

Police Scotland Equality Outcomes 6 Monthly Progress Report

Report on work undertaken between April and September 2017 towards Police Scotland's Equality Outcomes 2017-2021

Equality Outcome 1

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

Activities

- 1.1 We will work with partners to review the effectiveness of the third party reporting centre network and develop action steps to improve this.
- 1.2 We will work with partners to identify barriers to reporting, with a view to ensuring that third party reporting is widely available and publicised and that identified barriers are removed.
- 1.3 We will continue to deliver, with partners, an annual, national public education campaign to improve understanding of the nature and extent of hate crime.
- 1.4 Jointly with local partners, we will run local campaigns to encourage reporting of hate crime.
- 1.5 We will review and refresh operational guidance on 'Hate Crime', offences aggravated by prejudice and disability related harassment.
- 1.6 We will review and refresh training and development for officers and staff regarding 'Hate Crime', offences aggravated by prejudice and disability related harassment.
- 1.7 We will ensure accuracy and consistency in police information systems for recording 'Hate Crime', offences aggravated by prejudice and disability related harassment.

Equality Outcome 1 - Overview of Progress

1.2 - We will work with partners to identify barriers to reporting, with a view to ensuring that third party reporting is widely available and publicised and that identified barriers are removed.

Community Reassurance Cell

Police Scotland Safer Communities, Equality and Diversity Unit perform the role of a 'Community Reassurance Cell' which is activated after any significant/critical incident and has been activated following each of the most recent UK Terror Attacks. This process allows for appropriate reassurance messages to be conveyed to key community contacts/groups across Scotland and incorporates hate crime awareness-raising information, highlighting the impact of such incidents whilst encouraging reporting. Hate crime awareness-raising information, including details of the various reporting methods

available and details about Third Party Reporting, is also promoted via social media channels. Although there has been no recorded 'spike' in hate crime or tensions following recent horrific events in the UK, the Reassurance Cell maintains an overview and governance role around all hate incidents and crimes, maximising all opportunities to raise awareness and encourage reporting.

1.5, 1.6 and 1.7 - We will review and refresh operational guidance on 'Hate Crime', offences aggravated by prejudice and disability related harassment. We will review and refresh training and development for officers and staff regarding 'Hate Crime', offences aggravated by prejudice and disability related harassment. We will ensure accuracy and consistency in police information systems for recording 'Hate Crime', offences aggravated by prejudice and disability related harassment.

Internal Hate Crime Review

PS Safer Communities, Equality and Diversity Unit have commenced an internal, national review of hate crime policy and procedures. This is a long-term piece of work which aims to improve the recognition, recording and reporting of hate crimes and incidents across the force, ensuring a consistent approach is taken. The review will consider hate crime operational guidance, develop awareness training for all officers and staff, relevant to a variety of roles and review associated governance procedures. It will also incorporate the Third Party Reporting process and consider appropriate measures to improve and monitor overall effectiveness. It is anticipated that the review will afford a greater awareness and understanding amongst officers of what constitutes a hate crime or incident, the potential impact on the victim, their families and communities and ensure responses are consistent and appropriate.

1.1 and 1.2 – We will work with partners to review the effectiveness of the third party reporting centre network and develop action steps to improve this. We will work with partners to identify barriers to reporting, with a view to ensuring that third party reporting is widely available and publicised and that identified barriers are removed.

Scottish Government Liaison

The report of Scottish Government's Independent Advisory Group (IAG) on Hate Crime, Prejudice and Community Cohesion was published in September 2016. One of the IAG recommendations referred to the Third Party Reporting system and developing actions to improve its effectiveness. It further recommended that the Scottish Government should work with Police Scotland and key partners to identify barriers to reporting, with a view to ensuring that third party reporting is widely available and publicised and that identified barriers are removed.

On Monday 19th June 2017, members of PS Safer Communities Equality and Diversity team met with the Scottish Government and other key stakeholders, to discuss the Scottish Government response to the IAG report on Hate Crime, Prejudice and Community Cohesion and associated

recommendations. As part of their response, the Scottish Government are establishing a Multi-Agency Delivery Group, to drive the implementation of the recommendations and Police Scotland will form part of this group membership.

The Scottish Government has also commissioned a review of the current hate crime legislation, which is being carried out by Lord Bracadale and is anticipated to be delivered in early 2018. The review will consider if the existing legislation continues to be fit for purpose; whether changes need to be made or if the legislation should be extended to cover other groups. Staff from PS Safer Communities Equality and Diversity Unit are engaging with Lord Bracadale's review team and offering considerations from a policing perspective.

1.1 and 1.2 - We will work with partners to review the effectiveness of the third party reporting centre network and develop action steps to improve this. We will work with partners to identify barriers to reporting, with a view to ensuring that third party reporting is widely available and publicised and that identified barriers are removed.

Third Party Reporting (TPR)

PS Safer Communities Equality and Diversity team have ongoing work, aimed at improving the effectiveness of Third Party Reporting. All existing TPR Centres were contacted in May 2017 and informed of the proposed improvement actions.

The role of a TPR centre includes providing support to individuals and communities, in relation to hate crime. This initial support may take the form of listening, encouraging reporting, assisting with the link to policing or indeed submitting a report on that persons behalf. Although Police Scotland provides appropriate training in such support, there is currently no process of monitoring how effective the training is. It has also been highlighted that at times, the current online hate crime form and submission process, does not always capture the wide range of positive and effective work of TPR centres, to tackle hate crime in communities.

It is therefore proposed to implement a new recording system, however we are keen to ensure that it is a simple, non-bureaucratic process for TPC centre staff to complete. The intention is to have staff members complete a basic spreadsheet detailing what support they have provided, on each occasion that they are approached for assistance. This spreadsheet will be submitted to their local police liaison officer every 3 months. Local police liaison officers will then collate all returns from centres in their area and submit them to the national lead. This will allow for a greater understanding of the use of TPR centres across the country and help monitor the effectiveness and time committed to the scheme.

Arrangements are also underway to create a short life working group comprising of TPR centre representatives and local police liaison officers. One of the priority improvements we will look to progress via this group is the development of new promotional materials, which have been sought after by a number of centres for some time.

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

Hate Crime Campaign

Scottish Government is planning a Hate Crime Awareness Campaign, delivered in collaboration with Police Scotland, which is scheduled to run from 14 October until the end of November and will therefore incorporate Hate Crime Awareness Week 2017 (14 – 21 October 2017). Police Scotland is committed to supporting the campaign and has been working closely with Scottish Government colleagues, to offer assistance and shared learning from previous Police Scotland campaigns. Police Scotland also intends to build upon the successful Police Scotland Hate Crime Awareness Campaign in March 2017, by running a similar campaign in March 2018.

Examples of Supporting Local Activity:

Engagement with the Deaf Community – G Division (Greater Glasgow)

- The Glasgow Asian Deaf Club was established to support Deaf people from ethnic minority communities. It is soon to be renamed as it has developed to include members from across Scotland and all minority communities. On Saturday 13 May 2017, officers from the national Equality and Diversity Unit attended an event for members of the group to engage with Police Scotland. The officers delivered a presentation in British Sign Language (BSL) covering topics such as hate crime awareness, highlighting contact and reporting methods and discussing barriers for Deaf communities to accessing services. Those in attendance included Deaf people from Syria, Russia, Poland and Scottish Asian communities.

LGBT – L Division (Argyll and West Dunbartonshire)

- PC Wendy Maginnis (Youth Engagement Officer) has been working alongside the LGBT Group within Vale of Leven Academy. She has been raising awareness of hate crime and delivering inputs on how to report incidents and has also explained the Police Scotland procedures in relation to hate crime.
- PC Julie Wreford (Youth Engagement Officer) has also been working alongside children identified as presenting challenging behaviours, providing inputs on hate crime. Presentations have also been delivered to children in the Tulloch Trust, focusing on sectarian hate crime.

Hate Crime – P Division (Fife)

- A full day event was held at Lochgelly High School for 4th year pupils around Stereotyping, Prejudice and Discrimination. An input on hate crime was delivered and highlighted different ways in which to contact the police.
- A hate crime input was delivered to over 40 people with a range of disabilities, in Lochgelly. Carers and Support Workers were also present.
- Working with partner agencies, Community Ward officers in Dunfermline launched a hate crime awareness video. Pupils from 4 local secondary schools have been involved in workshops, considering the impact of hate crime and producing collective messaging for sharing amongst peers. The DVD was premiered at the Odeon Cinema, Dunfermline on 21 August 2017.

Hate Crime Workshops – Anti-Corruption Unit

- Work is ongoing to raise the awareness of officers and members of staff of hate crimes/incidents that may be occurring within the Scottish Police Authority/Police Scotland by delivering prevention workshops. The workshops are currently being presented throughout the force area and provide officers and members of staff with information and guidance about how to report hate crimes/incidents involving their colleagues who behave inappropriately on duty, whilst in public or off duty, ensuring they have the confidence to report them.
- The Anti-Corruption Unit intranet page has been populated with information and advice on relevant reporting mechanisms.

Increased Reporting – V Division (Dumfries and Galloway)

- Confidence in hate crime reporting has been evidenced through an increase in reporting figures immediately following a local media/social media campaign in February 2017, which received wide support.

Third Party Reporting Awareness Raising – Q Division (Lanarkshire)

- Presentations on Third Party Reporting are regularly given to equality and community groups. Key examples of this are presentations during the IDAHO event in Hamilton and also to the Lanarkshire Ethnic Minorities Action Group (LEMAG). An outcome of the LEMAG presentation is that 12 members of the group asked to receive local training and this was carried out by police in conjunction with South Lanarkshire Council's Equality & Diversity Co-ordinator. In an attempt to break down barriers, all presenters iterate the fact that if any hate incident is reported directly to the police then it will be subject to robust and thorough investigation.

Equality Outcome 2

OFFICIAL

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.

Activities

- 2.1** We will 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.
- 2.2** We will implement nationally consistent roles, responsibilities and common business processes within Concern Hubs. (A Concern Hub is a single information repository in a Police Division for all wellbeing concerns to be triaged, researched, assessed and - where appropriate - shared securely with partners).
- 2.3** We will embed consistent, equitable and improved risk assessment and decision- making.
- 2.4** We will introduce a national training strategy for Risk and Concern which will provide a greater investment in the people who deliver this service, through enhanced workforce development and effective leadership, maximising opportunities for improved performance and positive outcomes.
- 2.5** We will 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. We will ensure that the sharing of wellbeing concerns is lawful, necessary and proportionate for the purposes for which it is being shared.
- 2.6** We will work collaboratively with partners to develop innovative approaches and make a decisive shift towards early intervention and prevention rather than waiting for crises responses.
- 2.7** 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.
- 2.8** We will develop a national method to record Inter-agency Referral Discussion outcomes; adult protection concerns and risk factors.
- 2.9** We will develop and implement a prevention strategy in relation to all forms of abuse when adults may lack capacity.
- 2.10** We will develop and implement a Community Engagement framework that actively contributes to the ongoing prevention strategy and encourages early identification of adult abuse.
- 2.11** We will work with Scottish Government and partners to introduce a nationally consistent Initial and Significant Case Review procedure for adult protection.

- 2.12** We will develop and publish a toolkit/ investigator guide for broader wellbeing aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns).
- 2.13** We will continue to work with Scottish Government to improve the development of the Appropriate Adult Scheme or introduction of wider Intermediaries in Scotland.
- 2.14** We will support vulnerable individuals who may be susceptible to radicalisation. We will do this by working in partnership with communities and statutory organisations, ensuring early identification of such vulnerabilities.

Equality Outcome 2 - Overview of Progress

2.1 - We will 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.

The project has designed an optimum operating model, which delivers the benefits of reform, taking full cognisance of the strength in the existing public protection arrangements across the 32 local authority areas. The project team took an evidenced based position, that the process, practice, training and skills which underpin the research, assessment and sharing of concern reports, can be autonomous of existing local partnership arrangements and this functionality must be carried out consistently across Scotland and in a manner that reduces duplication and maximises the skills of our workforce. The national roll-out of the new Concern Hub functionality and national business process across all 13 police Divisions is now complete. In implementing a National Business Process for wellbeing concerns, information will be more efficiently and effectively managed, allowing Police Scotland to better deliver on key equality outcomes whilst improving the safety and wellbeing of people, places and communities across Scotland. This work also evidences the benefits of reform in delivering a preventative agenda in collaboration with partners, which is nationally coordinated and locally delivered. The final stage - to design an audit and compliance framework - requires to be considered in line with wider work ongoing in some Police Scotland business areas to drive improvement in terms of audit and scrutiny.

2.2 - We will implement nationally consistent roles, responsibilities and common business processes within Concern Hubs. (A Concern Hub is a single information repository in a Police Division for all wellbeing concerns to be triaged, researched, assessed and - where appropriate - shared securely with partners).

The design, consultation and movement of existing staff onto a single National Risk and Concern Role Profile is now complete.

2.3 - We will embed consistent, equitable and improved risk assessment and decision- making.

The Resilience Matrix is a framework to assist staff with assessment of wellbeing concern reports and decision-making on sharing with partners or otherwise. Whilst the roots of the Resilience Matrix are in the National Practice Model for children, it can equally be applied to adults in the absence of any suitable alternative. In its simplest form, it provides a framework for practitioners to structure and analyse information consistently to understand an individual's needs and to give Police Scotland the justification to share that information with a partner agency. There was no framework or any consistency previously with varying standards nationally.

2.4 - We will introduce a national training strategy for Risk and Concern which will provide a greater investment in the people who deliver this service, through enhanced workforce development and effective leadership, maximising opportunities for improved performance and positive outcomes.

A bespoke training package has been developed primarily for concern hub staff but also benefits Divisional Partnership Coordinators to support the newly developed national Business Process for Concern Hubs. Several modules have been developed that focus on core aspects that collectively aim to deliver a high professional and efficient standard of practice. These modules are:

- **Children and Young People (Scotland) Act 2014** - This module introduced the Scottish Government's Getting it right for every child approach alongside the key aspects of the new legislation that places duties upon Police Scotland in respect of UNCRC, Corporate Parenting and supporting the Named Person Service.
- **Assessment** - This module looked at various risk assessment models (incorporating Domestic Abuse, Missing Persons etc.) already in place and their supporting guidance but focussed on the Getting it right for every child National Practice Model. Staff were introduced to the process of reducing harm through the identification of emerging areas or patterns of risk. As part of looking at a broader holistic assessment, an intrinsic part of this module was to include the core messages from other business areas and how these vulnerabilities are interlinked and can impact upon an assessment of risk. SCRA also delivered a presentation drawing upon their recently published Guidance on Referrals to SCRA.
- **Business Process** - This module drew from the developed guidance document for Concern Hub staff and outlined the business process designed to ensure a robust management of risk whilst delivering an efficient assessment and information sharing process. This was broken down into the stages of the process; triage, research, assessment, decision making and rationale, record keeping and subsequent information sharing, whether internal or external for appropriate support, intervention or investigation.
- **Information Management** - This module addressed the legislative and statutory guidance that governs information sharing and included Data Protection, Human Rights, United Nations Convention on the Rights of the Child (UNCRC), Quality Assurance Framework (QAF) & Home Office Statutory Disclosure Guidance. The emphasis was on information governance and the continuous challenge to protect an individual or the community whilst weighing up human rights/rights of child and self-efficacy etc. with necessary, justified and appropriate information sharing.

- **Youth offending** - It is recognised that assessment, sharing concerns and disposals for children who offend is a highly complex area of business with significant differences across the country not only within Police Scotland but in our engagement with partners at the local level. Additionally there have been policy changes approved in recent months that impact on potential action and/or disposal for such offences. With this in mind a bespoke training input for Youth Justice co-ordinators was developed and delivered. This included; Early and Effective Intervention (EEI), Diversion from Prosecution, Court Support, Managing High Risk, Police Direct Measures and Recorded Police Warnings. Police officers and police members of staff working within Concern Hubs are required to attend this Two day training course along with Police Officers at the ranks of Detective Sergeant/Sergeant and Detective Inspector/Inspectors who oversee the daily supervision and management of the national Concern Hubs. There is an additional half day course for supervisors in addition to the two day course for Sergeant and Inspector level.

2.5 - We will 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. We will ensure that the sharing of wellbeing concerns is lawful, necessary and proportionate for the purposes for which it is being shared.

Information sharing is governed by the Data Protection Act 1998 and Human Rights Act 1998. Where there is a legal basis to do so, Police Scotland will share relevant, necessary, justifiable and proportionate information with partners to secure appropriate intervention or support that is in accordance with statutory requirements and national guidance. A national guidance document has been produced in relation to Concern Hub functionality and Information Sharing.

2.7 - 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.

Local policing and divisional public protection units are at the forefront of identifying adults and children who are at risk of harm. We work together with key partners to assess risk and implement appropriate protection measures. Our national training courses are regularly reviewed to ensure that our divisional and public protection officers are trained to the highest standard to minimise risk, investigate thoroughly and identify perpetrators.

Our National Child Abuse Investigation Unit (NCAIU) has three dedicated hubs based in the North, East and West of the country who work closely with officers across our communities bringing specialist expertise and support to large scale, complex and protracted investigations.

2.8 - We will develop a national method to record Inter-agency Referral Discussion (IRD) outcomes; adult protection concerns and risk factors.

The IRD Outcome Form is currently nearing completion to be appended to the IRD Standard Operating Procedure and to be completed and attached and recorded on the Vulnerable Persons Database (VPD). This will standardise procedure and improve our response to child and adult protection concerns.

2.9 - We will develop and implement a prevention strategy in relation to all forms of abuse when adults may lack capacity.

Prevention strategies are ongoing which include the education, awareness and implementation of opportunities identified in forthcoming legislation including the Health (Nicotine, Tobacco and Care etc.) (Scotland) Act 2016. This closes the gap between adults who are cared for and those who lack capacity in terms of Ill Treatment and Wilful Neglect.

2.10 - We will develop and implement a Community Engagement framework that actively contributes to the ongoing prevention strategy and encourages early identification of adult abuse.

We continue to work with our partners with a particular focus on financial harm with the banking network under the multi-agency Financial Harm Group. We have forged greater relations with the Office of Public Guardian and are actively striving towards Single Points of Contact within Local Policing Divisions and a greater understanding of each agency's investigation parameters.

We are working with statutory partners and third sector organisations to ensure that survivors of childhood abuse are supported through the investigation and criminal justice process. We continue to work with support groups to obtain invaluable feedback from survivors of child abuse to continually review and improve our response. Bespoke survivor engagement literature has been produced offering advice and detailing information, and relevant support organisations. Scottish Government and survivor support groups are being consulted with regarding the development of dedicated survivor support and development fund.

2.11 - We will work with Scottish Government and partners to introduce a nationally consistent Initial and Significant Case Review procedure for adult protection.

We continue to work with our partners and Scottish Government and Local Divisions to simplify and streamline information flow leading to consistent practice and the adoption of significant case review procedures for adult protection.

2.13 - We will continue to work with Scottish Government to improve the development of the Appropriate Adult Scheme or introduction of wider Intermediaries in Scotland.

We continue to work with Scottish Government to improve the development of the Appropriate Adult Scheme or introduction of wider Intermediaries in Scotland.

We continue to attend the Scottish Appropriate Adult Network and also the Scottish Government led Short Life Working Group, implementing national procedures in relation to the Appropriate Adult Scheme. We also continue to be represented at a national level on the Evidence and Procedure Review Part Two (EPR2) where discussions are ongoing around the implementation of a national network of registered witness intermediaries.

2.14 - We will support vulnerable individuals who may be susceptible to radicalisation. We will do this by working in partnership with communities and statutory organisations, ensuring early identification of such vulnerabilities.

Prevent Peer Review

Prevent Peer Review is a system that is intended to support local authorities in their delivery of Prevent outcomes with partners; focusing on a system of self-assessment, structured review and positive recommendations for improvement. The process has been well received by authorities in England and Wales; with many benefits identified including closer joint working, better exchange of good practice and an enhanced level of support for key stakeholders.

Scottish Governments Safeguarding and Vulnerability Team are developing a Scottish version of the Prevent peer review process similar to the review which has been implemented in England and Wales. Local authority staff will receive training which enables them to undertake reviews across Scotland (and across the rest of the UK where relevant). The process itself will be offered on a voluntary basis to Scottish authorities alongside a number of supportive measures that will be made available. The training course will be held in November 2017 and the details have been circulated to all authorities.

Extreme Right Wing Awareness

An emerging theme across the UK has been the increase in individuals being referred to Prevent as a result of an association with the ideology espoused by the Extreme Right Wing (XRW). To enhance stakeholders' understanding of this issue and knowledge of the signs and symbols used by the XRW, the Prevent Delivery Unit organised a seminar for partners which was held in July 2017 at the Police Training Centre, Jackton.

An intervention provider was utilised to deliver a presentation designed to raise awareness and provide an explanation of Extreme Right Wing ideology. Enhanced awareness of all forms of extremism has continued with Police Scotland's online 'moodle' based Prevent awareness training, which has been available for the past six months and is obligatory for all officers and staff to undertake.

Professional Concern Training

The 2015 Counter Terrorism and Security Act required Local Authorities to pay due regard to prevent individuals from being drawn into terrorism. Local Authorities are encouraged to have corporate governance arrangements and procedures in place to contribute to preventing vulnerable people from being drawn towards extremism and to respond quickly and effectively to support those who may be at greater risk of radicalisation.

In response to this duty, the Highland Council Prevent Sub group held a Prevent Professional Concern Table Top Training exercise in September 2017, to augment the existing Local Authority e-learning module and the Workshop to Raise Awareness of Prevent.

The half day event comprised of inputs explaining the Contest strategy and Prevent Case Management in Scotland. This generated questions around information sharing and governance which gave the participants the opportunity to understand decision making, as well as understanding the multi-agency work of the Prevent Delivery Unit to safeguard and support a vulnerable individual.

The day concluded with a table top exercises which included discussion-based scenarios which allowed participants to discuss their roles and responsibilities when an individual is referred to the Local Authority. Officers from the Prevent Delivery Unit acted as facilitators to guide participants through the exercise. It is envisaged that similar Table Top exercises will be held with other Local Authorities.

Equality Outcome 3

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

Activities

- 3.1** We will 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.
- 3.2** We will 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.
- 3.3** We will develop a robust process to enable our partner agencies to securely share intelligence they may have on domestic abuse perpetrators.
- 3.4** We will 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.
- 3.5** We will maximise opportunities to engage with the public through joint [partner agency] domestic abuse campaigns and other national events.
- 3.6** We will continue to raise staff understanding and awareness of domestic abuse and coercive control policies and processes.
- 3.7** We will continue to raise staff understanding and awareness of honour-based violence, forced marriage and female genital mutilation policies and processes.
- 3.8** We will 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. Prevention strategies will address each of the levels that influence sexual violence (individual, relationship, community and society). This will include the use of victim risk-reduction techniques and bystander prevention strategies to empower individuals to intervene to prevent a sexual assault from occurring.
- 3.9** We will 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 are victim-focused. We will work in partnership with Rape Crisis Scotland to increase the number of victims referred for support through the National Rape Crisis Scotland Helpline and the National Advocacy Project. We will increase third party reporting mechanisms across Scotland. We will challenge negative attitudes to sexual crime through joint partner campaigns and encourage confidence to report.
- 3.10** We will expand engagement with key partners who work with perpetrators of rape and sexual crime in order to improve prevention and intervention opportunities.
- 3.11** We will develop and launch Phase III of Police Scotland's national 'We Can Stop it' campaign to support a grass-roots shift in attitudes to rape and sexual crime.
- 3.12** We will continue to work with partners, nationally and locally, to explore opportunities to increase self-referral service and availability of multi-agency sexual assault centres across Scotland.

- 3.13** We will engage with key partners and explore opportunities to improve communications routes in order to receive victim feedback and ensure that it is shared and learned from.
- 3.14** We will work in partnership with Scottish Government and the Scottish Courts and Tribunals Service to improve interview facilities and to consider visual recording interviewing of witness interviews in rape cases.
- 3.15** We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into rape/sexual crime issues, for the purposes of developing a stronger evidence base.
- 3.16** We will 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.
- 3.17** We will collaborate with statutory agencies and 3rd sector support services to develop and implement a Human Trafficking prevention strategy.
- 3.18** We will develop Human Trafficking multi-agency training products for the consideration of the Scottish Government's Human Trafficking Strategy Implementation Group.
- 3.19** In partnership with statutory and 3rd sector services, we will further develop Human Trafficking community awareness products.
- 3.20** We will develop and implement a Human Trafficking community engagement framework that reaches out to all communities across Scotland to raise awareness.
- 3.21** We will work with relevant partners to develop an Inter-agency Referral Discussion approach to all reports of Human Trafficking.
- 3.22** We will work with key stakeholders to consider the introduction of Joint Investigative Interviews with adult potential victims of Human Trafficking and Exploitation, and to improve the quality of forensic interviews.
- 3.23** We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into Human Trafficking and Exploitation in Scotland, for the purposes of developing a stronger evidence base.
- 3.24** We will develop and publish a toolkit/ investigator guide for broader welling aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns).
- 3.25** We will develop and implement a child abuse and neglect community engagement framework that reaches out to all communities across Scotland, encouraging more open discussion about child abuse and neglect in society, which will further improve stakeholder confidence to report abuse.
- 3.26** We will undertake work with equality groups, community leaders and Independent Advisory Groups to increase reporting of child abuse and neglect amongst marginalised groups and thereby provide early intervention and support tailored to need.
- 3.27** We will improve processes to ensure information from return-home welfare interviews, to better understand why children have gone missing and intelligence about those who may pose a risk of Child Sexual Exploitation.
- 3.28** We will develop and deliver targeted communications to deter and/ or disrupt online offenders pre-arrest, and signpost to effective self-help services to stop offending.
- 3.29** We will continue to work with Safeguarding Communities – Reducing Offending (SACRO), Crown Office Procurator Fiscal Service, Scottish Government and partners to develop a post-arrest referral for inclusion on targeted programmes and family support for persons charged with online child abuse image possession.

Equality Outcome 3 - Overview of Progress

3.1 - We will 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.

Continuous development and improvement is driven through the national Domestic Abuse Force Forum. The purpose of this Forum is to identify emerging risks, issues and threats, and to share, develop and disseminate good practice, manage performance, gain a force overview of relevant activity and develop and maintain a corporate approach to tackling domestic abuse. To ensure a consistent approach to policing domestic abuse across Scotland, each Divisional Police Commander has identified a '*champion*', an officer of superintendent rank, to represent the division at the National Domestic Abuse Forum meetings held every 3 months. Included in the membership of this Forum are a number of 'key' partners, including Crown Office and Procurator Fiscal Service (COPFS), Scottish Government (SG), Scottish Women's Aid (SWA), EDDACS (Edinburgh Domestic Abuse Court Support), ASSIST (Advocacy, Support, Safety, Information, Services Together), AMIS (Abused Men in Scotland), DASAT (Domestic Abuse Sexual Assault Team), DAAS (Domestic Abuse Advocacy Service) Hemat Gryffe, Shakti, LGBT Youth Scotland and Caledonian System.

3.2 - We will 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 have reviewed and refreshed our first line managers training, to ensure its suitability and relevancy and contributed to the content of the revised initial detective training course. We have liaised with Training Learning and Development (TLD) regarding ongoing training for the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) and are currently preparing an online Moodle course for officers.

We have also reviewed the Domestic Abuse Questions (DAQ) risk assessment model and updated the relevant guidance which is due for publication on the intranet. The DACU carried out a DSDAS 'train the trainer' event with SPC instructors who now provide awareness of the process to new probationers alongside their initial domestic abuse training. The DAQ review highlighted a lack of aide memoires for the 27 questions in the risk assessment and a printable version has now been uploaded on the intranet for officers' use. The DACU also provide regular training to service centre advisors and have recently contributed to the content of the domestic abuse investigators course and the initial investigators course.

3.3 - We will develop a robust process to enable our partner agencies to securely share intelligence they may have on domestic abuse perpetrators.

We have developed an online 'External Partners Portal for Intelligence Collection' (EPPIC) and are in the early stages of identifying and training suitable partners for the process.

3.4 - We will 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.

Working with our Safer Communities, Equality and Diversity team, common languages in use in Scotland have been identified and will be considered when updating Police Scotland domestic abuse information, including online reporting forms.

3.5 - We will maximise opportunities to engage with the public through joint [partner agency] domestic abuse campaigns and other national events.

In March 2017 the revised Joint Protocol between Police Scotland and Crown Office Procurator Fiscal Service '*In partnership challenging domestic abuse*' was launched. The launch was attended by the Lord Advocate James Wolfe, lead Procurator Fiscal for domestic abuse Ms Ann Marie Hicks, and representatives from Police Scotland senior management team.

Further, Detective Supt McCreddie and ACC Telfer delivered a Spotlight presentation on Domestic Abuse to the Scottish Police Authority (SPA) board members. The event including question and answer session and was open to the public, and streamed live on the internet. Police Scotland is currently working with the 'White Ribbon Scotland' charity regarding a media event to publicise the Force's commitment to the campaign.

3.6 - We will continue to raise staff understanding and awareness of domestic abuse and coercive control policies and processes.

In addition to the aforementioned training commitments, Police Scotland is also consulting regarding a national one day, classroom based, domestic abuse training programme for all officers in preparation of the forthcoming Domestic Abuse (Scotland) Act will legislate for coercive and controlling behaviours not currently criminalised.

3.9 - We will 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 are victim-focused. We will work in partnership with Rape Crisis Scotland to increase the number of victims referred for support through the National Rape Crisis Scotland Helpline and the National Advocacy Project. We will increase third party reporting mechanisms across Scotland. We will challenge negative attitudes to sexual crime through joint partner campaigns and encourage confidence to report.

The National Rape Task Force continues to support the National Sexual Offences Liaison Officer course with presentations and assessment of students. Specialist inputs are also provided to newly promoted Sergeants on the First Line Managers Course at the Scottish Police College. Specialist Crime Division has engaged fully with the Investigators Development Programme and assisted in the development of Rape and Sexual Crime training material.

The Rape Inspection process collates feedback from the Rape Crisis Scotland helpline which is disseminated across all divisions and is utilised to support organisational learning and development. The National Rape Review Team also undertake engagement with other support services whilst conducting reviews within all divisions to ensure that a victim centred, holistic approach is undertaken at all times during the investigation process.

Police Scotland formally endorse and support the National Ugly Mugs Scheme in an effort to engage with individuals involved in Prostitution and to encourage this difficult to reach community to formally report incidents of rape and sexual crime.

3.10 - We will expand engagement with key partners who work with perpetrators of rape and sexual crime in order to improve prevention and intervention opportunities.

The NRTF continue to work with key partners and engage with Universities in an effort to raise awareness of what constitutes Rape and sexual assault and to encourage formal reporting / engagement with the criminal justice process.

Executive support has been obtained for Police Scotland to formally endorse the White Ribbon Campaign and this is being progressed under the Violence Against Women work-streams.

3.11 - We will develop and launch Phase III of Police Scotland's national 'We Can Stop it' campaign to support a grass roots shift in attitudes to rape and sexual crime.

NRTF in collaboration with Corporate Communications continue to promote the 'We Can Stop It' campaign both internally and externally. Meetings have been held with RCS to design and develop future media campaigns which will be launched in 2018.

3.16 - We will 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.

In May 2016, part one of the Human Trafficking and Exploitation (Scotland) Act 2015 was enacted which detailed offences of trafficking. The remainder of the act is due to commence at various stages between now and early 2018. Still to be enacted, but due in late 2017 or early 2018 is Section 38 (1), duty

to notify. Duty to notify places a legal requirement on specified Scottish Public Authorities to notify the Chief Constable of the Police service of Scotland about a person who is, or appears to be a victim of an offence of Human Trafficking or an offence under section 4, even if that person does not wish to engage with the Police. A portal hosted on the Police Scotland will be utilised for the notifications and a pilot project is due to go live in October 2017 with City of Edinburgh council.

As part of the Scottish Government marketing campaign, the National Modern Slavery Helpline is being promoted as a further route for members of the public to report instances or suspicions of Human Trafficking. A route has been established for the referrals to be submitted to National Intelligence Bureau, although the assessment for potential investigation will be a joint approach with the National Human Trafficking Unit. This is an additional function which will require resourcing.

3.17 - We will collaborate with statutory agencies and 3rd sector support services to develop and implement a Human Trafficking prevention strategy.

Part 4 of the Human Trafficking and Exploitation (Scotland) Act 2015 provides details of prevention and risk orders that may be applied for, either at sentencing of an individual for a relevant offence or by the Chief Constable, where a risk of a person committing a relevant trafficking offence is identified. The act is due to be enacted in two parts with Prevention orders coming into force on 30th June 2017 and Risk orders being made available from 31st October 2017. The time scales have been determined by Scottish Government.

In order that Police Scotland is able to comply with the legislation, a Short-Life Working Group, chaired by NHTU has been established with National Intelligence Bureau, OCCTU, Legal Services, Police Scotland, Policy Division, COPFS, Scottish Courts and Tribunals Service and the Scottish Government Human Trafficking Team. This group is expected to operate until the orders are in place and allow for a period of review after their enactment, which will be into early 2018.

3.18 and 3.19 - We will develop Human Trafficking multi-agency training products for the consideration of the Scottish Government's Human Trafficking Strategy Implementation Group. In partnership with statutory and 3rd sector services, we will further develop Human Trafficking community awareness products.

In line with the Scottish Government Strategy Implementation Group (SIG) The National Human Trafficking Unit, is currently leading a short life working group on training, the purpose of which is to improve and potentially create new Human Trafficking awareness training that all partners and police can deliver to each of their agencies in line with the implementation of the Human Trafficking and Exploitation (Scotland) Act 2015. Training material has been developed by SCD PPS / NRTF and this has been tentatively shared with partners for comment and feedback.

3.20 - We will develop and implement a Human Trafficking community engagement framework that reaches out to all communities across Scotland to raise awareness.

From the initial planning and development of the Human Trafficking and Exploitation (Scotland) Act 2015, Police Scotland and in particular the National Human Trafficking Unit have played a significant part of the consultation and membership of the Strategy Implementation Group and Force Executive members have attended the oversight group. As members of the implementation group, Police Scotland have contributed to the public consultation in relation to the new act and the wider Scottish Government strategy. This has continued with support provided at the launch of the recent campaign and ongoing awareness raising both at a local and national level.

3.21 - We will work with relevant partners to develop an Inter-agency Referral Discussion approach to all reports of Human Trafficking.

As this is already embedded in Child Protection procedures for potential child victims, work was undertaken by a victim interview group to develop an improved victim engagement strategy, however this group has been suspended pending the outcome of the ongoing Evidence and Procedure review where recommendations are likely in relation to the recording of interviews.

We continue to work collaboratively with key stakeholders and will adopt and implement the findings from the Evidence and Procedure Review in order to improve existing service provision.

3.22 - We will work with key stakeholders to consider the introduction of Joint Investigative Interviews with adult potential victims of Human Trafficking and Exploitation, and to improve the quality of forensic interviews.

The NHTU along with relevant partners recognises that on occasion Potential Victims of Human Trafficking (PVOT's) are being subject to several interviews by different partners and therefore having to relay the same traumatic event several times. A victim interview working group has been formed in conjunction with the Scottish Government, Crown Office and partners, to look at ways at reducing the amount of times that a PVOT is interviewed. This group has been suspended pending the outcome of the ongoing Evidence and Procedure review where recommendations are likely in relation to the recording of interviews.

3.23 - We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into Human Trafficking and Exploitation in Scotland, for the purposes of developing a stronger evidence base.

The introduction of the new legislation and powers is still very much in its infancy and there is a requirement to examine opportunities for evidence based research on the factors that cause trafficking and how they can be prevented both internally to the UK as well as up streaming opportunities with prevention and intervention options in the countries where victims may have arrived from.

3.12 - We will continue to work with partners, nationally and locally, to explore opportunities to increase self- referral service and availability of multi-agency sexual assault centres across Scotland.

The recently published HMICS Strategic Overview of Provision of Forensic Medical Services to Victims of Sexual Crime report recommends that: the Scottish Government should engage with relevant agencies and stakeholders and bring forward proposals for establishing Sexual Assault Referral Centres (SARC) across Scotland to meet the needs of victims of sexual crime; and that the Scottish Government should work with relevant stakeholders and professional bodies, including NHS Scotland, Police Scotland and the Crown Office and Procurator Fiscal Service to develop self-referral services for the victims of sexual crime. Police Scotland fully endorses the recommendations outlined in the report and has appointed a DI within Specialist Crime Division to support national implementation and delivery.

A force-wide scoping exercise has commenced to establish existing service provision and identify areas for improvement. A review is being undertaken of the self-referral service offered by Archway, Glasgow and the findings from this, and the service offered by RASAC and WRASAC will be used to inform the creation of national process. The recent fire at the Royal Victoria Hospital has expedited the requirement for a bespoke facility to service Edinburgh and the Lothians and opportunities are being explored to create a multi-agency child and adult victim centre. It is envisaged that this collaborative model will be considered 'best practice' and will support the vision for multi-agency victim centres across the Force area.

3.13 - We will engage with key partners and explore opportunities to improve communications routes in order to receive victim feedback and ensure that it is shared and learned from.

The Rape Inspection process collates feedback from the Rape Crisis Scotland helpline which is disseminated across all divisions and is utilised to support organisational learning and development.

Criminal Justice Services Division have updated the existing NHS Service User Review Form which will allow formalised reporting and collation of issues identified during forensic medical examinations and custody healthcare provision.

3.14 - We will work in partnership with Scottish Government and the Scottish Courts and Tribunals Service to improve interview facilities and to consider visual recording interviewing of witness interviews in rape cases.

Police Scotland acknowledges the importance of victim engagement at an early stage and understands the requirement for policing responses to be contemporary and fit for purpose. We continue to work collaboratively with key stakeholders and will adopt and implement the findings from the Evidence and Procedure Review in order to improve existing service provision.

3.15 - We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into rape/sexual crime issues, for the purposes of developing a stronger evidence base.

Specialist Crime Division has supported the Scottish Centre for Crime and Justice Research by circulating a survey to key personnel within the Force to encourage participation and feedback which will inform an evaluation of the National Advocacy Project. It is anticipated that the final research will be produced in October 2017.

3.24 - We will develop and publish a toolkit/ investigator guide for broader wellbeing aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns).

A bespoke training package has been developed primarily for concern hub staff but also benefits Divisional Partnership Coordinators to support the newly developed national Business Process for Concern Hubs. Several modules have been developed that focus on core aspects that collectively aim to deliver a high professional and efficient standard of practice. These modules are:

- Children and Young People (Scotland) Act 2014
- Assessment
- Business Process
- Information Management
- Youth offending

Police officers and police members of staff working within Concern Hubs are required to attend this two day training course along with Police Officers at the ranks of Detective Sergeant/Sergeant and Detective Inspector/Inspectors who oversee the daily supervision and management of the national Concern Hubs. There is an additional half day course for supervisors in addition to the two day course for Sergeant and Inspector level. A national guidance document has been produced in relation to Concern Hub functionality and Information Sharing.

3.25 - We will develop and implement a child abuse and neglect community engagement framework that reaches out to all communities across Scotland, encouraging more open discussion about child abuse and neglect in society, which will further improve stakeholder confidence to report abuse.

We continue to be represented on the Scottish Government Working group reviewing Section 12 of the Children and Young Persons (Scotland) Act 1937. We continue to be represented in the forthcoming Bill on Equal Protection and submitted a response to the Scottish Government consultation.

We have continued to improve our Keeping Children Safe online application and maintained a high profile awareness campaign. The service ensures that a variety of reporting mechanisms are available which are discreet and accessible to all. We also continually refresh our social media footprint in respect of available opportunities to report child abuse and how to be more vigilant.

3.26 - We will undertake work with equality groups, community leaders and Independent Advisory Groups to increase reporting of child abuse and neglect amongst marginalised groups and thereby provide early intervention and support tailored to need.

We are actively involved with community based and support groups to gain a better understanding of the child abuse picture within Scotland. Female Genital Mutilation (FGM) is an embedded cultural practice and therefore we recognise the importance for positive engagement with other professionals, communities and statutory and voluntary organisations. Recently, Police Scotland supported a planned Faith Leaders Declaration which brought together faith leaders from various communities and religions throughout Scotland to publicly condemn the practice of FGM.

Working with Barnardo's, we now have a CSE advisors pilot up and running in Aberdeen and Dundee, which supports officers in identifying young people who may be at risk of exploitation. By improving support to young people under the age of 18 affected by CSE through the provision of specialist advice and consultation. The advisors work alongside officers to share expertise in spotting the signs of potential CSE and providing interventions.

Collaboratively with communities and relevant agencies and support organisations we will enhance awareness, build trust and encourage information sharing to maximise opportunities for early intervention and effective safety planning.

3.27 - We will improve processes to ensure we capture information from return-home welfare interviews, to better understand why children have gone missing and gather intelligence about those who may pose a risk of Child Sexual Exploitation.

The Missing Person Investigation Standard Operating Procedures direct that a return discussion must be carried out 'to identify the causes and factors leading to the person going missing, as well as establishing what occurred whilst the person was missing'. Enhanced arrangements have been developed through the partnership protocol for Looked After and Accommodated Children, to (1) specifically address risks and victimisation involved in the missing episode and (2) ensure that return discussions are conducted by a suitable person or agency (often not police). This approach was endorsed in Objective 3 and Commitment 5 of the Scottish Government National Missing Persons Framework published in May 2017 which includes a government action to develop training for return discussions. The NMPU has since opened discussion with the UK Missing People Charity to extend and improve the availability of independent-agency return interviews throughout Scotland.

3.28 - We will develop and deliver targeted communications to deter and/ or disrupt online offenders pre-arrest, and signpost to effective self-help services to stop offending.

The Edinburgh Strategic Oversight Group (SOG) funded a local project to deter and/or disrupt online offenders pre-arrest and signpost to effective self-help services to stop offending. In essence, this was to boost awareness of the support services available via StopItNow! Scotland. The campaign launched 26th June 2017, with a mid-campaign media call during July (Global Radio, Heart FM, STV and Smooth radio all ran material).

Social media boosted posts reached in the region of 27000 persons, and radio promotion of the campaign was significant with material run by radio stations and STV. There was clear evidence of significantly increased traffic to key support websites since the campaign started and StopItNow! Scotland also confirms that direct contact seeking support and advice increased since the campaign commenced.

Final data is not yet available and will be reported to the local SOG. It is anticipated that the successful outcome will be reported to the National Strategic Group and that broader awareness will be encouraged subsequently. At this time it is not possible to confirm whether this would be driven locally via SOGs.

The campaign was entirely down to local arrangement and funding via the City of Edinburgh SOG. The NOMU do not have ownership of the campaign, it is entirely owned by the local SOG partners and Stop It Now! Scotland. NOMU are however engaged with StopItNow! Scotland and will seek to support Divisions and partners in the development of any broader campaigning across Scotland.

3.29 - We will continue to work with Safeguarding Communities – Reducing Offending (SACRO), Crown Office Procurator Fiscal Service, Scottish Government and partners to develop a post-arrest referral for inclusion on targeted programmes and family support for persons charged with online child abuse image possession.

Following an initial meeting with Scottish Government, Police Scotland and COPFS, SACRO drafted options for the provision of targeted programmes and family support provision for persons charged with online child abuse image possession. Scottish Government is supportive of the delivery of such a support/intervention service and funding for SACRO to pilot a programme has been agreed.

Following feedback from each agency in relation to the proposed options, a further meeting took place at Dalmarnock on 7th June 2017 with the U & V Divisional DSU and a Local Authority Criminal Justice Social Work representation (intended pilot area U Division) in addition to Scottish Government, local MAPPA co-ordinator, COPFS and NOMU. This meeting assisted SACRO in identifying a number of elements requiring further consideration prior to any pilot being progressed. SACRO committed to consider and further develop their proposal on the basis of the further feedback received, before arranging a further meeting to progress implementation. While the date of next meeting is yet to be confirmed, it is understood this is likely to be in the near future.

Equality Outcome 4

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

Activities

- 4.1** We will monitor and report on engagement with key communities and stakeholders across the protected characteristics at a national and a local level.
- 4.2** We will continue to make effective use of Community Impact Assessments and Equality & Human Rights Impact Assessments.
- 4.3** We will work with partners to map local equality & diversity stakeholders. We will include equality & diversity stakeholders within a local community engagement framework and ensure that equality & diversity stakeholders are included within public consultation surveys by police and partners.
- 4.4** 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.

Equality Outcome 4 - Overview of Progress

4.1 - We will monitor and report on engagement with key communities and stakeholders across the protected characteristics at a national and a local level.

Continuous and regular engagement with a variety of faith and community support groups allows for their views to be fed back to ongoing work. The main focus under Race, Faith and Belief has been ethnic faith groups as well as mainstream religions along with interfaith groups such as Interfaith Scotland.

Parallel to engagement at local level, engagement with national community organisations such as the Scottish Council of Jewish Communities (SCoJeC), the Muslim Council of Scotland (MCS) and Interfaith Scotland has been enhanced and also personalised with more regular and meaningful contacts. Such personalised strategic engagement has allowed for cooperation in relation to positive activities such as the development of the Muslim Council of Scotland's Best Practice Guidelines for their members.

To improve our understanding of Scotland's increasingly diverse community groups, a revised Community Engagement Form has been implemented which has specific detailed requirements. All Divisions will submit the Community Engagement Form after engagement with any relevant diverse group or agency, e.g. race, religion, refugee, LGBTI, disability, age, etc. locally and nationally to the E&D unit.

4.3 - We will work with partners to map local equality & diversity stakeholders. We will include equality & diversity stakeholders within a local community engagement framework and ensure that equality & diversity stakeholders are included within public consultation surveys by police and partners.

Police Scotland's national Equality & Diversity unit is developing a Directory where all Community Engagement Forms will be categorised allowing access to all departments and divisions. The collation and categorising will assist in identifying groups that are either not known or lacking in police engagement. Enhancing engagement will assist in better understanding of the dynamics of communities within communities.

4.2 - We will continue to make effective use of Community Impact Assessments (CIA) and Equality & Human Rights Impact Assessments (EQHRIA).

Community Impact Assessment (CIA)

Events at home and abroad, including political unrest, military conflict, terrorist activity and hate crimes have the potential to impact on local community cohesion. A Community Impact Assessment (CIA) is a tool to help record, monitor and develop appropriate interventions to address the impact on the community and take appropriate action in relation to community tensions. Where information is available beforehand, it is used as a proactive document and forms part of the dynamic risk assessment process.

A CIA is used to ensure that confidence in the police response to such incidents is maintained and, where possible, enhanced not just for incidents involving serious crime but may be put in place for any incident that affects an individual, their family or a community, or for predicted events, such as marches or demonstrations where there is the potential to adversely affect community harmony or the attitude of one group of people to another.

Strained relationships may develop within or between specific communities or against particular institutions, based on real or perceived events or information. Such tensions may be fed by fear, prejudice, circumstance, specific actions, media reporting or lack of accurate information, and may develop over a long period or be inflamed by a spark incident leading to disorder and violence.

The benefits of a CIA are that it

- Enables a dynamic assessment of community tensions so as to assist in restoring 'normality' to the groups or areas affected
- Provides a means to record and monitor actions, the decisions taken and the corresponding rationale
- Provides a summary of risks and tensions in relation to an incident
- Assists in identifying communities/persons disproportionately affected.
- Assesses levels of tensions to assist decisions around areas such as resource deployment

Equality & Human Rights Impact Assessment (EQHRIA)

In June 2016 Police Scotland and the Scottish Police Authority jointly implemented an integrated approach to EQHRIA with a commitment to review after twelve months. The review is currently underway, aiming to ensure that the EQHRIA processes, procedures and tools are robust enough to ensure legal compliance whilst remaining user-friendly. Outcomes from the review will be reported during the next reporting cycle.

In order to support policy developers / reviewers, a one-day EQHRIA training course has been developed and is available through Police Scotland's Leadership, Training & Development Department to relevant Police Scotland and SPA staff. A process has been formalised to enable staff to enrol using a Training Request Form, supported by line management via SCOPE.

In order to enhance resilience, a number of trainers have also been trained across the force area to deliver the course at divisional / departmental level. Heads of Division / Department are being asked to promote this learning opportunity and to encourage and support relevant staff to access it.

An EQHRIA scrutiny group has been established to monitor and review deliverables in relation to EQHRIA-related practices, with a particular focus on adherence to the Public Sector Equality Duty and delivering the SPA recommendations set out in its EIA Scrutiny Report 2014. These related to issues around publication of EIA results; monitoring of mitigating measures and training for EIA authors. This group will support Equality & Diversity governance by reporting on: management of mitigating actions; retention and accessibility of records; publication of results; completion rates; and provision of appropriate training.

4.4 - 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.

The Children and Young People (CYP) business area has strong links with partner agencies and values the importance of their views in engaging with CYP from protected groups. One of these groups is Police Scotland Youth Volunteers (PSYV) from which regular consultation occurs. The CYP business area is presently engaging with Young Scot, Youth Link and LGBT Scotland, See Me, and young people involved within these groups to obtain their views on how improvements can be made and in particular improve how we engage and interact with them. We recognise the importance of their views and in particular collaborating with them in the formation of the Police Scotland Internet site and social media platforms.

Example of Supporting Local Activity: Renfrewshire Division – Exercise Agora Archway

The Scottish Multi-Agency Resilience Training and Exercise Unit (SMARTEU) includes personnel from Police Scotland, the Scottish Fire and Rescue Service (SFRS) and the Scottish Ambulance Service (SAS). One of the roles of SMARTEU is to exercise the readiness and resilience of Scotland's Emergency Services when responding to significant incidents.

Exercise Agora Archway, which was held in June 2017, is an innovative approach to considering the impact on community tensions resulting from a significant Incident, a terrorist incident or an increase in the United Kingdom (UK) threat level to 'Critical'.

The exercise looked at community engagement through the inclusion of representatives from the 'Grey Space' group (a group established through police innovation in 2016 in Renfrewshire and Inverclyde to act as a forum for inter-community discussion and tension monitoring).

Delegates were exposed to fictitious, but realistic, scenarios, based on recent incidents in the UK and worldwide, and allocated tasks around their response. The format of the day included syndicate work and a series of facilitated plenary sessions, encouraging open discussion.

The event was used as a pilot exercise, with a view to developing the scenario into something that can be accessed widely across Scotland.

The exercise was supported by the Chief Executive of Renfrewshire Council and the local 'blue-light' Commanders. Delegates included representatives from Police Scotland, SFRS, SAS, 'Grey Space' Group and the University of West of Scotland.

The Grey Space Group draws its membership from Police Scotland, the Catholic Church; Church of Scotland; local Mosque; Buddhist community; Renfrewshire Effort to Empower Minorities; West of Scotland Racial Equality Council; LGBT+ group; Polish community; West College Scotland; University of West of Scotland; the 'I Am Me' Disability awareness charity; NHS; and both local authorities.

Exercise Agora Archway fits well with the recommendations contained within the Independent Advisory Group Report on Hate Crime, Prejudice and Community Cohesion, commissioned by Scottish Government.

Equality Outcome 5

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

Activities

- 5.1 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).
- 5.2 We will facilitate improved communication, where necessary, for children who are unable or reluctant to engage directly with officers.
- 5.3 We will scope potential to create a network of police officers/staff skilled in Deaf Awareness and BSL, to act as link officers for the Deaf and BSL communities across Scotland.
- 5.4 We will 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.
- 5.5 We will ensure that Police Scotland Equality & Diversity action plans include regular review of accessibility of services, communication and information.
- 5.6 We will ensure front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities.
- 5.7 We will enhance Website usability for all protected groups.
- 5.8 We will explore potential use of digital platforms for contacting the police.
- 5.9 We will carry out site audits of our buildings to identify any physical access barriers, and this information will be made available on our website.
- 5.10 We will develop easy read and other accessible information resources for literature we produce that is available to the public.

Equality Outcome 5 - Overview of Progress

5.1 - 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).

Police Scotland recognises that any barriers to communication can discourage or prevent people from accessing police services or reporting crimes, for example some disabled people who need to use augmentative or alternative communications methods to access services, or for those for whom English is not their first language. In an effort to mitigate the potential impact of language or communication barriers, a wide range of alternate methods of contact are offered. These include:

- 999/112 Emergency Service - Deaf, deafened, hard of hearing or speech-impaired callers can make contact via a Textphone (minicom) or the BT Operator '999' text relay service;
- 101 Non-Emergency Telephone Services - Deaf, deafened, hard of hearing or speech-impaired callers can make contact via a Textphone (minicom) or SMS text reporting facilities for registered users;
- Direct Dial In (DDI) for Partner Organisations;
- Face to Face contact at a Police Station Public Counter;
- Internet Services / Police Scotland Website;
- Contact Us – general email;
- Online Reporting;
- International Telephone Line for callers phoning from out with the UK;
- Police Call Points – Telephones with direct links to Police Scotland located on police buildings;
- By letter; and
- Third Party Reporting Centres.

Where required, an interpreter, signer or a relevant communication support, such as a deafblind communicator guide or speech-to-text provider, is arranged to help facilitate communication with members of the public.

5.2 - We will facilitate improved communication, where necessary, for children who are unable or reluctant to engage directly with officers.

Police Scotland continues to be represented in the ongoing implementation programme stemming from the Evidence and Procedure Review, Joint Investigative Interview recommendations. Along with our partners in Social work, and supported by the Scottish Government, we are committed to researching, designing and delivering a new concept in child interviewing. This new concept will include a review of the current Scottish Government Guidelines in Child Interviewing. The vision of this programme is to ultimately remove children from the court process entirely.

5.4 - We will 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.

Deaf / British Sign Language (BSL) Communities

Currently, Police officers who have a high level of BSL have produced information videos (which are quality-assured by relevant community advisors) and have attended engagement events across the country. For example, on 2nd September 2017 three of these officers attended St Vincent Centre for the Deaf and presented to approximately 40-50 Deaf BSL users on a variety of topics including contact methods, terrorism, personal safety and road traffic law. This has received positive feedback from the Deaf BSL communities with requests for attendance at further events. They have also produced a number of videos in BSL which are accessible via the Police Scotland website. A full list of recent events and videos are available on request.

Autism

There is on-going liaison with the National Autistic Society, Autism Network Scotland and REACH for Autism to identify appropriate training and to develop policy regarding the need to continue to improve how we deliver services to people with autism. By providing effective training we will be able to provide a tailored individual service, increasing people's ability to access our services.

Learning Disabilities

The Safer Communities Department represents Police Scotland on the Supporting Offenders with Learning Disabilities (SOLD) group which considers how to make the criminal justice system more accessible for people with learning disabilities, including how to make operational processes more accessible.

5.5 - We will ensure that Police Scotland Equality & Diversity action plans include regular review of accessibility of services, communication and information.

Following publication of Police Scotland's revised Equality Outcomes 2017-2021, a Force Memorandum was circulated in July 2017 to Heads of Division and Department, initiating a revised structure for Equality & Diversity governance and reporting. Divisional and Departmental work towards the Police Scotland Equality Outcomes will henceforth be captured using a structured reporting template that has been developed by the Safer Communities Department. The template asks Divisions and Departments to select the main highlights and challenges from their Equality & Diversity-related work over the preceding 6-months. These updates will inform progress reporting to Police Scotland's and SPA's Equality & Diversity Governance meetings.

5.6 - We will ensure front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities.

Safer Communities Equality and Diversity (E&D) Unit continues to advise internal police departments and divisions and work with external partners to identify ways to improve access to our information and services for all members of the public. For example:

- Working with Contact, Command and Control (C3) division on equality and diversity considerations regarding contact methods. An input was provided recently to the C3 Training Academy on equality considerations and hate crime. An awareness session was also delivered to staff who engage directly with members of the public reporting crimes. This relationship helps to inform C3-related Equality and Human Rights Impact Assessments (EqHRIAs) and provides mitigation against identified potential for adverse impact on certain communities.
- Guidance provided to territorial police divisions on making their contact methods more accessible. For example, Ayrshire Division offered options to help improve the accessibility of its social media engagement.
- Working currently with Equality leads in the Scottish Ambulance Service and Scottish Fire and Rescue Service to identify opportunities to share best practice and resources to improve first point of contact services for people with augmentative or alternative communication needs.
- The Safer Communities Department Equality & Diversity Unit offers advice/guidance to authors/reviewers of Organisational Development projects, as well as colleagues from divisions and departments across the force who are undertaking Equality & Human Rights Impact Assessments. This helps to ensure that equality considerations and mitigation of potential barriers to access to our information and services are an integral part of any decisions, policies and/or practices.

5.7 - We will enhance Website usability for all protected groups.

As members of the Scottish Government's BSL National Advisory Group, Police Scotland is working in partnership with other members to advise ministers on the first BSL National Plan due for publication on 24th October 2017. Previously, the Group has worked with Contact Scotland BSL to develop a video on using the Government-funded BSL video service to contact the Police, linking with the Police Scotland web manager to ensure this contact method is promoted on our website.

5.8 - We will explore potential use of digital platforms for contacting the police.

The use of the 'I Am Me/ Keep Safe' App is being proactively promoted at events and meetings, as this is an accessible method of reporting to the police, that has been developed in partnership with disabled people.

Equality Outcome 6

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

Activities

- 6.1 We will review and refresh positive action at a national and regional level to improve the recruitment, retention, development and promotion of officers and staff from minority groups.
- 6.2 We will formulate and progress positive action targeted measures to ensure that Police Scotland is more reflective of the communities it serves.
- 6.3 We will work with Statutory and Equality staff associations and key stakeholders to identify barriers and improve opportunities for officers and staff from and across all protected groups.
- 6.4 We will raise staff understanding of the importance of equality monitoring.
- 6.5 We will continue to improve our data monitoring arrangements to report on our organisational strategies.
- 6.6 We will monitor the impact on workforce diversity arising from organisational change and ensure appropriate mitigating actions are put in place.

Equality Outcome 6 - Overview of Progress

6.1 and 6.2 - We will review and refresh positive action at a national and regional level to improve the recruitment, retention, development and promotion of officers and staff from minority groups. We will formulate and progress positive action targeted measures to ensure that Police Scotland is more reflective of the communities it serves.

- We have produced the Police Scotland Workforce demographic profile as at 31st March 2017, provided as Appendix B for this report. A report highlighting the key themes emerging from the data is included in Appendix B.
- A number of positive action initiatives have taken place since April 2017 including the following:
The Police Scotland LGBT Allies network held a 'By Your Side' day at Tulliallan on 22nd June 2017. The day brought together straight allies and LGBT role models and included inputs on the role and importance of allies, the issues that may be encountered by LGBT colleagues and some of the methods of signposting to support available. A number of partners including Barclays Bank, The Scottish Transgender Alliance and COPFS also attended to give an insight into their LGBT Allies network.
- Police Scotland has made a submission to the Stonewall Workplace 2018 Equality Index Top 100 UK Employers.
- The Police Scotland Positive Action Recruitment team have run a number of events throughout Scotland to dispel any rumours or misconceptions and alleviate any concerns individuals from under represented may have about becoming a Police Officer or Special Constable. Information on Police Scotland Constable Recruits June and September 2017 Intakes in relation to Gender, Age and Race is included in Appendix C.
- It is important to note that achievement of equality, diversity and inclusion is a long-term goal which requires consistent, sustained effort and ongoing Executive leadership support.

6.3 - We will work with Statutory and Diversity staff Associations and key stakeholders to identify barriers and improve opportunities for officers and staff from and across all protected groups

- A Diversity Staff Association (DSA) Awareness session was held in Dalmarnock on the 29th June 2017. Going forward similar awareness sessions will be held throughout Scotland thereby increasing staff awareness and understanding of what DSAs offer and what services they provide.
- DSAs have a secretariat meeting every quarter, which provides an opportunity for these associations to meet and discuss issues relevant to their role. It also provides a forum for members of Police Scotland or SPA to meet with the DSAs and consult with them on pieces of work they are progressing.
- Statutory and Diversity staff Associations attend the Equality, Diversity and Inclusion Sub Group which meets quarterly and is chaired by DCC Fitzpatrick. Statutory and Diversity staff Associations are encouraged to add agenda items for this meeting. We have developed a SharePoint resource accessible to all group members that captures the work of this group, provides access to information and research.
- DSA have recently met with the Human Resources Policy Team and remain committed to consulting on SOPS.

6.4 - We will raise staff understanding of the importance of equality monitoring

- From the Police Scotland Workforce demographic report as at 31st March 2017, it would appear that the number and proportions of “Choose Not to Disclose” have increased for Disability, Race, Religion or Belief and Sexual Orientation for all staff groups.
- To progress this action we have reviewed Police Scotland Equality and Diversity Intranet site and included a section relation to frequently asked questions in relation to Equality and Diversity Employment Monitoring.
- Conversations have taken place with the National Special Constables Coordinator regarding the high proportion of “Unknown” equality and diversity data returns for Special Constables. The main points have been identified where data gaps have been flagged through equality and diversity monitoring and we are working in partnership with the National Specials Constables Coordinator to address the issues and implement solutions. This work aligns with the modernisation of Special Constables and the Chief Constables position on increasing recruitment. A Special Constables National Working Group has been established to bring together the many departments including Equality and Diversity that are involved in the recruitment, training, deployment and retention of Special Constables and map the current processes, highlight challenges and identify ways that the group could work closely together to achieve these common goals.
- We recognise the increase in staff failing to disclose and we are working with staff associations to build confidence amongst staff to address this. Further activities will be progressed to increase staff awareness of the importance of Equality Monitoring.

6.5 - We will continue to improve our data monitoring arrangements to report on our organisational strategies.

- The Equality, Diversity and Inclusion Subgroup is creating a business dashboard information management tool that will be used to track KPIs, metrics, and other key demographic data relevant to this business area. This draft dashboard will be shared at the next Equality, Diversity and Inclusion Subgroup meeting on the 19th October.
- Employment monitoring data gaps have been identified and collated into the Police Scotland /SPA Data Gaps Action Plan. Meetings have been held with each of the P&D Level 2 Heads of Service, where their sectors Data Gaps Action plan has been shared and discussed with them to progress.

6.6 - We will monitor the impact on workforce diversity arising from organisational change and ensure appropriate mitigating actions are put in place.

- In 2014, the SPA produced a scrutiny report on the Police Scotland's approach to Equality Impact Assessments related to its organisational change projects during 2013-14. Although generally positive, the scrutiny report made some recommendations.
- SPA Recommendation 2 - That the EIA process is reviewed and specifically strengthened in the areas listed below:
 - Requirement for timed mitigating actions;
 - Requirement for process to clearly identify and record how/when/where mitigating actions are reviewed; and
 - Requirement for mechanism which ensures mitigating actions identified are implemented.
- SPA Recommendation 3 - That Police Scotland publishes EIAs within 4 months of organisational change project completion date. To progress the SPA's above recommendations and help ensure compliance with Police Scotland's legal obligations, an EqHRIA Scrutiny Group has been established with the following remit:

Monitor and review deliverables in relation to EqHRIA related practices, with a particular focus on adherence to the Scottish Public Sector Equality Duty and delivering the SPA recommendations. This group will support the overarching tactical groups namely the E&D People and Development Sub Group and the E&D Service Delivery Sub Group through the provision of appropriate exception reports in relation to the review and quality assurance of Police Scotland EqHRIA process, with particular focus on Divisional / Departmental compliance regarding the:

 - Management of mitigating actions;
 - Retention and accessibility of records;
 - Publication of results;
 - Completion Rates; and
 - Provision of appropriate training.
- A dedicated Equality and Diversity HR resource will begin scoping out the implications for Equality, Diversity and Inclusion in partnership with 2026 colleagues. Embedding E&D in the 2026 process and supporting the completion of Equality & Human Rights Impact Assessment (EqHRIA) processes is a critical element of the 2026 strategy.

Department and Divisional Examples of Supporting Activity

A Division

- Police Scotland Youth Volunteer Groups located in Aberdeenshire & Aberdeen City and soon to be active in Moray have governance processes and guidance in place to ensure that youth membership is reflective of local communities, including a requirement that at least 25% of the group have experienced deprivation in some form.
- One of A Division's Partnership Development Officers in partnership with the local Recruitment Team currently work with Station House Media Unit to support an accredited course designed for those 15-19 year olds not in mainstream education. This provides the students with skills that will assist them into positive destinations and to view Police Scotland as a potential career choice.

K Division

- A divisional campaign for the recruitment of Special Constables is being developed to reach all areas of our diverse community.

V Division

- The Division utilises embedded national positive action recruitment initiatives at a local level through use of local media, social media, and engagement with minority groups, as detailed on the Divisional E&D Action Plan.

SCD

- People Management Governance arrangements have been discussed across the Senior Management Team - Equality and Diversity is to be embedded into this structure.
- Discussions have taken place for the need to identify specific areas of work which would benefit from positive action initiatives - particularly around the gender balance of the workforce profile.
- Flexible working scenarios are to be drafted which will better inform staff who are considering Flexible Working applications

Strategic Planning

A senior member of this department is a member of an Erasmus study trip to Europe, to review the impact of migration on how the service operates within its increasing diverse communities and ensures that it is reflective and understanding of those communities. It is envisaged that the business benefit will inform the 3 Year Plan, Local Approaches to Policing and Force Recruitment, thus enabling communities. It is anticipated that the information gleaned and lessons learned will impact positively on Police Scotland recruitment in relation to diverse communities, the organisational knowledge around policing methods best utilised for such communities and the best approaches to working in partnership with these new and emerging communities.

Equality Outcome 7

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

Activities

- 7.1 We will provide support and opportunities for officers and staff to maintain their health, wellbeing and safety.
- 7.2 We will support equal access to training and development opportunities.
- 7.3 We will develop the role of managers and the use of Performance Development Conversations to reinforce our values, behaviours and performance.
- 7.4 We will conduct a biennial staff survey ensuring that it can be disaggregated by protected characteristic.
- 7.5 We will analyse staff survey results by protected characteristic and initiate any mitigating action necessary.
- 7.6 We will consider how 'complaints against the police' can be used as a relevant measure.
- 7.7 We will review grievances and disciplinary cases and exit surveys to identify any patterns/issues in respect of minority police officers and staff.
- 7.8 We will continue to identify trends to improve communication in the workplace.
- 7.9 We will eliminate any unfair, unjust practices that impact on pay (including overtime) or reward.
- 7.10 Where any inequality in pay may arise, we will investigate promptly and take appropriate action as required.
- 7.11 We will build a workplace culture based on Police Scotland's Ethics and Values.

Equality Outcome 7 - Overview of Progress

7.1 and 7.8 - We will provide support and opportunities for officers and staff to maintain their health, wellbeing and safety and will continue to identify trends to improve communication in the workplace.

- The Senior Leadership Forum in September focused entirely on Wellbeing. The event was opened by the Chief Constable with an expectation that senior leaders cascaded the information to their respective teams and divisions.
- "Your Wellbeing Matters" Launch took place on the 18th September, the revised intranet site and mobile site and the Wellbeing Champions network officially went live.

- Consideration was given to the allocation of resource within Strategy and Specialist Services to identify a department with overarching responsibility for ensuring a joined up approach between Health and Wellbeing, People Management, Equality and Diversity, Recruitment, Training Leadership & Development and the operational environment.
- This has been actioned through the appointment of the Disability Coordinator who was appointed in July 2017. This post sits within the HR equality and Diversity team. Accordingly a number of outcomes have been progressed:
 - Police Scotland is pursuing accreditation under the Disability Confident scheme. This scheme has replaced the 2 ticks programme. Registration for Stage 1 of the process has been actioned and we aim to reach stage 2 within the next 3 months. The disability coordinator is working with the recruitment team to progress this. Communication on Disability Confident is planned to coincide with the launch of the new SOP and intranet pages.
 - A review of processes in relation to light, modified and restricted duties (as defined in the Attendance Management SOP) for employees with disabilities has been undertaken. Wording has been incorporated into the newly drafted Disability in Employment SOP to clarify processes around the use of light, modified and restricted duties. Discussion has been undertaken with Graeme Noble in People Management to ensure that this is consistent with the processes employed in relation to postings. This aims to provide clarity and ensure consistency of practice across the organisation.
 - Work is underway within Shared Services to implement a new E-filing solution for the secure filing of disability related documents. It has been agreed that a secure file can be created within the new system to hold information related to disability and reasonable adjustment. Access can be controlled by user role. This will enable the secure storage of diagnostic and assessment documentation e.g. dyslexia reports and workplace assessment documentation which are not held by Optima Health. The timescale for implementation of E-filing is not yet clear, the disability coordinator will continue to liaise with shared services as work develops.
 - Disability and Dyslexia Training was developed by the Disability Coordinator and has been delivered monthly on the Supervisory course at Tulliallan. There have been 16 sessions delivered since 01/01/2017 with an average of 25 people at each session approximately 400 people. Divisional/Departmental inputs are also being provided on request. Most recently these have been delivered to managers in U Division (Irvine and Kilmarnock) and C3.
 - The Disability in Employment SOP has been redrafted to incorporate clearer guidance on existing provision, however the Special Leave entitlements form is part of the wider modernisation work and therefore no new provision can be detailed at this time. Meetings with the SPF,

Trade Unions and Disability and Carers Association (DACA) to discuss the revised and re-written SOP have been positive. The new version and associated EqHRIA have now been passed to HR Policy to begin the approvals process for publication.

- A communication and education plan has been drafted to ensure that roles and responsibilities are clarified when the new SOP is published and that key information is communicated and understood. This will involve a programme of briefings for all divisional commanders and department heads as well as communication on the intranet and other Force news channels. Division and department heads will be tasked with implementing the good practice outlined in the SOP and associated guidance in their business area.
- Successful launch of Carers Week 12th-18th June 2017 via the intranet resulting in increased interest and membership of Disability and Carers Association (DACA).
- Police Scotland is supporting a member of DACA (2.5 days a week) to promote this Diversity Staff Association.

7.2 - We will support equal access to training and development opportunities.

- CIMplexity Leading Critical Incidents training is ongoing following the pilot in November 2012. The training is currently being delivered to all chief inspector and superintendent ranks and police staff equivalents.
- Previously, recording mechanisms were not in place to capture access to training information. A possible solution has been identified and further needs to take place with the Head of Training to discuss further, particularly in relation to the equality & diversity monitoring of training overall.

7.3 and 7.11 - We will build a workplace culture based on Police Scotland's Ethics and Values and develop the role of managers and the use of Performance Development Conversations to reinforce our values, behaviours and performance.

- A Police Scotland Ethics Conference 'Ethical Policing in an Operational Environment' took place on the 19th September. Keynote speakers included DCC Designate Ian Livingstone, Cabinet Secretary for Justice, Michael Matheson MSP, Professor Philip McCormack and John Scott QC.
- A one day EqHRIA training course has been developed in conjunction with the Scottish Human Rights Commission which will be delivered by the Training and Development department.
- The first EqHRIA Train the Trainer Course was conducted at the Scottish Police College on the 20th July 2017. Six Police Officers (all existing trainers) received this training. It is expected that these trainers through time and experience whilst delivering the training, augmented by appropriate support at the initial stages should be able to competently deliver to the required standard. The intention is to roll out the EqHRIA

training to relevant staff, at national and divisional/ departmental level to ensure that assessments are carried out in a timely and meaningful manner and not as a retrospective 'tick box' exercise.

7.4 and 7.5 - We will conduct a biennial staff survey ensuring that it can be disaggregated by protected characteristic and will analyse staff survey results by protected characteristic and initiate any mitigating action necessary.

- Staff were given the opportunity to provide their Equality and Diversity monitoring data in the Pulse survey carried out in 2016. This information was analysed and shared with the Diversity Staff Associations in June 2017. Staff are also given the opportunity to provide their Equality and Diversity monitoring data in the online Exit Survey (Survey Monkey).
- A meeting has been held with Analysis and Performance Unit (APU) and the Exit Survey Manager to discuss what E&D information needs to be drawn from the Exit Survey. For example, an Equality and Diversity Profile is required for each of the staff groups noted below, which means a breakdown is required for each of the protected characteristics.
 - Police Officers
 - Police Staff
 - SPA Staff
 - Special Constables

This will enable E&D to compare the Exit Interview Equality and Diversity Profile against the Equality and Diversity Leavers Profile which is collated and analysed annually by the Equality and Diversity Team.

In addition, we will need to understand what the Equality and Diversity profile looks like overall for each section within the Exit Interview Survey. We need to identify what responses are given by each of the protected characteristics. For example, do female staff identify different reasons for exiting the organisation than their male colleagues?

Discussions are ongoing with Analysis and Performance Unit (APU) and the Exit Survey Manager to ensure that the E&D information from the Exit Survey can be used to inform and develop mitigating actions.

7.7 - We will review grievances and disciplinary cases and exit surveys to identify any patterns/issues in respect of minority police officers and staff.

- This information is available in Appendix B and C.

7.9 - We will eliminate any unfair, unjust practices that impact on pay (including overtime) or reward.

- Given that the "modernisation programme is one of the most complex to take place in the UK" (Deloitte 2016) EqHRIs are threaded through all levels of the SPRM Project. These help shape and inform the numerous options for pay, grading and terms and conditions (pay and non-pay), new policies, and proposals which fundamentally affect all staff. This is a complex piece of work due to the interdependencies and impacts across the various EqHRIs and these are based on a range of options appraisals and/or proposals, all of which are fluid, subject to impact of ongoing business as usual changes and still subject to the negotiation stage.
- Where the output of an EqHRI identifies there is a potential negative impact for any of the protected characteristics, there is a proposed mitigating action unless there is an objective justification. It equally importantly provides the opportunity for capturing where equalities have been promoted or improved.
- The pay modelling work in relation to the new pay and grading structure for staff is progressing with equality and fairness as guiding principles.
- As a starting point, the new pay and grading models will all be subject to analysis in relation to sex, race and disability as we develop pay and grading options. An EqHRI will be carried out on the preferred model internally and by an external Consultant in terms of sex, race and disability. We will investigate and assess any impacts where these materialise to ensure that we eliminate where possible, and provide mitigation when this is appropriate.

7.10 - Where any inequality in pay may arise, we will investigate promptly and take appropriate action as required.

- The development of the new pay and grading structure will give Police Scotland the first real opportunity of assessing a truly integrated staff profile within a common framework of pay and grading, and the assessment of gaps based on sex, race and disability will be a significant consideration of the design process. We are committed to developing a pay and grading structure with equality and fairness at the heart of the modelling process.

Departmental and Divisional examples of Supporting Activity:

Criminal Justice

- Regular recognition of Good Work through divisional bulletins by members of Custody Operations staff and backfill officers within custody suites, whose early intervention ensured urgent medical care was provided to members of the public coming into police custody.
- Recent relocation of Custody West Command Hub to primary custody suite, providing more visible senior leadership to Custody Operations staff.
- A review of the CJSD Vital Voices forum, which allowed staff to communicate with members of the Senior Management Team, has resulted in a new more localised process. First Line Managers will hold regular meetings with staff recording details of the meeting and points raised on the

division's SharePoint page. Second Line Managers will review and respond or escalate to Senior Managers for attention. Area Commanders will continue to host Vital Voices meetings on a regular basis covering points raised and providing direct communication with their staff.

J Division

- Recruitment event in the Scottish Borders for Special Constables held on Monday 21st August, to boost numbers of officers in the community. Social media advertising used to promote the event ☐ Youth community officers working in partnership with schools during recruitment fairs to promote working for the police at these events

K Division

- Wellbeing - The Stroke Association attended the division on three dates in April/May 2017 to raise awareness, check blood pressure and providing advice to over 180 staff.
- Probationer Training programme currently being developed will enhance the level of support provided for newly appointed officers to ensure that any areas of difficulty with learning outcomes are identified quickly and appropriate supports put in place at the earliest opportunity.

C Division

- The Health and wellbeing group sits monthly and is attended by all ranks, staff associations and representatives from core shifts, CPT and CID. The group looks at all issues regarding wellbeing, employment opportunities, identifying relevant champions re wellbeing, mental health and creates a weekly bulletin allowing staff to see what work has been completed that had been instigated by their concerns/issues.

Anti- Corruption

- Events run within the Force to support officers and staff, highlighting vulnerabilities and corruption risks providing practical advice on how to identify and counteract them.

G Division

- G Division Safer Communities supports the work of the Positive Recruitment Team, ensuring access to Glasgow's minority Communities through our network of contacts. G division also support the recruitment team by attending events in Glasgow to maximise recruitment opportunities

SCD

- Work has begun in preparation for the potential impact of Brexit negotiations which is focussing on the health and wellbeing of staff and their wider family network - this has direct links with nationality
- Individual works areas under the umbrella of SCD are developing E&D actions to support the delivery of the national outcomes

ICT

- A number of ICT staff have been trained to use “Read Write Gold” software to assist with queries from staff with Dyslexia.

Overview of Activity

It is acknowledged that the following activities have not been reported on throughout this submission. It is noteworthy however that the existing Police Scotland Equality Outcomes cover the time period of 2017 – 2021, with this being the first progress report. It is fully anticipated that updates in respect of these activities, will be provided in subsequent reports.

| Equality Outcome/Activity | Details |
|----------------------------------|--|
| EO1 – Activity 1.4 | Jointly with local partners, we will run local campaigns to encourage reporting of hate crime. |
| EO2 – Activity 2.6 | We will work collaboratively with partners to develop innovative approaches and make a decisive shift towards early intervention and prevention rather than waiting for crises responses. |
| EO2 – Activity 2.12 | We will develop and publish a toolkit/ investigator guide for broader wellbeing aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns). |
| EO3 – Activity 3.7 | We will continue to raise staff understanding and awareness of honour-based violence, forced marriage and female genital mutilation policies and processes. |
| EO3 – Activity 3.8 | We will 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. Prevention strategies will address each of the levels that influence sexual violence (individual, relationship, community and society). This will include the use of victim risk-reduction techniques and bystander prevention strategies to empower individuals to intervene to prevent a sexual assault from occurring. |
| EO5 – Activity 5.3 | We will scope potential to create a network of police officers/staff skilled in Deaf Awareness and BSL, to act as link officers for the Deaf and BSL communities across Scotland. |

| | |
|----------------------------|--|
| EO5 – Activity 5.9 | We will carry out site audits of our buildings to identify any physical access barriers, and this information will be made available on our website. |
| EO5 – Activity 5.10 | We will develop easy read and other accessible information resources for literature we produce that is available to the public. |
| EO7 – Activity 7.6 | We will consider how ‘complaints against the police’ can be used as a relevant measure. |