategy development ensures that Equality & Diversity is a key consideration and that we assess the impact of our strategic direction. These assessments are also used to inform the development of supporting delivery plans and actions. This work is an ongoing journey and is gradually improving as each of the enabling strategies is developed or reviewed.

Evidence In Practice – Our People Strategy – Empower, Enable and Develop Our People (2018 – 2021) includes the equality considerations identified through the EqHRIA within the strategy document itself. This aims to ensure that the considerations are clearly visible to those driving the strategy forward and built into the delivery of the strategy. This strategy is now under-review again and we are building on this initial success to include clear alignment to our employment equality outcomes within the revised strategy.

Performance Framework

The Police Scotland and Scottish Police Authority performance framework is fully aligned to the strategic outcomes and objectives set out in the Joint Strategy and the APP. This framework provides the means to monitor and measure progress on our strategic outcomes and priorities for policing.

The alignment of our strategic outcomes with our equality outcomes and the inclusion of Equality & Diversity actions in our annual plans therefore supports improved mainstreaming into our performance reporting practices. Relevant Equality & Diversity performance measures have now been built into the performance framework to ensure that relevant performance updates are included in our usual performance reports.

Performance reports are provided publicly to the SPA on a quarterly basis. In addition, an annual performance report measuring progress against agreed outcomes is provided to the Chief Constable and to the Scottish Police Authority.

We made a commitment to mainstreaming relevant Equality & Diversity reporting into performance reports in the Quarter One Performance Report 2019-2020.

Evidence In Practice – The Quarter Two Performance Report 2019-2020 included:

Workforce profiles in relation to sex, race, sexual orientation and disability

Scottish Women’s Development Forum (SWDF) hosted their annual Awards and Conference

SWDF pregnancy & maternity research (look forward)

Gender Neutral Hats and LGBTI Recruitment Event (look forward).

Since then a number of Equality and Diversity updates have been included throughout our performance reports including a full update on our Equality Outcomes in the [Chief Constable’s Assessment of Policing Performance 2019/2020](#) (Pg 68 – 77).

We recognise that this is an ongoing and evolving journey and will continue to focus on appropriate opportunities to mainstream equality, diversity and inclusion updates into our performance reporting mechanisms.

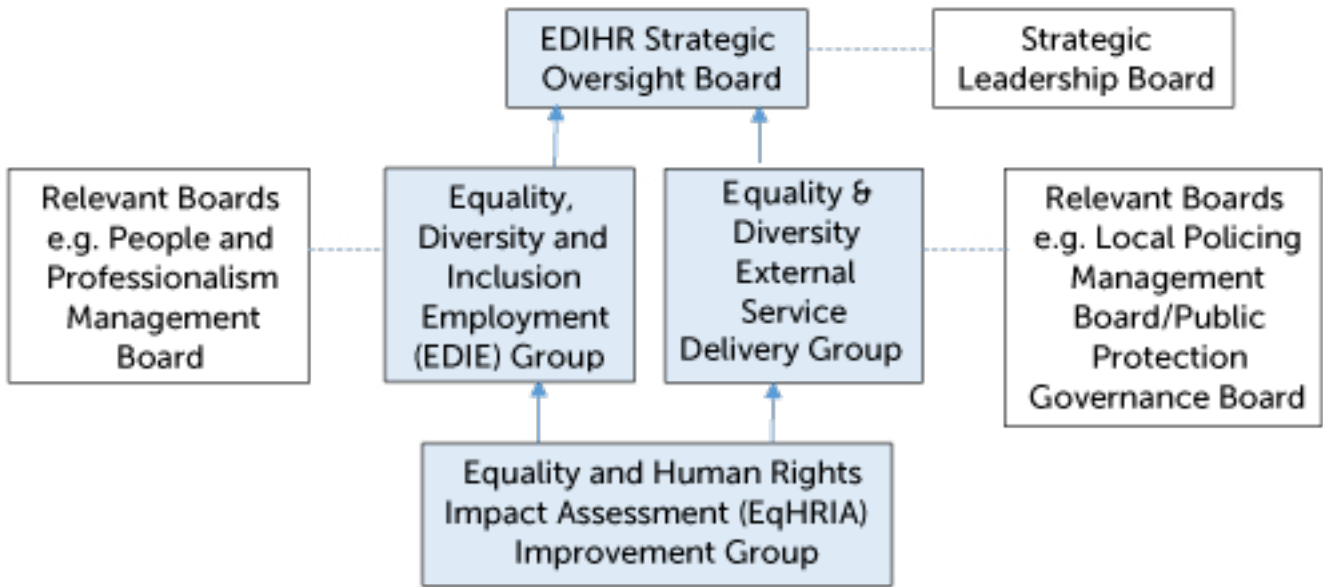
Governance

Our strategic governance structures for equality, diversity, inclusion and human rights are comprised of an overarching strategic oversight board with two supporting groups – one with a service delivery focus and one covering employment matters. These meetings are all chaired at executive level and provide forums to focus on key equality, diversity, inclusion and human rights priorities.

The equality, diversity and inclusion focused meetings are aligned to the organisational priorities and also escalate to the relevant governance board to ensure successful mainstreaming as outlined in the chart over the page. Police Scotland Governance Boards have also had inputs to reinforce the importance of the Equality and Human Rights Impact Assessments and how this process should inform relevant agenda items.

In addition, all wider primary and management boards use a single reporting template which includes a section to highlight any relevant equality, diversity, inclusion and human rights and/or socio-economic implications. This allows business areas to outline their equality and human rights considerations and decision makers to take account of relevant impacts and opportunities in their decision making.

Figure 1 Strategic Governance Structure



Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board

A new Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board, chaired by DCC People and Professionalism met for the first time on 1 March 2021. The Board replaces the previous Equality and Human Rights Strategy Group and is made up of Assistant Chief Constables and Directors, Equality and Diversity Specialists and statutory and diversity staff associations.

The Board's role is to:

- draw together current activity and close identified gaps;
- focus on prioritising and giving effect to identified actions;
- oversee the delivery of the Equality Outcomes and the Equality and Diversity Action Plans being developed;
- deliver on the current Equality, Diversity and Inclusion (Employment) Framework;
- engage with external partners or critical friends and agreeing appropriate, ethical and deliverable measurements to ensure delivery against all of the above.

The Board reports into the Strategic Leadership Board and the Scottish Police Authority Board.

Equality, Diversity and Inclusion Employment (EDIE) Group

In October 2019, the EDIE Group Terms of Reference were reviewed to ensure a strategic focus that drives mainstreaming and is aligned to current policing priorities. To support this, the EDIE group membership now includes senior representatives from Crime and Operational Support, Local Policing and Corporate Services to ensure a link into divisions. In addition the group now escalates to other relevant primary/management boards including the People and Professionalism Management Board and Strategic Leadership Board in addition to the Equality, Diversity and Human Rights Strategy Group.

The EDIE standing agenda now covers:

- Strategic Employment Priorities – which allows relevant organisational activity to be considered from an equality, diversity and inclusion perspective and appropriate recommendations provided to the activity owner.
- Data, Insights and Ideas – which includes the review of workplace monitoring, research results, benchmarking and environmental scanning. This supports the identification of new and emerging trends, best practice and potential risks and helps to drive an innovative and evidence based approach.

- Communications and Engagement – which supports effective mainstreaming across the service through sharing of data findings, priorities, lessons learned and best practice etc.

Equality & Diversity External Service Delivery Group

The Equality & Diversity External Service Delivery group provides a link between the Equality, Diversity, Inclusion & Human Rights Strategic Oversight Board and the public service delivery functions of Police Scotland. Its primary responsibility is to gather evidence of work undertaken to meet Police Scotland's service delivery focused Equality Outcomes, and where necessary to drive progress to assist in meeting our Equality Outcomes, building an evidence-based understanding of our quality of service to diverse communities.

The group promotes a corporate and consistency of policy and practice across Police Scotland in matters relating to Equality & Diversity service delivery to the public, and identifies items of good practice across the force area, and outwith, and encourages implementation for all appropriate divisions.

The group also examines and draws on findings of EQHRIAs, external research studies (by universities and other agencies), and Police Scotland's own management information and research, to identify areas for improvement in Equality & Diversity service delivery to the public.

All matters regarding Equality & Diversity business are discussed and if appropriate, escalated to the Equality, Diversity, Inclusion & Human Rights Strategic Oversight Board and/or other appropriate governance boards.

Procurement

We continue to undertake procurement in accordance with the Scottish Government guidelines and requirements; the process is followed, from initiation to the awarding of contract.

As part of the procurement process, we utilise a sourcing strategy for each project. Within this strategy, specialists and client departments examine any requirements or necessity for EqHRIAs relating to the goods or services we are procuring. This has helped to ensure that equality considerations are an integral part of the procurement decision-making process and that the needs and impact of relevant groups are fully considered.

Further stages of the procurement process are planned in advance to ensure equality and diversity are considered. Procurement are part of the Clothing and Equipment Working Group where there is representation from our staff associations. This has provided procurement the opportunity to hear opinions and perspectives from a diverse group for consideration and also allows procurement to feedback improvements/changes to clothing and equipment that are planned. For example, at the specification development stage and also during user trials and evaluation for clothing and/or equipment, consideration is given to styles and fits that suit individual needs, to ensure that any issues that may inhibit a user/wearer of the final selected product are addressed prior to award.

Following the tendering element of the procurement process, as described above, there is ongoing contract supplier management which can influence this subject over the course of the contract. Community Benefits can be a scored criteria within the tender whereby an offer can be evaluated by evidencing community benefits that could be provided or realised over the course of the contract.

Contract supplier management is used to monitor and encourage the delivery of any community benefits. Communities are not just considered to be a geographic area but can encompass communities that are identified by protected characteristics.

Evidence In Practice – Procurement of BSL

During 2020 it was recognised that British Sign Language (BSL) interpreting was not available through existing agreements for the Justice Sector in Scotland.

The main interpreting agreement for public sector by Scottish Government did not include BSL and various local arrangements were being used.

Police Scotland undertook a procurement exercise on behalf of the Justice Sector and awarded a contract for BSL interpretation that ensures that the specialist needs of BSL users are considered so they are able to effectively communicate to Police and other agencies.

Equality and Human Rights Impact Assessment (EqHRIA) – a tool for mainstreaming

EqHRIA is an evidence-based assessment that ensures potential equality and human rights impacts and opportunities are identified and acted upon as part of a decision making process. It is a key tool to support mainstreaming of equality and human rights considerations into all policing policies, processes, practices and decisions.

In recognition of this, we aim to continuously improve our EqHRIA practices and tools to ensure we are evolving our organisational approach to EqHRIA – moving from process to mindset. We are focused on ensuring organisation wide use of proportionate and effective EqHRIAs to support mainstreaming.

While EqHRIAs are routinely used to support the development of more inclusive policies and practices, we have identified gaps in relation to the development and publication of EqHRIAs (outwith policy) and are working to improve this.

This improvement work is currently led by the EqHRIA Improvement Group which has a remit to:

- coordinate the continuous improvement of EqHRIA policy, guidance, training, communications etc., and
- monitor Police Scotland compliance through scrutiny and assurance work.

Work to support continuous improvement of EqHRIAs so far includes:

- an EqHRIA Assurance Review to identify areas of strength and areas for improvement,
- pilot of an EqHRIA form for strategy and change,
- development of EqHRIA 'quick guides' to support training
- development of EqHRIA Employment Tools for common employment activities such as organisational change,
- inclusion of an EqHRIA risk on our risk register,
- benchmarking and dip sampling of EqHRIAs

The continuous improvement of this mainstreaming tool ensures that progress is maintained and that EqHRIA becomes a common mind-set and a truly embedded part of our decision making processes.

Evidence In Practice – Introducing Video Conferencing for Custody Court Appearances

Following a joint review with Crown Office and Procurator Fiscal Services (COPFS) and the Scottish Court and Tribunal Services (SCTS), we examined alternative measures to custody court appearances using Video Conferencing rather than personal appearances. The objective surrounding the work was to identify and mitigate any barriers that may prevent individuals, particularly those with protected characteristics from being able to utilise this method of court attendance.

An EqHRIA was completed, enabling us to highlight both improvements and any obstacles in introducing this method. We did extensive consultation with court users, including Sheriffs, Court Officers and Prosecutors and representatives from the Law Society and members from Equality Advocacy groups. We also invited members of Supporting Offenders with Learning Difficulties (SOLD) to attend at a custody suite, to enable them to see and provide their input on the process.

We then adapted a full mitigation plan to adapting criteria to allow all persons in custody to be able to appear at court via Video Conferencing and used their personal feedback to further improve the process. Carrying out the consultation and using the EqHRIA has allowed us to identify a virtual process for all persons who need to appear at court which takes cognisance of Human Rights and equality considerations.

Section 2 – Equality Outcomes Progress

Introduction

The previous Equality Outcomes were published to coincide with the 2017/21 reporting period, with 6 monthly updates being aligned to Equality and Diversity Governance processes. Since 2020 progress on our Equality Outcomes is captured as part of the main strategic updates that support the delivery of the Annual Policing Plan and Deputy Chief Constable/Deputy Chief Officer Plans. SPA also continue to oversee our delivery.

The updates record the range of activities being undertaken to ensure our outcomes are progressed.

It is acknowledged that we may not have achieved all that we set out to do, however we continue to work with our business areas, partner agencies and the communities to bridge these gaps, and seek to continuously improve.

Equality Outcome 1

Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.

Being a victim of hate crime and targeted wholly or partly due to a personal characteristic can have a devastating impact on victims, their families and can potentially lead to a corrosive effect on community cohesion. Hate Crime is a priority for Police Scotland and we continue to work on raising awareness of Hate Crime and its impacts, internally and externally with partners and other organisations.

We have provided information on some of the work we have been doing in order to continue to improve confidence in reporting Hate Crime, but acknowledge further progress remains to be made.

We said we would: Ensure accuracy and consistency in police information systems for recording 'Hate Crime', offences aggravated by prejudice and disability related harassment.

Review and refresh training and development for officers and staff regarding 'Hate Crime', offences aggravated by prejudice and disability related harassment.

At present, restrictions surrounding GDPR and the disparate nature of our eight legacy crime systems prevents reporting without considerable manual effort and challenge.

The new Core Operational Solutions (COS) platform is being rolled out nationally and will deliver a suite of applications which will be designed to streamline the recording and management of operational information and supporting activity. The roll-out of the COS National Crime Module will commence in May this year and is estimated for completion in mid/late 2022.

We have made some progress in relation to mechanisms and processes in how we deal with Hate Crime and supporting victims and witnesses to report it. Some of our work and activities in progressing this are highlighted below.

Hate Crime Improvement Plan

HMICS have completed an inspection of hate investigation, and while we await their final conclusions, we have identified a number of matters that we are working to address. These include an improved analytical product, sharing of best practice, governance and dip sampling of performance.

Hate Crime Champions

Hate Crime Champions are a network of trained staff who are readily available to provide advice, support and assistance to colleagues in identifying and tackling the issues surrounding hate crime. We have increased our champions to 484 from a variety of roles and ranks across the force.

Third Party Reporting (TPR)

We said we would: work with partners to review and improve the effectiveness of the third party reporting centre network, identify barriers to reporting and develop action steps to remove them, and to ensure that third party reporting is widely available and publicised.

During COVID-19 restrictions we updated the list of centres across the country which were able to offer a remote reporting facility, ensuring victims continued to have access to advice and support during lockdown.

Working in partnership with the Scottish Government (Connected Communities), a national review is ongoing into current arrangements for third party reporting centres. Nationally, all divisions are involved in work to improve the use of TPR, increase confidence and deliver training in this regard.

Education and Awareness

We said we would: We will continue to deliver, with partners, an annual, national public education campaign to improve understanding of the nature and extent of hate crime.

Many people who experience hate crime or who witness it may not immediately recognise when they have been victims of hate crime or they are accustomed to ongoing low-level victimisation. We have continued to focus on raising awareness of hate crime and working with partners to enhance a greater understanding of the impacts that it can have.

I Am Me Scotland is a community based, multi-award winning charity that aims to raise awareness of and tackle disability hate crime. They have 2 educational awareness programmes one of them being I Am Me. This programme is a suite of educational and training resources for high school and adult audiences.

We worked with I am Me, using their award winning "I Am Me film" which is based on real life experiences and helps audiences to understand the importance of looking out for other people and reporting concerns to authorities.

Along with a training pack, the film was shown to our attendees providing an insight into the experiences and impact of those affected by hate crime and helping to improve awareness and understanding in this area. Those trained include frontline officers, line managers, C3 service centre staff, crime registrars, custody staff and divisional prevention and intervention staff throughout the force.

Police Scotland also worked with I Am Me Scotland to develop the Keep Safe Ambassador programme. The programme is open to 14-18 year olds and adults with learning disabilities teaching them to recognise disability hate crimes and know how to safely report them, as well as how they can support the Keep Safe initiative in their communities. 124 police officers and staff have been provided with an enhanced understanding of disability hate crimes giving them the skills to train Keep Safe Ambassadors in communities, and to date 1043 people have been trained as Keep Safe Ambassadors.

Hate Crime during COVID-19

During the pandemic, Police Scotland has been encouraging the reporting of disability hate crime. Consultations with partner organisations representing disabled communities illustrated that many disabled people have felt disproportionately affected by restrictions and guidelines associated with COVID-19. As such Police Scotland has taken part in many webinars and virtual conferences (some are highlighted below) to encourage hate crime reporting and continue raising awareness of Hate Crime.

- › Hosting and participating in sessions with a number of diverse groups using various formats, (available online and offline) in relation to reassurance messaging, information on hate crime, understanding it and continuing to break down barriers of engagement with groups;
- › Live Facebook Q&A sessions on Hate Crime answering questions posed by the LGBTI community
- › Society of Scotland [published on the society's YouTube channel](#)
- › Participated in online webinars with British Deaf Association, Disability Equality Scotland and Scottish Autism, answering questions from the public and encouraging disability hate crime reporting. Feedback from the organisations suggested they had been well received.
- › Reassurance messages produced via video in English, British Sign Language and subtitled, to communities and partners (who shared these), regarding issues affecting disabled communities. [YouTube – Police Scotland message BSL.](#)

Police Scotland Youth Volunteers (PSYV)



Some of our PSYV groups have also been involved in work to support hate crime such as:

- › **Dundee East and West Police Scotland Youth Volunteers** who carried out hate crime inputs with a group of keep safe ambassador volunteers with learning difficulties. The PSYV have also completed supporting activities regarding hate crime.
- › **Oban Police Scotland Youth Volunteers** also played a big part in Oban Pride and have had frequent LGBTI training. They have also carried out sessions on Hate Crime in line with police Scotland Guidelines.

Hate Crime Campaigns

We developed two hate crime focused marketing campaigns aimed at increasing understanding and awareness of what hate crime is. Through our focused communication we wanted to improve the confidence of people to report these crimes to us.

Evidence In Practice

2019 Hate Campaign

Night Time Economy #Don'tTolerate

This campaign focused on workers in the night time economy and aimed to improve the confidence of victims in the police response and raise the levels of reporting. We worked in partnership with Scottish Grocers Federation, Security Industry Authority, Scottish Ethnic Private Hire Association, Just Eat, Nisa Retail and Scottish License Trade Association.

They spat at me because of my accent

This is a hate crime. Please don't put up with it. Report it. scotland.police.uk

In partnership with:

 #DontTolerateHate

They shouted homophobic abuse at me

This is a hate crime. Please don't put up with it. Report it. scotland.police.uk

In partnership with:

 #DontTolerateHate

They attacked me because of my skin colour

This is a hate crime. Please don't put up with it. Report it. scotland.police.uk

In partnership with:

 #DontTolerateHate

They threatened me because of my religion

This is a hate crime. Please don't put up with it. Report it. scotland.police.uk

If you have been targeted because of your disability, race, religion, sexual orientation or transgender identity, or you are aware of someone else being targeted, we want you to report it.

Police Scotland takes hate crime very seriously and will do everything we can to bring those responsible to justice.

There are lots of ways you can report hate crime:

- By telephone on 999 (emergency) or 101 (non-emergency)
- In person at a police station
- Online via our hate crime reporting form: www.scotland.police.uk
- If you don't feel comfortable contacting the Police directly, you can report hate crime at a third party reporting centre (TPR). Find your nearest centre at: www.scotland.police.uk

In partnership with:

 #DontTolerateHate

They spat at me because of my accent

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In partnership with:

 #DontTolerateHate

Evidence In Practice

The 2020 Disability Hate Crime Campaign

This campaign ran for four weeks in March 2020 and aimed to increase awareness and reporting of disability hate crime. The campaign was evaluated highly and supported by partner organisations and it is assessed that the increased confidence in reporting, may in part be a reason for the increases in disability hate crimes.



He spat in my face because he thought I looked different

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



They damaged my car because I have a disabled parking space

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



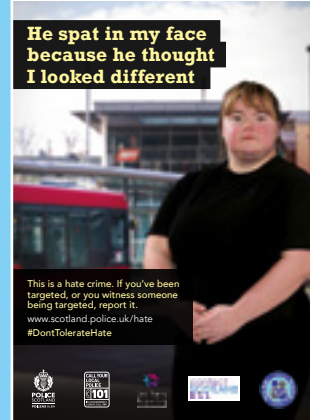
They shouted abuse at me because I have a disability

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



I was bullied online because I have a disability

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



He spat in my face because he thought I looked different

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



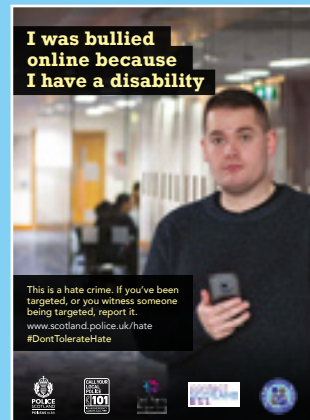
They damaged my car because I have a disabled parking space

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



They shouted abuse at me because I have a disability

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate



I was bullied online because I have a disability

This is a hate crime. If you've been targeted, or you witness someone being targeted, report it. www.scotland.police.uk/hate #DontTolerateHate

Equality Outcome 2

All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs: to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.

We said we would: implement nationally consistent roles, responsibilities and common business processes within Concern Hubs.

Concern Hub Processes

Divisional Concern hubs are a key part of our business. Resourced by specially trained officers and staff, they provide a holistic assessment of each Concern Report submitted relating to wellbeing and protection matters. Accurate and proportionate research and decision-making is carried out to consider the sharing of relevant information to statutory and non-statutory partners.

This enables early and effective intervention and prevention presenting the best opportunities for a more positive outcome to keep people safe. Complimenting this, in June 2020, The public task approach for information sharing was introduced, representing a change in policy which allows us to consider the views of the individual and share relevant information where we believe a Third Sector Organisation can offer support/assistance.

Care Inspectorate

It had been identified there was no process in place to collate and monitor incidents where police were called to Care Home establishments caring for vulnerable adults. Working in partnership with the Care Inspectorate a Care Home Notification Process was introduced. Now when officers attend an incident at a care establishment, an alert is sent to the relevant concern hub, allowing the circumstances to be reviewed and monitored. An escalation protocol is embedded into the process, triggered by repeat incidents, allowing information to be shared with key partners.

This has improved consistency in our approach in dealing with these incidents and allows a comprehensive assessment of the police response to incidents at care establishments. Ultimately it ensures early and effective identification of risk of harm for potentially vulnerable adults, across Scotland.

We said we would: deliver a practice model to bring about the required changes across culture, systems and practice in how we research, assess and share wellbeing concerns regarding individuals – that will help people with situational vulnerabilities achieve their full potential.

SCD Negotiators

On average Police Scotland Negotiators deploy to over 300 incidents per year, the vast majority of which involve vulnerable adults. From 1 January 2021, if negotiators are used in situations involving vulnerable people, the information is subsequently provided to our Concern Hubs. Vital information provided by negotiators in relation to personal triggers and successful engagement activities with an individual can help to safeguard their wellbeing in any possible future incidents involving police, allowing officers and staff to have an informed approach in the initial stages of a crisis incident, focusing on the wellbeing of the individual and introducing successful intervention methods tailored to their needs.

We said we would: Achieve a consistent approach to the management of police information to ensure the right information reaches the right people at the right time to better support individuals and prevent further victimisation or harm. Ensure that the sharing of wellbeing concerns is lawful, necessary and proportionate for the purposes for which it is being shared.

Working with partners

Recognising the impact and trauma of childhood sexual abuse, we are working with statutory partners and third sector organisations to ensure survivors are supported through the investigation and criminal justice process. Working with support groups including Insight Scotland we obtain invaluable feedback from survivors of child abuse. Their lived experience helps to inform us, to better understand the experiences and trauma that survivors experience. This allows us to continually review our responses and reduce the barriers to reporting abuse.

As a result of these discussions, new literature is being developed to promote survivor engagement with relevant support organisations.

Operation Hydrant

Operation Hydrant is a nationwide policing operation established to help all UK forces to focus on how they co-ordinate, respond, investigate and manage historical child sexual abuse in institutional settings, and also abuse alleged to have been perpetrated by persons of public prominence.

In September 2020, Hydrant adapted Police Scotland's 'Information for Adult Survivors of Childhood Abuse' animation film which was then released to UK Police Forces and external stakeholders, receiving positive feedback from UK wide victim and survivor groups. The Independent Inquiry into Child Sexual Abuse (IICSA) in England and Wales now use the film with survivors who are participating in their Truth Project.

National Child Protection Register

From 1 December 2020 all 32 local authorities now provide data in relation to children on their 'At Risk' register, which is recorded on our national database (iVPD). This now allows Police to hold a national record in respect of information relating to risk, harm or threat to their wellbeing which was previously only available via contacting the 32 individual Local Authorities. The creation of the National Child Protection Register demonstrates progress in allowing Police Scotland to improve our capability to deal with incidents involving children who may be at risk of harm. It now provides officers the opportunity to make earlier, more effective and informed decisions relating to children at risk or harm.

We said we would: Work collaboratively with partners to develop innovative approaches and make a decisive shift towards early intervention and prevention rather than waiting for crises responses.

Evidence In Practice – Fife Division

Officers in Fife worked alongside Fife Alcohol Support Service and in January 2021 introduced a referral system for people affected by isolation and loneliness at a time when so many people are struggling with the impact of the COVID pandemic.

This new referral mechanism will be monitored and reviewed with consideration for wider rollout. Additionally, Curnie Clubs provided officers with cards to signpost members of the public and featured in the 2020 festive campaign to promote good mental health over the holidays. They shared a toolkit of activities and information that Fife division were able to then communicate to their communities via social media.

We said we would: We will develop a national method to record Inter-agency Referral Discussion outcomes; adult protection concerns and risk factors.

Inter-agency Referral Discussions (IRDs) are a structured tri-agency (Police, NHS and Social Work) approach to initial discussions relating to child protection. In September 2020, Police Scotland introduced a national, IRD data recording method providing a fuller, comprehensive assessment of child protection information from across the country. This process provides agencies with greater opportunities to identify risk, the need for a child protection investigation or whether other measures are required. It allows for identification of a lead agency to progress matters relevant to the child which may not be criminal. This has been rolled out alongside force wide training and with our Child Protection Policy Department conducting quality.

We said we would: Where there is a protection need we will work with partners to investigate and protect from further risk of harm, whilst holding perpetrators to account.

Working with partners, Police Scotland launched a campaign targeting perpetrators of Online Child Sexual Abuse. The campaign saw an increase of online traffic to "Get Help resources" of over 300%. The campaign forms part of ongoing activity working with partners to investigate perpetrators whilst protecting victims. Details of the campaign are shown on the next page.

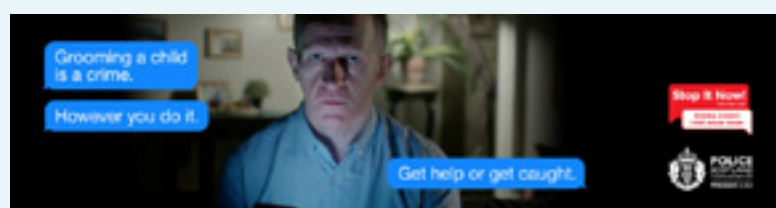
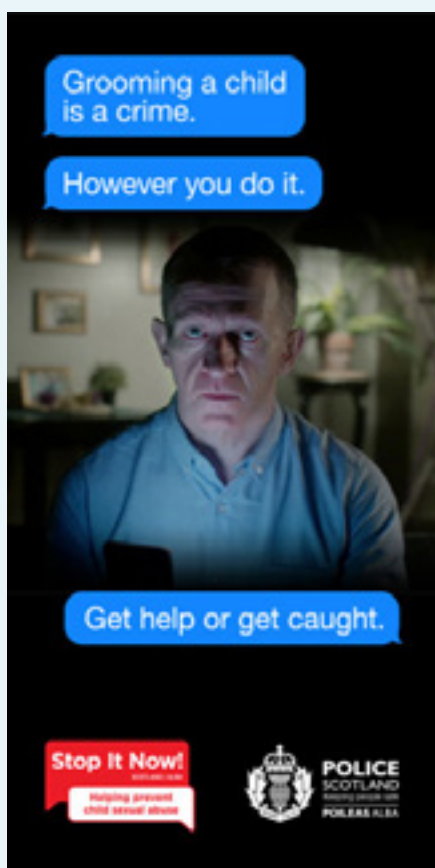
Evidence In Practice – Online Child Sexual Abuse Campaign

Police Scotland Online Child Sexual Abuse Campaign in collaboration with Stop It Now! Scotland launched in April 2020.

The Campaign was entitled “Get Help or Get Caught” and focused on child sexual abuse groomers, aimed specifically at perpetrators. Phase 1 of the Campaign ran for 4 weeks.

During the campaign internet traffic to Stop it Now! Website increased from 620 (monthly average) to 79125 for the duration of the campaign. Visitors to this site clicking on the ‘Get Help Resource Link’ rose from 60 users pre campaign to 185 during the campaign.

Overall the campaign was deemed a success with Phase 2 commencing on 16 November 2020 and running until 16 March 2021.



Equality Outcome 3

Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.

Evidence In Practice – Get Consent Campaign

This campaign launched 26 February 2021 and ran for six weeks. The Get Consent campaign aimed to educate males aged 18-35 within Scotland, who are in a relationship on the issue of consent, to prevent them from offending with the single proposition of 'Sex without consent is rape'.

The main aim of the campaign was to drive perpetrators or those at risk of offending to our [website campaign pages](#), so they are educated on the issue of consent (sex without consent is rape) within a relationship, in order to stop offending.



We said we would: Engage with partners, locally and nationally, to ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm.

We said we would: Continue to work with partners to provide support to victims and build their confidence to report sexual crimes. We will review national training to ensure responses to reports of sexual crime.

We said we would: Expand engagement with key partners who work with perpetrators of rape and sexual crime in order to improve prevention and intervention opportunities.

VRI SOLO Pilot - Video Recorded Interviews and Sexual Offences Liaison Officers

In March 2015 The Scottish Courts and Tribunal Service (SCTS) published their Evidence and Procedure Review which called for Scotland to harness the opportunities that new technology brings to improve the quality and accessibility of justice. The Lord Justice Clerk, examined how existing processes, with a focus on evidence by commissioner, could be improved and it was recognised there was a need to develop our own, Scottish, solutions to the challenge.

The Vulnerable Witnesses (Criminal Evidence) (Scotland) Bill received Royal Assent on 13 June 2019, and commenced 20 January 2020. The Act makes provisions to allow a 'prior statement' of children and other vulnerable witnesses to be used as Evidence-in-Chief in criminal proceedings to better avoid such witnesses having to give evidence personally in court.

There is a risk that vulnerable witnesses (including children) and victims or witnesses of the most serious and traumatic crimes can be re-traumatised through their participation in the criminal justice process and as such, the SOLO VRI Pilot aimed to improve the experiences of the justice process for victims of rape and to develop a better understanding of how to obtain best evidence.

On 1st November 2019, the pilot involving SOLO officers and video interviews was launched in within Police Scotland. Some other aims of the pilot were to improve the experience of victims within the Scottish Court system without compromising the rights of the accused, and also to consider whether the criminal trial process as it relates to sexual offence cases should be modified or fundamentally changed.

Feedback has been provided from SOLO VRI officers and Senior Investigating Officers in relation to the pilots.

Initial findings indicate that the VRI captures excellent evidence and does so in a manner which is more complainer focused, effective and efficient than by way of a manuscript statement.

To date the cases reported to COPFS are at an early stage in the criminal justice process, and VRI has yet to be tested in court. Further feedback from COPFS and Rape Crisis Scotland will be sought as cases progress through the criminal justice process.

Prostitution and Protecting Women involved in Sex Industry

Police Scotland continued to engage with key partners in respect of Prostitution. With the impact of the COVID 19 pandemic, our response during this time to protect the safety of individuals involved in the sex industry, included reinforcing the “stay safe” national message. This was circulated via key partner agencies and media outlets, subsequently being retweeted within the Violence against Women network (Encompass).

Our Prostitution Working Group was established in 2019. The purpose of this group is to promote transparency of current and developing issues, increase awareness and understanding of future challenges, provide an environment to share information and address strategic issues and coordinate and disseminate the collective views of our Public Protection Units throughout our organisation. Analytical work undertaken highlighted areas across the country where prostitution may be occurring, and the information has been used to update a Standard Operating Procedure and Toolkit which will assist our front line officers should they encounter those involved in prostitution. This is complimented by a national network of Prostitution Champions, who are police officers. They can support frontline policing offering informed peer to peer advice.

We said we would: Reduce the harm caused by domestic abuse: by supporting victims, targeting perpetrators and working with local communities and partner agencies to better share information, learning and best practice.

We said we would: Continue to build upon our operational response to reported incidents of domestic abuse and will review national training to ensure our response remains current, is reflective of victims’ needs and incorporates new and effective ways of working.

We said we would: Continue to work with local communities and relevant partner agencies to identify and eliminate barriers to reporting for domestic abuse victims. We will continue to develop our domestic abuse ‘online’ reporting system, ensuring it is accessible to all.

We said we would: Maximise opportunities to engage with the public through joint [partner agency] domestic abuse campaigns and other national events.

Domestic Abuse Champions

Police Scotland now has a network of 700 trained Domestic Abuse Champions (DAC). Our champions are staff and officers (constables and sergeants) from across the force and from a variety of different roles. They have a critical role in embedding and sustaining learning from the Domestic Abuse Matters Scotland (DAMS) training programme and developing the policing response to domestic abuse within local policing divisions across Scotland.

We are working with Scottish Government and SafeLives to develop a Continuous Professional Development (CPD) programme for the champions. After engaging with Domestic Abuse Matters trainers and from information gathered from an online survey, we have now identified priorities for additional learning which will focus on the impact of COVID-19 on responses to Domestic Abuse. Additionally, a library of online and offline resources will be available for everyone to access.

Police Scotland Youth Volunteers (PSYV)



Volunteers (PSYV) received a presentation from 2 members of Midlothian Women's Aid, focusing on domestic violence and relationships. Their presentation involved interactive exercises for the youth volunteers stimulating a lot of discussion and probing questions on some very difficult subjects. Women's Aid stated that this was a fantastic opportunity for them to engage with this peer group and for them to be able to raise awareness to such a key age.

Engagement

We worked in conjunction with partners to design and develop a short animated video which will be shown to foreign nationals who must register with the Police within 7 days of arrival in the UK. The aim is to improve Police Scotland's early engagement and first contact with potential victims of domestic abuse, honour based abuse and forced marriage. Recognising cultural and language barriers that exist in relation to the perception of and confidence in police, we translated the video into several languages, to reach protected groups

Training

Investigative Liberation provides the police with the powers to liberate a potential perpetrator from custody with specific conditions for a period of up to 28 days, protecting the integrity of the investigation and enabling detailed investigation into courses of conduct which are often an intrinsic part of abusive behaviours. A national awareness package will be rolled out to enhance officers' and staff understanding of Investigative Liberation which allows officers to place special conditions on perpetrators whilst continuing the investigation and safeguarding and supporting victims of domestic abuse.

In spite of the limitations for interaction that Covid-19 has imposed, we have continued to work with partners in providing inputs and training in relation to Domestic Abuse. In November 2020, a revised Domestic Abuse Investigators Course commenced with external partners delivering their inputs virtually. We also updated guidance and training in October 2020 for the Disclosure Scheme for Domestic Abuse Scotland (DSDAS), which is available across offline and online platforms.

Overall, our continuous training, both internally and externally with partners, ensures that our staff and officers have a greater understanding and knowledge of domestic abuse and can recognise coercive control and the impact it has on victims.

Our Online reporting facility for domestic abuse and stalking offences is now aligned with the Contact Assessment Model (CAM) and are assessed relative to Threat, Harm, Risk, Investigative Opportunities, Vulnerability and Engagement, allowing for a flexible, proportionate policing response. We have seen an increase in online reports in 2020 compared with 2019 of 38.5% for Domestic Abuse and an 85% increase of stalking online reporting.

We recognise that some groups may find it more challenging to engage with us in relation to gender based violence. We are at the early stages of working with groups in a project led by a consortium of experts from around Europe, collaborating to understand research and improve criminal justice responses for deaf and deaf blind people. We are also a key stakeholder in Justicesigns 2.

We are also working with LGBT Youth to engage in the 'LGBT Charter Mark'. The Charter Mark sends a positive message that Police Scotland is a champion of LGBT inclusion and makes a clear statement that equality and diversity are at the heart of the organisation.

We said we would: Work in partnership to develop and implement intervention strategies to ensure that all reports of Human Trafficking and Exploitation ('Human Trafficking') are appropriately and promptly assessed.

We said we would: Collaborate with statutory agencies and 3rd sector support services to develop and implement a Human Trafficking prevention strategy.

We said we would: Develop Human Trafficking multi-agency training products for the consideration of the Scottish Government's Human Trafficking Strategy Implementation Group.

We said we would: In partnership with statutory and 3rd sector services, we will further develop Human Trafficking community awareness products.

Victims of Human Trafficking and Labour exploitation

In June 2020, we launched Operation Perceptive which focused on and highlighted labour exploitation within rural economies. The content from this appeared on multiple platforms including the BBC Website and on Social media. The operation resulted in us visiting more than 50 premises with over 12,000 employees, we undertook several multi-agency enforcement visits and a webinar which reached businesses with staff totalling over 1.4 million staff.

In addition to this, we are working with two Vietnamese Law Enforcement Officers seconded to Police Scotland for 6 months. This is the first time Vietnamese officers have been deployed with us and their presence and insights have helped us to engage with Vietnamese communities and raise awareness of labour exploitation. The engagement process is also helping to inform our practice in relation to more effective victim engagement strategies.

Equality Outcome 4

People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.

Significant research (worldwide and carried out by Police Scotland) shows there are three drivers to public confidence in policing; visibility, community engagement and values of respect and fairness. The research links confidence with people's likelihood to contact, approach and cooperate with police based on public perceptions and experience of policing.

We know from academic, government and Police Scotland's research that public confidence varies by population group. Those reporting lower levels of confidence include: males, people who identify as transgender, those aged 16-19 years old, people who identify as gay, disabled people, BAME people, remote and rural areas and people from deprived areas. Deprivation is a key underlying factor. Police Scotland's Your Police survey reveals that these groups are more concerned about crime and feel less safe.

We enhanced participation of disabled people and the LGBT+ community in Your Police survey this year through proactive engagement with organisations that represent the interests of communities and responding to feedback. This involved making our survey questions and format more inclusive and accessible.

For other under-represented communities we know that we must continue to focus on and understand the barriers to engagement and how we might overcome these, with the communities we want to engage.

Community Engagement Framework

We said we would: continue to make effective use of Community Impact Assessments and Equality & Human Rights Impact Assessments.

The aim of the Community Engagement Framework is to ensure that community engagement is part of Police Scotland's information-gathering and decision-making activities regarding the policing of parades, assemblies and protests in Scotland.

Police Scotland considers fears and concerns expressed by stakeholders in relation to parades, assemblies and protests within the community. Alongside Community Impact Assessments and Equality and Human Rights Impact Assessments, this helps to inform decisions that Police Scotland make in relation to the event. Using a debrief process of feedback from communities post-event, helps to identify "disruption to the life of the community" enabling future learning.

Meaningful engagement can never be viewed as 'complete', with a constant process of consultation and feedback being encouraged and recognised as good practice.

We said we would: work with partners and identify local equality and diversity stakeholders and ensure that we include Equality & Diversity stakeholders are included in public consultation surveys by police and partners.

Monitor and report on engagement with key communities and stakeholders across the protected characteristics at a national and a local level.

The Herbert Protocol – For Missing People Who Have Dementia or Other Care and Support Needs

The use of the Herbert Protocol provides the police with access to vital information and clear understanding of risks, about a person who is at risk of being reported missing due to a diagnosis of Dementia, Alzheimer's, learning difficulties or other cognitive disorders / illnesses. Family members or carers will retain the information but will share it with the police should a missing person incident arise.

There is now agreement to roll out The Herbert Protocol nationally within Police Scotland and an initial conversation has been held between Police Scotland National Missing Persons Unit (NMPU), Policy Support, the chair of Edinburgh Health and Social Care Partnership and the Scottish Government Dementia Policy Manager, to discuss a potential multiagency working group which will produce guidance and best practice for the roll out throughout Scotland.

Our guidance and EqHRIA will be amended accordingly to incorporate the positive impact on age and disability characteristics.

Other activities we have carried out working with groups and partners are highlighted below.

- Following on from the tragic incident at the Park Inn, Glasgow a dedicated Asylum Seeker Liaison Officer was appointed a positive measure which has seen improved relationships and confidence in police.
- We have translated documents for Scots Law definitions and guidance for non-English speaking communities.
- LGBTI Reference group – We have provided guidance for Parliamentary Questions on Gender specific Crimes.
- Advice to external agency on protected groups and language for a consultation.
- We have worked with I Am Me Scotland developing basic guidance on the delivery of services to disabled people during Covid 19. This was shared with staff at 864 Keep Safe premises across Scotland.

Worked with them providing Keep Safe cards for local authorities to include in packs for people in the shielding categories. We circulated good practise guidance on the delivery of services to disabled people during Covid 19 to our staff and officers.

Children and Young People

We said we would: In rolling out the Children and Young People approach and action plan 2016/20, we will take proactive and creative measures to engage and consult with a broad diversity of children and young people, and this will shape our service delivery to them

On 1 April 2015, Police Scotland joined many other public bodies and organisations in Scotland to become a corporate parent under Part 9 of the Children and Young People (Scotland) Act 2014. Our Corporate Parenting Plan 2018-2021 is now being reviewed and renewed for 2021-2024.

Along with Who Cares? Scotland, we have formed the Police Scotland Corporate Parenting Advisory Group, co-chaired by Police Scotland and Who Cares?

So far, the Advisory Group has helped develop our engagement strategy and supported our engagement with care experienced young people and a group of care experienced Police Scotland colleagues. The Advisory Group will continue throughout our review and renewal period.

Criminalisation of Children

We have carried out a separate Community Impact Assessment (CIA) which has assessed the impact of Covid 19 pandemic on Children and Young People, with a particular reference to policing services. This is ongoing and has provided some valuable evidence which has informed strategic decisions, including changing of the minimal age to 18 where Fixed Penalty Notices (FPNs) could be issued for Coronavirus Regulations 'offences'. We continue to engage with partners and CYP moving forward through the current lockdown and beyond.

In April 2019, Police Scotland's Executive Team approved the adoption of a test of change aimed at reducing the criminalisation of children and young people in care of local authorities, a pivotal part of Police Scotland's Corporate Parenting Plan.

The pilot changed the way in which police would ordinarily deal with incidents involving children and young people in a residential care home setting. The first pilot took place within Dumfries and Galloway Division and the second within Greater Glasgow Division in Pollok which has implemented the test of change and it will be subject to evaluation in August 2021, with a view to possibly becoming national practice after review.

Findings from the trial and assessed by Centre for Youth and Criminal Justice (CYCJ) showed:

Outcome from Reducing the Criminalisation of Children and Young People in Care (2019)

- › Recorded crime of minor nature within the care homes decreased by 62%;
- › Recorded missing persons enquiries reduced by 35%;
- › Positive relationships being built between staff and young people and a much more effective partnership with the young people being the focus;
- › Greater understanding from police officers involved in the project as to why some young people were in care and of support the police could bring to them

Other Divisional Mainstreaming Activities

How Can I Help? – North East Division, 2020

- › Challenge stigma in its widest form, recognising that it creates a barrier between those needing help and services or organisation that can give it
- › Involves informing our workforce in areas such as substance use, mental health and suicide, to increase understanding of the challenges faced by those affected
- › This will also address a number of 'hidden harms' under this banner such as hate crime and is additionally supported by 3 local Police Scotland Youth Volunteer Teams

Operation Skipjack, Glasgow South East

- › Initiative part funded by the East Dunbartonshire Council successfully identified, reported and arrested numerous individuals who were targeting vulnerable elderly residents locally and nationally, as well as cross-border

Shielding Box Partnerships

- › Working with partners, police officers supported and safeguarded vulnerable and isolated people during the pandemic through a variety of means such as delivering food packages

Police Scotland Youth Volunteers (PSYV)



The following work has been undertaken by our PSYV groups.

Oban Police Scotland Youth Volunteers (PSYV) on a monthly basis attended Lyn Court, a residential care home for the elderly. During their time there they interacted with the residents taking part in games nights, and have also given anti-fraud inputs using Royal bank of Scotland materials.

They have also worked with the local dementia group assisting at some of their activities including a Ceilidh and a bag pack. They have completed the I Am Me training and are in the process of introducing the Keep Safe programme into the local community.

Dundee East and West Police Scotland Youth Volunteers (PSYV) attended Keep Safe quality check volunteering events and along with a group of keep safe ambassador volunteers with learning difficulties attended the local shopping centre to assess shops which could be used for keep safe premises. The Youth Volunteers also received inputs from the keep safe ambassadors.

Equality Outcome 5

Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs.

We have made progress in relation to improving accessibility to our information, communication and services for some protected groups, but we acknowledge that the progress has not fully addressed all of the different needs of access or response for protected groups.

We remain committed to addressing these gaps through some of the activities highlighted below, where some work has been started and is ongoing. Such areas of work focused on improving accessibility to our officers and services include: work being undertaken under the Modernised Contact and Engagement Programme which aims to further improve accessibility for all protected groups.

We also know that Covid-19 impacted on our ability to have personal or face to face interaction, resulting in more online contact or telephone contact and we recognise that through poverty or other circumstances, not everyone has access to these mediums. Additionally accessibility, throughout our estate, particularly for those with physical disabilities remains challenging and we will continue to improve access where it is possible.

Working through our Third Sector interface and with Voluntary Sector Organisations, local community groups and partners is key to ensuring that we continue to reach those within our communities that perhaps otherwise would not be reached.

Children and Young People

We said we would: facilitate improved communication, where necessary, for children who are unable or reluctant to engage directly with officers.

A Police officer has been embedded full time within the Kibble Care and Education Centre, which gives us the opportunity to improve confidence and connectivity with young people. We are now able to speak to them directly, letting them and the officers engage differently than their previous experiences in a community setting.

We carried out an engagement with Children and Young People in 2019 which was published in January 2020. This was the largest survey run by Police Scotland with children and young people, aged between 12 and 18 years old.

One of the objectives of the survey was to improve engagement between police and young people.

- In total, we received 1,609 responses
- 1,159 online survey responses
- 450 responses from face-to-face engagement with officers at festivals (Computer-Assisted Personal Interviews using iPads).

Communication

We said we would: We will work with equality groups to review all contact methods to identify where alternative or additional support may be required (e.g. BSL video services, appropriate adult provision, allowing use of intermediaries/advocates to report on behalf of victim).

As we have highlighted, work is ongoing through the Modernised Contact and Engagement Programme to improve accessible communication methods for the public to get in touch with us.

At present, we offer the following alternative methods for communication:

- Online report forms
- **101** – non-emergency telephone
- **999** – emergency telephone
- **18001101** – text relay service
- emergency text relay service
- **'One Call'** SMS Text service for registered users
- **Standard email** – accessed via the ['Contact us' platform of the Force Webpage](#)
- **Video Relay** – [BSL contact](#)
- Foreign Language Translation Services
- Third party reporting

The Resolution Teams who work within our contact centres, have the facility to set up video calls with callers using MS Teams. Video calls have been more widely used during the Covid pandemic.

Police Scotland web site

We said we would: Develop easy read and other accessible information resources for literature we produce that is available to the public. Enhance Website usability for all protected groups

We are working to ensure the Police Scotland website meets our legislative requirements under The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018, which came into force on 23rd September 2020.

A plan to address this has been approved at executive level and work is now underway to make the website easier to view, navigate and read for someone with a physical or cognitive disability. This includes a change to the colour palate, font, textual layout, display of links and display of banners/photos as well as a full rewrite of the content.

Longer term we are committed to removing all PDF documents or only posting those that are accessible.

Work is also ongoing to deliver an Accessible Communications Strategy. This strategy will demonstrate our commitment to increasing the accessibility of our communications and we will be working with and consulting partner organisations to ensure the strategy meets the needs of our audiences.

We said we would: use diverse communication methods/platforms/formats to provide personal and community safety advice and/or to inform and reassure communities regarding crime, disorder, arrests, detections and convictions.

We update our social media platforms (total audience of over 2 million people) daily with news about policy, appeals, information about crime trends, campaign messaging, updates on arrests and convictions as well as management information reporting.

As part of the work towards publishing our accessibility strategy we have produced social media guidance which outlines best practice use to increase accessibility. Previously this was only available to a limited selection of staff, however we have now expanded our training in this area to increase the level of understanding of accessibility in social media, at all levels of staff and officers across the organisation.

We said we would: Develop easy read and other accessible information resources for literature we produce that is available to the public.

Using an EqHRIA, we have assessed our resources and have now produced some in additional and alternative formats where relevant to particular groups, in order to improve accessibility. This is being done alongside the development of our aforementioned Communications Strategy, which will standardise our commitment to the production of additional information resources.

Accessible Emergency Services

We said we would: ensure front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities.

Explore potential use of digital platforms for contacting the police.

Police Scotland are part of a national working group with Scottish Emergency Services, focused on improving and promoting accessibility for people contacting any of our emergency services. Specifically, the work is about improving our services for Deaf / deaf, hard of hearing communities and people who have difficulty communicating using speech.

The group have worked in partnership with Scottish Government and the Home Office and are consulting at national and local levels with key partners, to review current contact methods and explore innovative new channels, such as the use of app based technology. This will allow us to ensure that future service provision meets the needs of individuals and communities who need accessible contact methods other than standard speech based telephone services.

Language other than English

We know that language other than English can be a significant barrier to accessing information in all forms of communication. We have worked with groups in some divisions to provide information around Scottish Law in languages other than English and some of these have been paced onto local Equality & Diversity SharePoint sites.

For the support of victims, a number of foreign language versions of victim care cards are available to officers to ensure victims unable to understand English and can get a copy of their rights in their own preferred language.

With the help of our Police Scotland Youth Volunteers, we carried out traditional paper and leaflet drops and newsletters focusing on older people in our communities and those we know may struggle to access digital formats or social media.

Contact Assessment Model (CAM) – Mental Health Pathway (MHP)

The Contact Assessment Model (CAM) is an enhanced assessment and decision making model enabling incidents to be assessed using criteria of Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) to identify the most appropriate policing response for individuals contacting us or incidents we are involved in. This was implemented in 2019/2020.

The THRIVE methodology and the enhanced risk and vulnerability training, ensures that our staff at the first point of contact, are better placed than ever before to recognise and respond appropriately to the needs of some callers with mental ill health or distress. Protecting vulnerable people is a priority for Police Scotland and we recognise that people with mental health vulnerabilities may often be better assisted by agencies out with policing. Using this model, and working with partners, allows us also to ensure that people can access the most appropriate support and response that suits their needs. This collaborative service 24 hours a day and 7 days a week.

The pathway is the first of its kind in Scotland and providing the right care at the right time to individuals suffering from mental health or distress.

Strategy, Insight & Innovation

The Strategy, Insight & Innovation team continues to work with colleagues in Equality and Diversity (E&D) to ensure that our engagement and innovation activities are accessible, reach diverse groups and communities, and takes account of latest developments and opportunities.

The Your Police survey launched in support of Operation Talla has 25,000 responses and has influenced our policing response, for example our approach to people with autism. We embed Equality & Diversity requirements across Police Scotland's strategic and planning work.

Our Fair and Inclusive Police Service for Scotland engagement survey is another example of how we aimed to increase our engagement and reach through partners and community champions and accessible formats of BSL and Easy Read.

Police Scotland Youth Volunteers (PSYV)



Midlothian Police Scotland Youth Volunteers received an input from British Sign Language (BSL) representatives on BSL and communication, and during the session, participated in a question and answer session. The volunteers were also able to practice signing some basic words. The event was very well received by the volunteers and they also learned some basic sign skills.




Equality Outcome 6

We have a workforce that is more reflective of the communities we serve.

Police Scotland continues to improve the diversity of our officers and staff but recognises that there is still more to do to ensure that we are reflective of the communities we serve.




Workforce profiles

Sex – Increase in the number and proportion of female police officers and an increase in the number and proportion of male police staff.




	Year	2018	2019	2020
	Female Police Officers	30%	31%	32%
	Male Police Staff	37%	37%	38%

Race – Increase in the number of police officers identifying as Black or Minority Ethnic (BME) and white minority and an increase in the proportion and number of police staff identifying as BME and the number of police staff identifying as White Minority.

BME




	Year	2018	2019	2020
	Police Officers	245	254	253
	Police Staff	75	78	87

White Minority

 Year	2018	2019	2020
 Police Officers	287	319	341
 Police Staff	56	76	81

Sexual Orientation – Increase in the number identifying as LGB for all staff groups.

Lesbian, Gay, Bisexual

 Year	2018	2019	2020
 Police Officers	542	568	614
 Police Staff	133	158	178

We said we would: undertake positive action initiatives in relation to recruitment and development

Recruitment – The Police Scotland People Strategy 2018-21 and associated Recruitment Framework sets out our commitment to attract high calibre individuals from a diverse range of backgrounds to our organisation.

In 2020, we modernised our police officer recruitment process. This review halved the number of times a candidate requires to visit a police office (from 6 to 3 times) which increases accessibility. The revised assessment process tests values, behaviours, skills and is underpinned by the Values and Competency Framework. This is a highly competitive process, where a merit line is applied to identify the best talent.

Significant progress has also been made in reviewing and updating the Standard Entrance Test (SET) with a view to reducing any adverse impact on minority ethnic candidates, particularly those for whom English is not their first language. The embedding and impact of this revised SET will be closely monitored during an 18 month pilot to ensure there is no adverse impact.

A range of face to face and virtual positive action activities have also been undertaken in relation to race, sex and sexual orientation.

The Introduction to Policing Programme (ITPP) programme is designed to support BME and White Minority individuals to learn more about policing as a career option. It is delivered through one day awareness events with additional ongoing support through the recruitment process. The ITPP event was hosted in a variety of locations around Scotland prior to the restrictions implemented due to Covid-19. Between April 2019 and March 2020, 12 BME focussed events were held with a total of 262 attendees, resulting in 79 applications.

Current and prospective BME candidates can also maintain contact with us through a highly popular 'closed' Facebook page which is interactive and allows members to share experiences and establish support networks.

2019 saw the introduction of 'Discover Your Journey' events which are targeted to under-represented groups. These events were designed in response to feedback and offer a less structured, 'drop-in' style event. Between August 2019 and January 2020, 13 Discover Your Journey events attracted a total of 709 attendees.

In October 2019, Police Scotland held its first Lesbian, Gay, Bi-sexual, Transgender and Inter-sex (LGBTI) focused recruitment event in conjunction with the Scottish LGBTI Association. The event was well received with 45 people in attendance, which resulted in 24 applications being received from attendees.

In addition, Women in Policing (WIP) Recruitment events were held in Inverness and Aberdeen and offered prospective female candidates the opportunity to hear from a variety of officers in specialist and non-specialist roles across the organisation. This aimed to demystify and dispel any fears or uncertainties about the requirements of policing. 65% of attendees at our WIP events pursued an application and the percentage of newly appointed police officers who are female has risen from 33% in 2017/18 to 40% in 2019/20.

In response to the restrictions in place due to Covid-19, opportunities to engage virtually with communities have been developed. We have conducted 10 Online Police Recruitment Events, targeted at under-represented groups. 164 people have attended and to date we have obtained 64 applications from people from under-represented groups. In addition, we have conducted 4 days of phone in events for people from under-represented groups. 67 candidates contacted our recruitment team and to date 11 applications have been received.

Development and Progression – Police Scotland also undertake positive action initiatives to remove barriers to the development and progression of those from under-represented groups. Some examples are included below.

The Springboard Development Plus, Senior Women in Policing Programme was piloted from September 2020 to March 2021 and included cross force mentoring. The pilot was initially aimed at Superintendent and Police Staff equivalent level and aimed to:

- Build skills and confidence of senior women in Policing to overcome the invisible barriers that can prevent them from rising to senior positions in the organisation
- Create a network for senior women which will provide an opportunity to support each other
- Build the profile of each participant through delivery of a Work Project, which will be presented to Senior Management.

The pilot will be reviewed and consideration given to further programmes.

The Raise, Improve, Support, Empower (RISE) Programme is a development programme, run by Police Scotland with support from Scottish Women's Development Forum (SWDF). The programme has been developed to address barriers leading to under-representation of BME colleagues across policing and aims to:

- Inspire a diverse cross-section of BME officers and staff to lead their lateral and promotion career progression aspirations
- Build on existing work from the SWDF, Positive Action Team, staff associations, and LTD to further embed opportunities to develop and progress
- Create a network and facilitation group which will provide an opportunity to support each other




The programme, still ongoing is receiving positive feedback from participants.

Police Scotland is also supporting BME officers to apply for the Supers 25 Programme run by the Police Superintendents' Association (PSA).




The programme provides a 12-month learning opportunity, specifically aimed at BME Inspectors and Chief Inspectors, with the aim of preparing candidates to secure promotion within the following 12-18 months. The programme consists of nine monthly 90-minute webinars and four quarterly two-day workshops supporting the development of skills in relation to preparing for promotion, leading effectively in more complex political environments and developing personal resilience for long term success.

Police Officer Rank Profile

Race – Increase in the number of police officers in the ranks of Sgt & Above who identify as BME or White Minority.

	Year	2018	2019	2020
	BME Police Officers Sgt & above	35	40	44
	White Minority Police Officers Sgt & above	41	43	49

Sex – Increase in the proportion and number of female police officers in the ranks of Sgt & Above and Supt & Above.



	Year	2018	2019	2020
	Female Police Officers Sgt & above	24%	25%	27%
	Female Police Officers Supt & Above	21%	22%	26%

Sexual Orientation – Increase in the proportion and number of police officers who identify as lesbian, gay or bisexual (LGB) in the ranks of Sgt & Above.




	Year	2018	2019	2020
	LGB Police Officers Sgt & above	91	105	105

Police Officer Promotion Profile

Disability – Increase in the proportion of police officers promoted with a recorded disability.

 Reporting Period	2017-2018	2018-2019	2019-2020
 Police Officers Recorded Disability	1%	2%	2%

Race – Increase in the proportion and number of police officers promoted who identify as BME and an increase in the number of police officers promoted who identify as White Minority.

 Reporting Period	2017-2018	2018-2019	2019-2020
 BME Police Officers	8	11	20
 White Minority Police Officers	17	13	20

Sexual Orientation – Increase in number and proportion of police officers promoted who identified as LGB.

 Reporting Period	2017-2018	2018-2019	2019-2020
 LGB Police Officers	27	48	36

We said we would: Work in partnership with our Diversity Staff Associations and key stakeholders to identify barriers and improve opportunities for officers and staff from and across all protected groups.

We have undertaken a number of joint initiatives and programmes in partnership with our diversity staff associations. Some examples of these initiatives are outlined below.

Police Scotland launched a new Pregnancy and Maternity Toolkit in response to recommendation from pregnancy and maternity research undertaken by the Scottish Women's Development Forum (SWDF) in 2015 and refreshed in 2018. The toolkit provides all people managers with the information and tools required to fully support pregnant women and those on maternity leave or returning from maternity leave. It includes information on legislation, risk assessments and Keeping In Touch (KIT) days.

In March 2020, the first Black Asian Minority Ethnic (BAME) women in policing event was held by the Scottish Women's Development Forum (SWDF) supported by Police Scotland and the SPA. The development event was attended by 50 individuals who heard from internal and external speakers who shared their own experiences from throughout their careers. It aimed to bring colleagues together, build relationships across divisional and departmental boundaries and offer opportunities and networks which support career and personal development.

Following feedback from the Scottish LGBTI Police Association and the Scottish Women's Development Forum (SWDF), Police Scotland changed its policy in relation to police officer uniform. In September 2020, gender neutral hats were introduced and are now available to officers across the organisation on request.

Police Scotland worked in partnership with diversity staff associations to develop an Equality, Diversity and Inclusion (Employment) Framework. The framework is fully aligned to both the People Strategy and wider organisational strategies. It is being supported by mainstreaming key actions into normal planning and reporting mechanisms across Police Scotland.

In addition to this a BME Action Plan has also been developed in collaboration with SEMPER Scotland whose purpose is to represent the BME workforce. The BME action plan was based on the 'Talk Truth to Power' sessions and sets out the action that Police Scotland will take to create an inclusive culture that attracts, develops and retains a diverse and representative workforce. It is the first in a series of specific diversity action plans that are proposed for development.

Police Scotland have also supported the establishment of a new Sikh sub group of SEMPER Scotland following a number of Sikh officers expressing an interest in forming this group. SEMPER and the sub group members have engaged with the organisation during the COVID 19 pandemic to understand the implications of the pandemic on Sikh officers impacted by Health and Safety Executive guidance in relation to the requirements to be clean shaven when wearing certain personal protective equipment.

Stonewall Workplace Equality Index (WEI)

Police Scotland continue to participate in the Stonewall WEI and use this benchmarking as an opportunity to identify and undertake ongoing improvements. This work is wide ranging but a key example of this is the regular engagement that our procurement team undertake with Stonewall in 2020. This engagement is assisting in the review of our policies and approaches in relation to contracting and how we encourage equality and diversity within the wider marketplace. Police Scotland improved its ranking in the Stonewall Workplace Equality Index (WEI) for 2020 by more than 40 places on the previous year.

We said we would: Improve workforce monitoring arrangements in relation to equality, diversity and inclusion.

Equality and Diversity Workforce Monitoring



Police Scotland undertake workforce Equality & Diversity monitoring in line with legislation and best practice. The Equality and Diversity workforce monitoring is being continuously developed with a focus on ensuring that the data is presented in a meaningful way to ensure it influences evidence based decision making and can clearly identify areas of progress or concern.

Since 2018, the following progress has been made:

- Workforce Equality and Diversity data now presented to management and relevant stakeholders in a more visual summary reports,
- Workforce profiles are analysed at a divisional level and provided to local management to support local planning decision making,
- National summary reports were also developed for rank/grade profiles, recruitment, promotion and leavers,
- Equality and Diversity employment monitoring is now carried out for all police officer promotion processes.
- Implementation of SPRM has enabled reporting to be carried out in relation to police staff who have been promoted to a higher grade.
- A top priorities report has been developed and includes potential National and local actions to support improvement,
- Equality and Diversity monitoring measures have been embedded into the Performance Framework & Directors monthly dashboard.
- Processes have been established to ensure probationers and special constables can access & update monitoring on SCoPE to reduce data gaps,
- Pay gap reporting has been extended to include race, disability and sexual orientation as well as sex,

The current monitoring and analysis of equality and diversity workforce data relies on significant manual processing due to the current systems and reporting capabilities. Work is ongoing and workforce monitoring remains a priority.

It is notable that the percentage of officers and staff who chose not to disclose information through our equality and diversity monitoring process has been gradually falling since 2017.

	 Police Officer				 Police Staff			
	2017	2018	2019	2020	2017	2018	2019	2020
Disability	12%	11%	10%	10%	8%	8%	7%	7%
Race	9%	8%	8%	7%	5%	5%	5%	4%
Religion or Belief	16%	16%	15%	14%	12%	12%	11%	10%
Sexual Orientation	15%	14%	13%	13%	5%	5%	5%	4%
Transgender Identify	8%	8%	7%	7%	6%	5%	4%	4%

Equality Outcome 7

We have a workplace where officers and staff feel valued and respected and have their needs met appropriately.

We said we would: provide support and opportunities for officers and staff to maintain their health, wellbeing and safety.

The wellbeing of our officers and staff remains a top priority for Police Scotland and significant work continues in this area. Some key examples of wellbeing activities linked to equality, diversity and inclusion are outlined below.

A National Process for the Provision of Reasonable Adjustments (NPPRA) has been piloted across the service to ensure a clear, consistent and effective process to identify and implement reasonable adjustments for officers and staff who have a disability. The pilot has involved significant consultation and the development of various guidance documents and resources including line managers guides, flow charts and checklists.

This includes updating the reasonable adjustment form based on feedback from individuals and the Disability and Carers Association. The form now includes a section that allows individuals to describe how their disability affects them on a daily basis and what reasonable adjustments they believe may assist them. The pilot also includes the creation of a new centralised budget for reasonable adjustments. The pilot is currently being reviewed and the final updated NPPRA process is due to be implemented shortly.

Police Scotland has an essential role in responding to the Covid-19 pandemic and ensuring that policing services are maintained and developed to meet the current needs and keep people safe.

The needs of our people and the communities we serve are at the heart of our response and everything that we do. In this regard we have implemented a number of changes to protect our officers and staff and adapt to their changing needs. This includes:

- undertaking an organisational risk assessment,
- providing Personal Protective Equipment (PPE) and/or reviewing the deployment of those who are at most risk,
- providing regular Line Managers Briefings to ensure line managers can support officers and staff taking account of their situations and needs,
- supporting flexible and agile working arrangements where possible including homeworking for non-operational roles, and
- providing or updating reasonable adjustments for individuals with a disability where there is a change to their working environment e.g. homeworking.

We recognise the need for a more agile and flexible workforce and understand that flexibility is key to supporting Officers and Staff in achieving a balance between personal and professional commitments. We have a number of flexible and agile working practices in place and have formed a Smarter Working Short Life Working Group to develop these further and build on some of the progress achieved through our response to Covid-19. A smarter working toolkit has already been launched as part of this work.

Police Scotland have also introduced Carer's Leave for Police Officers who have a caring responsibility for someone due to frailty, physical or mental health condition or disability who could not manage without their help. Carers leave is can be used for care arrangements that are planned in advance to assist officers to balance their work and caring responsibilities. Carer's leave is also in place for police staff.

Police Scotland started introduced the availability of the 87% digital wellbeing and mobile fitness platform to officers and staff in December 2020. The 87% app provides officers and staff with a mental health self-check-up tool. The assessment is completely confidential and only shared between 87% and the individual user. The app provides wellbeing advice, fitness enhancing programmes, life coaching and coping strategies, all from a team of clinical psychologists, as well as a full range of professional support. High level anonymised data will also be used to identify emotional trends and behaviours which will inform the development of further wellbeing strategies to prevent mental health issues.

We said we would: support equal access to training and development opportunities and develop the role of managers to reinforce our values, behaviours and performance.

Police Scotland strive to ensure that all our training, leadership and talent products promote equity, equality, diversity and inclusion. An Equality and Human Rights Impact Assessment (EqHRIA) is initiated in the design stage of new and reviewed products to ensure equality and diversity considerations are at the forefront of developments.

In August 2020, Police Scotland introduced a new National Promotion Process for police officers known as Leadership Pathways. The promotion process is designed to test an applicant's operational competence, as well as behaviours and values aligned to the Competency Values Framework (CVF). This aims to ensure that the focus is on behaviours as opposed to actions, providing the foundations for a change in culture. The process for Chief Inspector and Superintendent will also assess leadership skills. Application assessments are completed anonymously and no names or personal details are provided to assessors in advance of and throughout the face to face assessments. A moderation panel is also in place to review fairness and consistency.

The Accelerated Leadership Pathway (ALP) programme identifies talented and high performing individuals with the potential to become future Chief Officers. These officers will be developed and supported through the ranks at an accelerated pace. The programme has been developed with a strong focus on wellbeing and personal resilience and can be paused should circumstances, either personal or professional make this appropriate. Our initial (and current) cohort comprises of three females and four males. In addition, two BME Senior Officers are due to attend the College of Policing Selection Assessors course to enable them to assist BME candidates in their preparation for future College of Policing selection processes such as ALP.

We currently deliver a number of training courses and leadership and management development programmes to support the continuous development of officers and/ or staff. These are designed to be inclusive, promote our values and develop positive management behaviours. Examples of current training courses and leadership and talent programmes are included overleaf.

In December 2020, the new Police Officer Probationer Training Programme was launched, which has incorporated refreshed and updated Equality & Diversity content, prepared in consultation with diversity staff associations who also attend to give an input.

The Police Staff Induction and Equality and Diversity Course has also been refreshed and redesigned as a one day online training package. This provides a more flexible learning opportunity and allows easier access to the course for those outside the immediate geographical area of Regional Training Centres or for whom personal circumstances make it difficult to access traditional training methods. The new course consists of pre-recorded lectures which are broken into manageable sections to allow staff to learn at a pace that suits them. It includes virtual classroom lectures, videos and supporting PDF downloads. A question and answer forum is also available.

The First Line Managers (FLM) Course, refreshed in February 2021, has moved to a blended learning model which includes 2 days online distance learning and 2 days locally delivered workshop. It caters to various learning styles and removes the requirement to be abstracted to a learning hub which makes the programme more accessible to those who find it difficult to travel e.g. those with childcare or caring responsibilities. The online distance learning material has diversity mainstreamed throughout. In addition, courses are adapted to meet the specific needs of participants as required.

Evidence in Practice – Adjustments were provided to support a participant of the course who was pregnant with twins. A pregnancy risk assessment was carried out to identify and remove any potential risks.

The trainer spoke to the individual at the beginning of the class to see how she was feeling and if she had any specific needs that day. The participant was also provided with a room to rest during breaks.

During a semi physical exercise the participant undertook the role of the observer to ensure she could participate while meeting her individual needs. The participant completed the full course.

The current Diploma in Police Service Leadership and Management (DPSLM) is conducted online (through Moodle) which helps ensure accessibility. At the start of the programme all students complete a candidate form which provides the opportunity for students to highlight their requirement for reasonable adjustment.

Evidence in Practice – An officer who was successful in her application for the DPSLM made contact with her Programme Tutor to advise that she has dyslexia. The Programme Tutor helped the student to navigate the Moodle system, directed her to key areas of the system and arranged for documents to be printed in a colour code.

The student was also referred to our occupational health service provider to identify any further reasonable adjustments which resulted in read/write software being provided.

The Scottish Police National Assessment Centre (SPNAC) is open to both Police Officers and Police Staff (usually of the Chief Superintendent rank and Police Staff equivalent level). The SPNAC selection process is advertised through Diversity Staff Associations and positive action events run by the College of Policing to encourage participation from under-represented groups. Three of the eight supported candidates for the 2021 SPNAC Strategic Command Course are female.

We are also currently piloting a new appraisal process called MyCareer. As part of the proof of concept, briefings were provided to educate leaders and colleagues on the appraisal system. A number of measures were in place to ensure the training was inclusive:

- The Moodle training is available 24/7, making it easily accessible;
- A voiceover was provided on the Moodle package to meet the needs of colleagues who have any difficulties with their sight;
- Transcripts and notes were provided for those with hearing difficulties and software options to allow subtitles are being sourced for the full rollout;
- A paper version is available for those who are unable to use the System
- System guidance has been reduced from 43 pages down to 3 pages to ensure it is more consumable and easy to follow
- Paper copies of all documentation are available on request

An action plan has also been recently created to address recommendations from a HMICS inspection on leadership, training and development. The actions include work to review the diversity content across all leadership, training and development leadership courses, identify gaps in provision and develop a plan to ensure the provision of diversity training for all senior members. An EqHRIA tool is also being developed to support the development of all new courses and programmes.

We said we would: review grievances and disciplinary cases and exit surveys to identify any patterns/issues in respect of minority police officers and staff.

We continuously review all available data to identify issues, trends and opportunities to improve equality, diversity and inclusion in employment. We take a continuous improvement approach and aim to ensure that we learn from and make improvements based on issues and trends that arise. Some examples of this work are outlined below.

In October 2017, an employment tribunal (ET) ruled against Police Scotland after a flexible working application was refused based on a divisional practice that officers should start and finish within core hours. The employment tribunal found that the practice unjustifiably discriminated against a female officer on the grounds of sex, under section 19 of the Equality Act 2010.

Police Scotland committed to an action plan (as part of a section 23 agreement with the EHRC) to ensure that lessons learned from the ET findings were acted upon to prevent any future discrimination when considering flexible working applications. A number of service wide and local Greater Glasgow Division actions were undertaken including:

- National and local Greater Glasgow Division communications highlighting people's rights in respect to flexible working applications,
- Amendments to the Police Scotland HR System (SCoPE) to record different categories of flexible working to improve monitoring,
- Amendments to the Flexible Working standard operating procedure,
- Greater Glasgow Division monitored all flexible working applications including the reason for refusal and details of any appeal where appropriate for 12 months.

On completion of the action plan, Police Scotland reported on its progress and received a closure letter from the EHRC stating that they are happy with the work that has been ongoing as part of the flexible working action plan.

In 2019 the findings from the Exit Interview Survey were analysed by protected characteristics to identify any themes or concerns in relation to why people choose to leave Police Scotland. The analysis focused on age, disability and sex as there was little variance or low numbers of responses for the other protected characteristics. This analysis identified that further work was required to improve the exit process with a view to encouraging more leavers to complete the exit survey and ensure that more value insights can be extracted. The work to review and improve the exit interview survey is now ongoing.

We said we would: identify trends to improve communication in the workplace.

We have worked to improve our internal communications to support equality, diversity and inclusion by undertaking EqHRIAs in relation to key pieces of communications to identify any barriers or opportunities to improve communications. This communications work is continuous and wide ranging but some examples specifically relating to equality and diversity and inclusion are included below.

Equality, Diversity and Inclusion Quick Guides have been developed and used to support officers, staff and line managers in developing an inclusive workplace. The guides cover topics such as mainstreaming, EqHRIAs and legislation. The guides are hosted on our Equality & Diversity intranet page and the launch was supported by a number of news articles.

The quick guides have been well received and have proved particularly popular as a reference guide following participation in training or mentoring sessions.

Police Scotland and SEMPER Scotland worked together to celebrate Black History Month in October 2020. Police Scotland supported webinars hosted by SEMPER Scotland and shared testimonies from SEMPER members on what Black History Month means to them and the influences which led them on the path to policing. The service also highlighted ongoing recruitment work with Global Radio who approached Police Scotland to explore opportunities for under-represented groups to sign up to a career in policing to attract more BME officers.

In February 2021, Police Scotland worked with the Scottish LGBTI Staff Association to celebrate LGBTI History Month. LGBTI History Month is intended to raise awareness and combat prejudice against LGBTI people. It encourages further education into LGBTI issues to promote a safer and more inclusive society overall. Throughout February, a series of articles, interviews and blogs were made available to all officers and staff on our intranet. It was an opportunity to hear from serving officers and staff on what it is like to be LGBTI and also included updates from LGBTI allies including members of the management team.

We said we would: eliminate any unfair, unjust practices that impact on pay (including overtime) or reward

When Police Scotland was formed approximately 6,700 staff came together on ten different sets of Terms & Conditions and associated policies. The Staff Pay and Reward Modernisation (SPRM) Programme was therefore undertaken to establish a common set of terms and conditions of employment (including Pay and Benefits) and policies for all staff.

As part of this work a significant number of EqHRIA's were carried out to assess all proposed Terms and Conditions of employment and ensure that the proposals did not negatively impact on any protected groups. In addition, an external independent EqHRIA was undertaken for all pay related proposals associated with the SPRM programme.

In November 2020, a new online Police Officer Handbook was published to support managers and officers to interpret and consistently apply police officer terms and conditions appropriately. The handbook has received very positive feedback and improves accessibility of information relating to pay, leave, overtime, allowances, expenses and other rights afforded to police officers. The handbook is comprehensive but easy to use and includes an intuitive search facility and hyperlinks to source documents.

We continue to see progress in closing our gender pay gap (the difference between men's and women's average hourly earnings excluding overtime) as highlighted in the table below.

Gender Pay Gap	Average hourly earnings at 31 March 2018	Average hourly earnings at 31 March 2020
Police Staff	12.8%	11.5%
Police Officers	5.7%	3.2%

Full details of our pay gap reporting are included in our Equality and Diversity Workforce Monitoring Report available on our website.

Appendix A

Police Scotland/SPA Equal Pay Statement 2021

The Scottish Police Authority (SPA) is responsible for the terms and conditions for all members of staff and for the implementation of pay and reward structures for members of staff working within SPA. Police Scotland is responsible for the implementation of pay and reward structures for police officers and members of police staff working within Police Scotland. The SPA and Police Scotland will continue to work in partnership to achieve the commitments and actions laid out in this statement.

We are dedicated to promoting and embedding equality of opportunity and diversity into our employment practices including those that impact on pay such as training, development, promotion, overtime etc. This includes equality regardless of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race (including colour, nationality (including citizenship) ethnic or national origins), religion or belief (including a philosophical or no belief), sex and sexual orientation.

We are committed to the principle of equal pay on the grounds of sex, disability, race and sexual orientation for all our police officers and SPA/police staff and aim to ensure equal pay for like work, work rated as equivalent and work of equal value.

To achieve equality of financial reward for police officers and SPA/police staff, we aim to operate reward systems that are transparent, based on objective criteria and free from sex, disability, racial or sexual orientation bias.

It is important that police officers and SPA/police staff have confidence in our processes so we will continue to work with the recognised trade unions, staff associations and diversity staff associations to ensure equality within our reward policy and practice.

A new employment package for SPA/police staff was implemented on 1 April 2019 and all previous legacy and interim pay and grading models, terms and conditions of employment, supplementary terms, and associated policies have been superseded. This programme of work has been undertaken to ensure fairness and equity for terms and conditions of employment including a standard working week, standard leave and public holidays and a common approach to pay and the grading of roles.

Police officer pay is established by the Police Negotiating Board (PNB). Although we do not determine the pay systems for police officers, we are committed to identifying and taking appropriate actions within our control to support pay equality. Any findings out with our control will be notified to PNB.

Objectives and Actions

We continue to review our pay gaps and occupational segregation to assist in identifying objectives and actions in relation to equal pay. SPA/Police Scotland's equal pay review and occupational segregation information is published separately. (Equal Pay Review 2021)

Our objectives are to:

- Eliminate any unfair, unjust practices that impact on pay (including overtime) or reward,
- Promote equality of opportunity and the principles of equal pay throughout the workforce,
- Promote good relations between people sharing different protected characteristics in the implementation of equal pay,
- Continually scrutinise our pay and grading structures and processes, to eradicate any potential areas of sex, disability or racial discrimination.

In support of this commitment to equal pay, we will:

- Continue to evaluate each job role using a single analytical job evaluation scheme in establishing pay for members of staff.
- Consider, and where appropriate, undertake a planned programme of equal pay audits.
- Identify, examine and address occupational segregation where it is found.
- Provide training and guidance for those involved in determining pay and the job evaluation process.
- Continue to engage with 'Close the Gap', a partnership initiative working in Scotland on sex equality.
- Continue to improve communications through the use of the intranet and roadshows, informing police officers and SPA/police staff of how reward practices work and how their own reward is determined.
- Respond to grievances and other concerns on equal pay.
- Continue to consult with trade union representatives to discuss and agree changes to reward policy, where appropriate.
- Continue to develop suite of metrics to allow meaningful benchmarking and trend analysis.

Equality and Human Rights Impact Assessment

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This Mainstreaming and Progress document was subject to an Equality and Human Rights Impact Assessment (EqHRIA). A summary of the [EqHRIA](#).

The document can be made available in various alternative formats. To request these please [contact us via our online form](#).

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via Text Relay on 1 800 1 101.

Scotland's British Sign Language Interpreting Video Relay Service (VRS) - enables contact with all of Scotland's public bodies and third-sector organisations.

British Sign Language (BSL) users can [contact them direct](#).

