

Police Scotland and Scottish Police Authority

Joint Equality Outcomes for Policing 2021



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Contents

Chief Constable's and SPA Foreword.	3
Introduction	4
Police Scotland and SPA Equality Outcomes 2021	5
Equality Outcome 1	6
Equality Outcome 2	8
Equality Outcome 3	10
Equality Outcome 4	12
Equality Outcome 5	14
Equality Outcome 6	16
Equality Outcome 7	18
Equality Outcome 8	20
Appendix A - Evidence Sources	22
Appendix B - Strategic Alignment	23
SPA Corporate Plan 2020-2023	23

Chief Constable's and SPA Foreword



Iain Livingstone QPM
Chief Constable



Martyn Evans
Scottish Police Authority Chair

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

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 it serves.

Like many other sectors and organisations there are communities within our constantly changing society which we do not fully reflect and represent.

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

Police Scotland and the Scottish Police Authority's Equality Outcomes for 2021-2023 will help us to better understand and improve equality within the workplace for our officers and staff, as well as in the communities we serve.

The outcomes are published as part of our duty under the Equality Act 2010, and in support of the Strategic Police Priorities, Forensic Services Strategy and the SPA Corporate Plan.

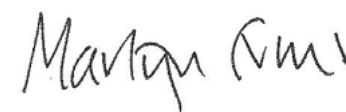
We have engaged and highly committed diversity staff associations within policing in Scotland. These associations, along with the unions and statutory associations provide important representation and a strong voice for their members, which we welcome and for which we are grateful.

All these organisations, and their members, have supported policing to focus on the key issues for our colleagues and communities. Such significant engagement with our people has been complemented by listening to a wide range of external stakeholders and the work of Dame Elish Angiolini and Her Majesty's Inspectorate of Constabulary in Scotland.

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



Iain Livingstone QPM
Chief Constable



Martyn Evans
Scottish Police Authority Chair

Introduction

Our Responsibility as a Public Body

As public bodies, Police Scotland and the SPA have a duty to ensure that we pay due regard, in line with the Equality Act 2010, to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To help us meet the general equality duty, there is also a specific duty to publish a set of Equality Outcomes at least every four years and report progress at least every two years.

An equality outcome is a result that a public authority aims to achieve in order to further one or more of the needs mentioned in the general equality duty.

Shaping our Equality Outcomes

In forming our Equality Outcomes we have undertaken extensive engagement with internal and external stakeholders including individuals who share a protected characteristic and those who represent their interests. This has included internal engagement sessions to facilitate discussions with representatives from staff associations, diversity staff groups and senior management teams; the Fair and Inclusive Police Service for Scotland survey; and engagement with a wide range of external partners.

In addition, we have reviewed an extensive range of evidence including national research reports and surveys; our own databases and monitoring information; findings from benchmarking exercises; recommendations from external audits and reviews; themes and trends from requests and enquiries; and professional knowledge and experience.

Further details on the engagement and evidence sources that have shaped our Equality Outcomes are included in appendix A.

Planning, Monitoring and Reporting

As part of our ongoing planning processes, we will also develop more detailed actions based on the high-level activities identified in our outcomes. These will be built into the relevant national, regional and local Police Scotland and SPA action plans.

We will monitor our progress through a variety of ways and identify any further actions required to make progress towards our outcomes. Our progress will be reported through our existing performance reporting structures on a quarterly and annual basis as well as through specific Equality and Diversity reporting.

By mainstreaming into strategy, planning and performance mechanisms as well as business as usual activities, we will ensure local accountability and put inclusion at the heart of all our decision making.

A full update on the progress of our Equality Outcomes and work in this area will be published in our next Mainstreaming Report in 2023.

Police Scotland and SPA Equality Outcomes 2021

Having reviewed our progress and evidence along with extensive engagement both internally and externally we have developed the following Equality Outcomes.

The Equality Outcomes have been developed to align to the Strategic Police Plan, Forensics 2026 Strategy and SPA Corporate Plan and will be supported by






a suite of relevant enabling strategies. The details of this alignment can be found in Appendix B.

For each outcome we have provided indicators of key activities generated by that outcome, and measures of progress. The full evidence base used for these new outcomes can be found in Appendix A.

Theme	
 Equality Outcome	 Link to Strategic Outcomes
 Inequality Identified	 Objectives
 General Equality Duty	 Activities
 Protected Characteristics	 Measures

Equality Outcome 1

Reporting Hate Incidents – Confidence and Support

 <p>Equality Outcome</p>	<p>Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support</p>
 <p>Inequality Identified</p>	<p>Hate Crime remains under-reported and the COVID-19 pandemic has exacerbated existing inequalities and misperceptions in relation to some groups. Reports of hate crime remain high in relation to racial, religious, sexual orientation, disability and transgender aggravators</p>
 <p>General Equality Duty</p>	<p>Will help to eliminate discrimination, advance equality of opportunity and foster good relations</p>
 <p>Protected Characteristics</p>	<p>Disability, Race, Religion, Sexual Orientation and Transgender Identity</p>
 <p>Link to Strategic Outcomes</p>	<p>Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing</p>

Reporting Hate Incidents – Confidence and Support



Objectives

- We have engagement approaches in place within local communities and partner agencies to improve trust and confidence in reporting hate crime to us
- We have a consistent approach in supporting victims, witnesses and partner agencies that creates confidence in our response to hate crime
- We have officers and staff who are equipped with increased knowledge of vulnerable groups



Activities

National and local activities will be built into relevant delivery plans and will focus on the following key areas:

- Reviewing our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents
- Reviewing and developing ethical information sharing agreements
- Monitoring Community Tensions
- Enhancing Third Party Reporting Opportunities by delivering training and support for organisations
- Delivering Hate Crime Advisor training to officers
- Working directly with and learning from the experience of people who have experienced hate crime/incidents
- Leading and participating in national and local campaigns







Measures

- Establish baseline confidence levels from Partners and Groups who represent and support victims of Hate Crime using their feedback to inform service delivery
- Evaluate the outcome and impact of Campaigns we deliver or participate in
- Capture, share and implement best practice and learning gathered through use of Hate Crime Advisers and Community feedback
- Monitor the Number of Hate Crimes, detections and incidents
- Third Party Reporting – Improvement in use of these centres

Equality Outcome 2

Accessibility of Services and Communication

 <p>Equality Outcome</p>	People from and across protected groups access services, communication and information provided by Police Scotland and SPA in ways or methods that best suit their needs
 <p>Inequality Identified</p>	There are language and communication barriers that impede some members of our communities from being able to interact with us or access services in a way that meets their needs. The increasing reliance on digital technology has also deepened inequality of access through poverty, age and capacity
 <p>General Equality Duty</p>	Will help to advance equality of opportunity and foster good relations
 <p>Protected Characteristics</p>	Age, disability and race

Accessibility of Services and Communication



Link to Strategic Outcomes

Strategic Outcome 2: The needs of local communities are addressed through effective service delivery
 Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing



Objectives

- We understand the accessibility barriers and have approaches in place to proactively address them
- We have a range of methods and approaches available to access Police Scotland and SPA



Activities

National and local activities will be built into relevant delivery plans and will focus on the following key areas:

- Reviewing currently published documentation on our website to improve accessibility
- Making better use of technological tools to improve the range of communication and information formats
- Translating key documentation, messaging and summary points into a format to meet accessibility needs
- Use of British Sign Language and subtitling for public messaging
- Developing collaborative and linked messaging with partner agencies into easily accessible formats







Measures

- Updates from Modernised Contact and Engagement Programme on progress in improving accessibility mediums
- Unified Communications and Contact Platform progress through Digital, Data and ICT Programme
- Corporate Communications strategy and Professionalism overview of standards for publication of documents and communication
- User Satisfaction Survey
- Your Police and other targeted surveys

Equality Outcome 3

Meaningful Engagement

 <p>Equality Outcome</p>	<p>People from and across protected groups are meaningfully engaged, with their insights, expertise and lived experiences being used to prioritise prevention and improve our joint services</p>
 <p>Inequality Identified</p>	<p>Different groups have different needs and issues. To recognise this fact, robust approaches to meaningful engagement must be in place to understand the challenges protected groups may face in accessing and receiving a fair and equitable level of service</p>
 <p>General Equality Duty</p>	<p>Will help to advance equality of opportunity and foster good relations</p>
 <p>Protected Characteristics</p>	<p>All</p>
 <p>Link to Strategic Outcomes</p>	<p>Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing</p>

Meaningful Engagement



Objectives

- We provide opportunities for people from protected groups to engage with us and participate in local and national decision making
- We deliver our services in line with recommendations from people from protected groups and those who represent their interests



Activities

National and local activities will be built into relevant delivery plans and will focus on the following key areas:

- Supporting and encouraging all areas of policing to connect with their diverse communities through relationship building opportunities
- Providing training/awareness opportunities for our officers and staff
- Reviewing our protected group engagement opportunities
- Promotion of local groups and individuals to contribute at national forums
- Using Community Impact Assessments and Equality & Human Rights Impact Assessments
- Involving and working with members of the community who have lived experience to help foster understanding and awareness
- Inclusion of Community Considerations as standard on all Police Scotland meeting agendas / daily activities








Measures




- E&D Forum alongside Local Policing and Specialist Divisions promoting engagement opportunities
- Public Engagement Framework
- Corporate Parenting Plan - 2021-24 – engagement with care experienced children, young people and adults
- “Not at Home” – Reducing policing interaction with missing children from residential or foster accommodation
- User Satisfaction Survey
- Your Police and other targeted surveys

Equality Outcome 4

Violence Against Women and Girls - Confidence and Support





 <p>Equality Outcome</p>	<p>Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs</p>
 <p>Inequality Identified</p>	<p>It is recognised there are challenges and barriers preventing the reporting of violence perpetrated against women and girls, which will be addressed in this equality outcome</p>
 <p>General Equality Duty</p>	<p>Will help to eliminate discrimination, advance equality of opportunity and foster good relations</p>
 <p>Protected Characteristics</p>	<p>All</p>
 <p>Link to Strategic Outcomes</p>	<p>Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service</p>

Violence Against Women and Girls - Confidence and Support

 <p>Objectives</p>	<ul style="list-style-type: none"> • We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators • Our response remains current and is reflective of victims' needs
 <p>Activities</p>	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Raising awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics through appropriate external media campaigns and internal communications • Informing and improving the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning • Increasing access to support services for all victims and witnesses, by increasing internal awareness of services available and through continued working with partners • Engaging meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse, through the use of existing multi-agency groups • Working with local communities and partner agencies to better share information, learning and best practice through establishing appropriate governance and scrutiny arrangements
 <p>Measures</p>	<ul style="list-style-type: none"> • Child sexual abuse by gender • Human Trafficking indicators drawn from performance framework once approved • Number of Domestic Homicide by gender • Domestic Abuse by gender – number of crimes (DASA offences) • Number of DSDAS applications (power to tell/right to ask) • Evaluation of national campaigns • Update on work being undertaken with Victim Support Scotland (from strategy & insights) • Survivor Engagement Strategy – feedback and insight from victims of Sexual violence used to look at Service delivery/ policy etc

Equality Outcome 5

Workforce Insights

 <p>Equality Outcome</p>	<p>We use timely insights from workforce diversity monitoring to support evidence based planning and decision making</p>
 <p>Inequality Identified</p>	<p>It is recognised that under-represented management teams could lead to a lack of understanding of the needs of diverse groups. Police Scotland and the SPA aim to ensure evidence based planning and decision making but currently face difficulties due to time consuming data processes which affect the availability of timely insights from workforce diversity monitoring</p>
 <p>General Equality Duty</p>	<p>Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace</p>
 <p>Protected Characteristics</p>	<p>All</p>

Workforce Insights



Link to Strategic Outcomes

Strategic Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public



Objectives

- We have improved systems and processes in relation to equality, diversity and inclusion monitoring
- We have a suite of accessible monitoring reports with clear diversity and inclusion insights
- Leaders understand and use insights to inform planning and decision making



Activities

National and local activities will be built into relevant delivery plans and will focus on the following key areas:

- Outlining clear diversity monitoring and reporting requirements and priorities
- Improvement of data systems and capabilities including addressing systems access issues and developing the use of analytics software
- Using ongoing communications to build confidence in our monitoring and share insights from diversity monitoring
- Considering sexual orientation monitoring options and how to record non-binary identities



Measures

- Proportion of E&D monitoring reports published in a timely manner.
- Number of EqHRIs completed/published (collection method under development)
- Insights on how Police Scotland and SPA promote the inclusion of E&D updates in primary/management board briefing papers
- Insights from equality, diversity and inclusion activities in National and Divisional plans

Equality Outcome 6

Leadership

 <p>Equality Outcome</p>	<p>Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights</p>
 <p>Inequality Identified</p>	<p>Some groups are more likely to experience discrimination and harassment, feel like their needs are not understood/supported at work or feel like they cannot be themselves in the workplace. Police Scotland and the SPA aim to ensure an inclusive workforce culture and recognise that there is a current need to refresh the skills of our leaders in relation to equality, diversity and inclusion</p>
 <p>General Equality Duty</p>	<p>Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace</p>
 <p>Protected Characteristics</p>	<p>All</p>

Leadership



Link to Strategic Outcomes

Strategic Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public



Objectives

- Leaders will be provided with effective and practical tools to support their peoples' diverse needs
- Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion



Activities

National and local activities will be built into relevant delivery plans and will focus on the following key areas:

- Improving and developing leadership training in relation to equality, diversity and inclusion
- Inclusion of equality, diversity and inclusion in leadership development programmes
- Using lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders
- Improving and developing accessible equality, diversity and inclusion SOPs, guidance documents and tools
- Using ongoing communications to support continuous learning




Measures

- Number of equality, diversity and inclusion training days delivered
- Insights on the improvement in managers knowledge and confidence in relation to equality, diversity and inclusion (from course evaluation and staff survey)
- Insight into how Police Scotland and SPA are providing simplified and accessible management information, tools, procedures, guidance and communications relating to equality, diversity and inclusion.

Equality Outcome 7

Officer/Staff Retention

 <p>Equality Outcome</p>	<p>Resignation rates of under-represented groups are proportionate to our current workforce profile</p>
 <p>Inequality Identified</p>	<p>Some groups are more likely to experience discrimination and harassment, feel like their needs are not understood/supported at work or feel like they cannot be themselves in the workplace Police Scotland and the SPA aim to better understand any barriers to the retention of under-represented groups and are committed to taking action to address these</p>
 <p>General Equality Duty</p>	<p>Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace</p>
 <p>Protected Characteristics</p>	<p>All</p>

Officer/Staff Retention



Link to Strategic Outcomes

Strategic Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public



Objectives

- We understand why individuals from under-represented groups choose to end their employment with Police Scotland/SPA
- We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA



Activities

National and local activities will be built into relevant delivery plans and will focus on the following key areas:

- Identifying barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback
- Establishing programmes to tackle the barriers to the retention from those from under-represented groups
- Using ongoing communications to promote an inclusive culture and values







Measures





- Proportion of leavers who resign that are from under-represented groups
- Insights from Exit interviews
- Insights from People Survey
- Insights from Diversity Staff Associations, Trade Unions and Staff Associations

Equality Outcome 8

Recruitment and Progression

 <p>Equality Outcome</p>	<p>We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups</p>
 <p>Inequality Identified</p>	<p>Unemployment affects some groups more than others and not everyone has the opportunity to work in higher paid occupations. Young people, disabled people, black people, those in the non-white group and women are more likely to work in low-pay occupations. Police Scotland and the SPA recognise the benefits that a diverse workforce brings and the need to understand any organisational and societal barriers that affect our ability to attract diverse candidates. We are committed to removing barriers that affect under-represented groups and maximising inclusive practices in our recruitment and promotion processes</p>
 <p>General Equality Duty</p>	<p>Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace</p>
 <p>Protected Characteristics</p>	<p>All</p>

Recruitment and Progression

 <p>Link to Strategic Outcomes</p>	<p>Strategic Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public</p>
 <p>Objectives</p>	<ul style="list-style-type: none"> • We understand internal and societal barriers to attracting individuals from under-represented to join Police Scotland/SPA • We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices
 <p>Activities</p>	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Identifying the internal and societal barriers to under-represented groups joining Police Scotland/SPA • Delivering a recruitment system and processes that supports inclusive recruitment practices • Using inclusive attraction strategies and positive action activities • Ongoing development of diversity monitoring and reporting • Bespoke development programmes to increase promotion opportunities for under-represented groups
 <p>Measures</p>	<ul style="list-style-type: none"> • Increase in workforce representation of under-represented groups (workforce & rank/grade profiles) • Insights into how Police Scotland and SPA are using positive action events and activities • Proportion of newly appointed recruits from under-represented groups • Proportion of newly promoted officers and staff from under-represented groups.

Appendix A - Evidence Sources

The Police Scotland and SPA joint Equality Outcomes for Policing have been developed based on a wide range of engagement activities and the review of significant sources of evidence. The engagement and evidence reviewed include:

- Ongoing engagement
 - › Internal engagement sessions (with stakeholders including Divisional Commanders/Dept Heads, Diversity Staff Associations, the Federation, ASAP and unions),
 - › Engagement with Partnership Superintendents,
 - › Engagement with various partners
- E&D Workforce Monitoring & Data Requests
 - › Workforce monitoring profiles, reports and /dashboards, key findings reports,
 - › Themes from Freedom of Information Requests.
- Staff Enquiries & Feedback
 - › Staff Survey Results,
 - › Chief Constables Forum Questions,
 - › Staff enquiries to HR through People Direct
 - › Results from internal research carried out by Diversity Staff Associations.
- Ongoing workload/Priorities
 - › Review of enabling Strategies,
 - › Review of Equality, Diversity and Inclusion (Employment) Framework,
 - › Divisional and portfolio updates submitted for the Annual Policing Plan and DCC/DCO plans,
 - › Updates from E&D Action Plans,
 - › Updates from local people plans.
- Benchmarking Findings
 - › Stonewall Workplace Equality Index Feedback,
 - › Employers Network for Equality and Inclusion benchmarking – TIDE,
 - › Review of other public sector equality outcome and progress reports.
- Relevant Risk, Audit & Assurance Review Updates
 - › Internal EqHRIA Assurance Review,
 - › HMICS Recommendations,
 - › Dame Elish Angiolini Report,
 - › EqHRIA Risk.
- External sources
 - › EHRC website, guidance and materials,
 - › Scottish National Equality Improvement Project (SNEIP),
 - › Scottish Government Evidence finder,
 - › Legislation/Case Law,
 - › Parliament/justice committee work.
- Public feedback
 - › Your Police survey results,
 - › Fair and Inclusive Scotland Survey results (including responses in British Sign Language and Easy Read),
 - › themes from complaints against the police,
 - › National Independent Strategic Advisory Group feedback.

Appendix B - Strategic Alignment

Our Equality Outcomes have been developed to align to the Strategic Police Plan, Forensics 2026 Strategy and SPA Corporate Plan and will be supported by a suite of relevant enabling strategies.

For ease, the focus in the main Equality Outcomes tables are on the alignment to strategic outcomes contained in the Joint Strategy for Policing. Whilst not shown, in order to keep the tables concise, the Equality Outcomes also align directly to the strategic outcomes within both the SPA Corporate Plan and the Forensic Services Strategy. The table below demonstrates the alignment in simple terms:

SPA Corporate Plan 2020-2023

	Strategic Outcome	Forensics 2026 Strategy Strategic Commitments
Equality Outcomes 1 – 4	Strategic Outcome 1 – Communities and partners have an informed understanding of crime and safety issues and the responsibilities of the police and forensic services in addressing them	Strategic Purpose – To use scientific approaches to prevent, investigate and detect crime, supporting and delivery of justice and keeping Scotland’s communities safe
	Strategic Outcome 2 – The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making	Strategic Commitment on Service Delivery – Effectively supports Police Scotland and other Criminal Justice Partners, through delivery of our services, enabling each partner to progress their Equality Outcomes
	Strategic Outcome 3 – Effective collaboration with partners improves services and outcomes for individuals and communities	Strategic Commitment on Engagement/Accessibility – Engages meaningfully with diverse communities/groups, providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that suit their needs
Equality Outcomes 5 – 8	Strategic Outcome 5 - A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands	Strategic Outcome – Positive and vibrant workplace for all of our people Strategic Objective – Value and develop our people, mainstreaming equality and promoting wellbeing
Equality Outcomes 1 – 8	Strategic Outcome 4 – Resourcing Requirements are based on evidence of demand, the needs of communities and securing Best Value Strategic Outcome 6 – Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues	

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

The Equality Outcomes 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](#).

