



Police Scotland Equality and Diversity Update – July 2014

PURPOSE

The purpose of this paper is to provide an update on the work being undertaken across Police Scotland in relation to Equality and Diversity and the progress being made towards meeting the Police Scotland Equality Outcomes.

1. BACKGROUND

- 1.1 The Police Scotland Equality and Diversity report details how the organisation intends to integrate the general equality duty (Equality Act 2010) into its functions. The report also outlines the strategic Equality Outcomes for the period 2013-2017. Those outcomes have been developed in consultation with key stakeholders, equality organisations and community groups. The delivery of the Equality Outcomes is one of Police Scotland's priorities as outlined in the Annual Police Plan 2013/14.
- 1.2 In order to achieve them, an action plan has been developed with designated owners and identified milestone dates for updates. As well as linking to the seven equality outcomes, there are also additional sections relating to the priorities identified from the aforementioned Equality and Diversity report and a section, which has identified some additional workstream priorities. While the action plan effectively captures the high level work required to meet the Police Scotland Equality Outcomes, it by no means captures all the Equality and Diversity work currently being carried out.
- 1.3 DCC Neil Richardson is positioned to provide executive oversight of delivery against those outcomes supported by senior management colleagues and a number of officers and staff from across the organisation. This is coordinated through an Equality & Diversity Strategic Group. Through this Strategic Group, which meets on a quarterly basis, he holds Chief Superintendent Grant Manders as the Head of National Safer Communities to account for all Equality and Diversity matters relating to service delivery, and John Gillies as Director of People and Development to account for all HR & Training matters relating to Equality and Diversity.

2. FURTHER DETAIL ON REPORT TOPIC

2.1 Service Delivery of Equality and Diversity

Under the functional lead of Superintendent Gavin Phillip, National Safer Communities are responsible for providing advice and assistance in relation to the operational delivery of Equality and Diversity within Police Scotland, including all policy matters relating to the service delivery of Equality and Diversity. In addition the National Safer Communities team also engage with national Equality and Diversity stakeholders including the Scottish Government Equalities Unit, and supporting the 14 Local Policing Divisions to identify and engage with their local stakeholders.

National Safer Communities operates as a dispersed Headquarters model with Equality and Diversity staff based in Edinburgh, the Scottish Crime Campus at Gartcosh, Dundee and Aberdeen. The structure in which this is delivered has been agreed through the business change processes and the Scottish Police Authority.

At this time this business area consists of 14 police officers ranging in rank from a Superintendent to a number of Police Constables. This also includes a Chief Inspector and two Police Sergeants who have a distinct responsibility for Community Engagement and Citizen Focus reporting to the Superintendent. This number has been boosted by the recruitment of two members of police staff as Equality and Diversity advisors for service delivery.

In addition staff have built a close working relationships with Local Policing providing support, advice and assistance on a daily basis, through the provision of a 24/7 on-call facility and by way of a monthly meeting with the single points of contact for Safer Communities within the 14 Local Policing Divisions.

2.1.1 Equality and Diversity Stocktake

During the first year of Police Scotland, a key priority for this business area was gaining an understanding of the current position throughout Scotland in relation to Equality and Diversity including the identification and dissemination of good practice and identification and mitigation of risks. This stocktake was completed in June 2013.

Following the development of the 14 Safer Communities departments in April 2013, the National Safer Communities department designed a scoping exercise to identify local Equality and Diversity procedures as well as good practise in relation to community engagement, for example. Some of the main subjects discussed surrounded hate crime procedures (prior to the SOP), Third Party Reporting (prior to the SOP), Lay Advisor provision and CIA/EIA procedures. It was conducted over a period of 4 weeks and involved existing Officers of the National Community Engagement Team visiting all 14 Divisions.

2.1.2 Hate Crime

Another priority was the need to have a corporate and consistent approach to dealing with Hate Crime. This has led to the development and roll-out of a Standard Operating Procedure (SOP) and work is currently nearing completion in relation to an e-learning package on this subject, which all staff will be required to complete. National Safer Communities monitor Hate Crime throughout Scotland by way of a daily return provided to them by each of the 14 Local Policing Divisions allowing the Department to provide reassurance to the Force Executive that both the investigation and support to victims is being managed appropriately by the Service.

2.1.3 Third Party Reporting

In order to ensure effective reporting of Hate Crime, a Third Party Reporting (TPR) SOP has been introduced. To complement this, a new training package was developed and has been delivered by National Safer Community Staff to staff within the 14 Local Policing Divisions. Those staff in turn have reviewed their existing TPR sites and thereafter delivered this training to sites within their geographical area. There are now over 300 TPR sites providing a broad geographical and protected characteristic (under the Equality Act 2010) coverage across Scotland. All of those sites have been published on the Police Scotland website.

2.1.4 On-Line Reporting

Before the introduction of Police Scotland, not all areas of Scotland could report Hate Crime on-line. This is now the case and during the first year of Police Scotland nearly 350 reports have been received through this process.

2.1.5 Scottish Government Hate Crime Campaign

In February and March 2014, the Scottish Government ran a media campaign designed to tackle the underreporting of Hate Crime. Police Scotland fully supported this campaign by providing case studies, information on Third Party Reporting and Superintendent Gavin Phillip, carried out interviews, which were broadcast on local and national media and covered in local and national press.

2.1.6 Operational Support

National Safer Communities have provided 24/7 support in relation to Equality and Diversity and community impact in relation to incidents the length and breadth of Scotland. This includes a number of Critical Incidents such as the disappearance and subsequent murder of Mikaeel Kular, the Clutha Vaults helicopter tragedy, the impact of the murder of Lee Rigby in Scotland and the murder of a transgender male in Edinburgh.

2.1.7 Community / Lay Advisors

A key part of this support is advocating the use of Community / Lay Advisors. Police Scotland currently have access to over 80 such individuals who are able to provide independent advice and act as a critical friend in challenging organisational or personal assumptions.

Police Scotland has also developed a National Strategic Advisory Group, which will be able to provide such advice to the Force Executive and the Scottish Police Authority Board. An independent chair has been elected together with vice chairs for East, West and North command areas. There are 18 members providing a broad geographical and protected characteristic coverage.

The Group will be responsible for developing a National Advisory Model for Police Scotland, although at this time existing advisory arrangements will continue.

2.1.8 Engagement

National Safer Communities Department is responsible for engaging with stakeholders who have national responsibility for Equality and Diversity. This includes the Equalities Unit of the Scottish Government. A recent example of this is the setting up of a Police Scotland LGBT reference group. As well as membership from Police Scotland and the Gay Police Association, the group is made up of representatives from the main LGBT support organisations. The Crown Office will also be invited to join the group. A Terms of Reference has been agreed, a chair appointed and initial actions are being progressed.

National Safer Communities also support local Divisions to engage with their respective stakeholders. A menu of tactical options was designed for Divisions to use when developing their local Policing Plans in order to ensure broad engagement with all communities to identify and include as priorities issues of concern to them.

In this context a Community Engagement and Reassurance Strategy has been drafted, as has a corporate template for completing Community Impact Assessments. They have been designed to encourage corporacy and consistency of approach. It is intended that they will be used during the Commonwealth Games and Queens Baton Relay engagement processes, which is being supported by National Safer Communities.

2.1.9 Criminal Justice Equality Group

Police Scotland is a key partner on the above group along with the Crown Office, the Scottish Prison Service, the Law Society, the Scottish Legal Aid Board. The group reports directly to the Justice Board, and the current priorities are tackling Disability Hate Crime and Under- Representation.

2.2 Governance Support for Equality and Diversity

In order to provide strategic support to DCC Richardson in his role as Governance lead for Equality and Diversity for Police Scotland, Chief Inspector Gill Boulton was appointed into post in March 2013. Chief Inspector Boulton leads a small team that supports Equality & Diversity delivery across a range of activities.

In relation to this the Unit have responsibility for maintaining the Equality and Diversity Action Plan and Critical Incident Management Training as well as organising a number of awareness raising events and dealing with ad-hoc requests received by Police Scotland.

2.2.1 CIMplexity – Leading Critical Incidents

13 events have now been delivered with approximately 200 officers and staff having participated. Each event is also attended by a number of external partners from across a number of sectors. There are 3 dates remaining for the current course and planning has begun in respect of phase 2 which will commence later in the year. The Scottish Police Authority has been invited to participate and a bespoke event is being planned for September 2014 when both SPA members and SPA officers will join external partners and senior colleagues from Police Scotland.

2.2.2 Supporting Equality for All

The Equality & Diversity Unit, in conjunction with probationer training, held the 'Supporting Equality for All' event at Tulliallan in January 2014. The event was primarily designed to give probationary constables an introduction to the Diversity Staff Associations and a number of other partner organisations such as 'See Me', Dyslexia Scotland, Care of Police Survivors and Police Credit Union. The feedback has been very positive with a 3 further events planned at Tulliallan.

Supporting Equality for All events are scheduled for Thursday 24th April, Wednesday 20th August and Thursday 27th November at Tulliallan. Further events will be arranged in conjunction with Probationer Training as required to coincide with future intakes.

2.3 Policing Values and Human Rights

The Policing Values and Human Rights Unit continues to support policing across Scotland. As members will be aware, following the presentation they received from Chief Inspector Richie Adams on 17 March 2014, the Code of Ethics for Policing has been developed and is now being cascaded across the Service.

A national conference on the Importance of Values Based Policing in Scotland was held on 28 May 2014 and has been reported in within the Chief Constables Report.

2.4 Equality & Diversity Human Resource Updates

2.4.1 Equality and Diversity Employment Monitoring

A short life working group formed in August 2013 made up of members of the Police Scotland Equality and Diversity Practitioners Group who were given the remit of reviewing the Equality and Diversity employment monitoring arrangements across Police Scotland/SPA and to thereafter provide recommendations to leads of interdependent work areas to improve performance in this area. In addition to this, work has been ongoing in partnership with the Systems, Data & MI team to provide the appropriate data to ensure consistency.

In order to inform the review, the working group identified the interdependent works areas and their current monitoring arrangements, which included methods of gathering, recording, monitoring and the reporting of equality related data across all HR related work. This was thereafter evaluated against the legal requirement placed upon Police Scotland / SPA of the Public Sector Specific Duties to 'Gather and use employee information'.

Top line findings have identified process improvement opportunities in the way in which Equality and Diversity employment monitoring has been progressed. Work is currently ongoing with leads from areas such as Training and Recruitment to ensure that appropriate Equality and Diversity monitoring arrangements are adopted for the reporting period 2014 / 2015.

This work is being supported by the development of a Police Scotland / SPA Equality and Diversity Employment Monitoring SOP, which is being produced by the working group. This document is expected to finalised and published late summer 2014.

From the data that is currently available a Police Scotland / SPA Equality and Diversity Employment monitoring report is to be produced for the period of 2013 / 2014 and will be published following analysis in June 2014.

2.4.2 Under Representation in the Workplace

- Diversity and Special Constable Recruitment

The team supporting Diversity Recruitment have attended 88 proactive events from January 2013.

Strong partnerships have been forged and maintained with staff associations and external agencies who provide Police Scotland with support and links to Black Minority Ethnic (BME) groups. the Black and Ethnic Minority Infrastructure in Scotland (BEMIS), Council of Ethnic Minority Voluntary Sector Organisations. (CEMVO), Scottish Police Muslim Association (SPMA) Gay Police Association (GPA,) Supporting Ethnic Minority Police staff for Equality in Race (SEMPER).

Employer insight sessions have been developed giving us the opportunity to deliver bespoke products promoting recruitment on all levels. These sessions have been approved by the Department of Work and Pensions for delivery in partnership with Job Centre Plus. They also form the basis of our comprehensive commitment to working with educational partners in schools, colleges and universities. A campus and school liaison officer's pack has been developed to assist these officers deliver recruiting information in schools.

An extensive piece of work is also under way to identify military service leavers. We have a strong working partnership with the Career Resettlement Transition Partnership (CRTP) who manage all service leavers for the MOD. The Chief Constable opened a jobs fayre on behalf of CRTP in Perth on 14 May 2014 where 500/800 service leavers attended.

The 'Under-Representation in the Workplace' project report and action plan was approved by the People Board on the 15 September 2013. Further consultation with staff associations and other key stakeholders was carried out to finalise the contents and agree priorities.

Activities that have been progressed in support of the 'under representation' project since September 2013 include the following:

- Specialist Posts - OSD Role Model Scheme

Operational Support Division have a quarterly under representation in the Workplace meeting which is attended by identified leads from each of the disciplines. An Action Plan outlining the way forward from this forum is to be developed by 1 May 2014.

- Role Model Scheme

A Role Model Scheme is due to launch on the intranet in the coming weeks. Individual have been identified and profiles have been created for publication covering many specialist posts - contact information will be added for those who wish further information.

- Open Days

Operational Support Division held 3 Open Days across the country; they were attended by 138 staff. Each discipline from the Division was represented and where possible the role models attended. In addition, Armed Policing and Road Policing have held opens days which dealt specifically with their respective areas.

- Specialist Posts - Broaden Your Horizons Event

An event was held at Tulliallan to promote awareness and inform staff of opportunities within Police Scotland in relation to specialist roles and under representation which was attended by 180 officers and police staff from across the rank structure. Speakers included members of the

executive, followed by a panel Q&A and a series of workshops. Very positive feedback was received following the event.

- Uniform and Equipment - involvement of a range of members of staff associations on Working Group

Scottish Womens Development Forum (SWDF) are now standing members on the Clothing and Equipment Working Group and have been involved in resolving issues around body armour and supply of appropriate weapons to firearms officers.

- Specialist Posts - Audit of facilities and estates is ongoing at this point in time to ensure that they are suitable and appropriate for any officer wishing to move into those areas of the organisation.
- Specialist Posts – Promotion of career opportunities to probationers

All Operational Support Division Open Days have been open to probationers. One event has been held at Tulliallan specifically for probationers in relation to OSD/Specialist functions. We have also had an Equality & Diversity staff association open day at Tulliallan which targeted new recruits. Probationers will also be signposted to Role Model information.

- Specialist Posts - Training for Instructors

OSD are currently exploring alternative ways to deliver instructor training.

- Positive Action - Familiarisation Days

Update March 2014 - Series of open days held across the country and well attended. The current round complete and more to be planned over the next 2 years to encourage officers to consider specialist functions.

2.4.3 Equality Impact Assessment Review

A short life working group commissioned by Police Scotland Equality and Diversity Governance Group was formed in July 2013 with the remit of reviewing the Police Scotland / SPA EIA toolkit and processes and to thereafter provide recommendations to the governance group to improve performance in this area.

The working group was formed by Police Scotland Equality and Diversity representatives from across HR, Service Delivery, Policy Development and Service EIA Team. The group have met frequently between July 2013 – March 2014 to develop specific recommendations.

In order to inform the review the working group developed a questionnaire which was circulated to members of staff known to have undertaken an EIA during the period of reform.

Top line findings from the survey and recommendations were reported to the Equality and Diversity Governance Group resulting in the EIA working group being tasked with updating the EIA template / guidance documents. This will be supported through the implementation of a more comprehensive revision once the outcomes are known from two pilot projects being supported by Scottish Human Rights Commission and Equality Human Rights Commission Scotland.

These pilot projects in Fife and Renfrewshire Councils have developed an integrated equality and human rights implications approach to impact assessment (EQHRIA).

The review has resulted in the revision of the EIA template and supporting documents, including a revised EIA SOP, EIA Form, EIA Form Aide Memoire; and Stakeholder Engagement Feedback Form, and a number of subsequent recommendations in respect of other interdependent work areas including the training needs of staff undertaking this process and the need for the implementation of appropriate governance arrangements.

A report was submitted to the Equality and Diversity Governance Group for their consideration at their meeting held on 31 March 2014. It was agreed that further work is required before the final report can be presented to the SPA HR and Remuneration Committee – due to be presented 27 June 2014.

2.4.4 Equality Staff Associations

A proposal to review the national police diversity staff associations was endorsed by the Equality & Diversity Governance group on the 11 September 2013. The purpose of this review is:

- To analyse the benefits of the diversity staff associations to their stakeholders;
- To provide recommendations as to how the diversity staff associations can be used to best effect to contribute more effectively to achieving equality of outcomes across policing in Scotland; and
- Make recommendations for more equitable allocation of Police Scotland funding to diversity staff associations and establish consistent arrangements to manage funding and resources.

A number of actions have been progressed:

- Evidence Gathering - from staff associations regarding funding, remit, membership, activity etc.;
- External Benchmarking with forces in England and Wales re relationships with staff associations;
- Focus Groups attended by staff associations and internal stakeholders - board blast "the way forward" - broad agreement reached and report on outcome produced;
- Meeting with Scottish Government regarding the position in relation to current and future funding streams; and

- One-to-one interviews with individual staff associations - Bespoke questions based on previous communication.

The outcome of the review and recommendations are being finalised for consultation and review prior to submission to DCC Richardson for future submission to the Police Scotland Senior Leadership Board and the SPA.

3. REVIEW OF EQUALITY AND DIVERSITY STRUCTURES WITHIN POLICE SCOTLAND

Superintendent Gavin Phillip has recently carried out a review of Equality and Diversity structures currently in place within Police Scotland following comments being expressed that there was a potential lack of interconnectivity between the various roles responsible for delivering Equality and Diversity within Police Scotland.

Given the need to address the reality or perception of this, two relatively simple solutions have been proposed. Firstly, given that National Safer Communities are responsible for all service delivery matters relating to Equality and Diversity, that Chief Inspector Boulton and Chief Inspector Adams and their respective teams come under the line management of Superintendent Phillip who is the functional lead for Police Scotland in respect of this area of business.

Two of these staff responsible for Equality Impact Assessments (EIA) will transfer to Chief Superintendent Morris who has command of Policy Support and where the staff would be better placed for Service Governance.

This would then be supported by a single point of contact to be established for all service delivery Equality and Diversity matters which would be communicated to both internal and external stakeholders.

Included in this would be the setting up and monitoring of a single e-mail box in which all matters relating to the service delivery of Equality and Diversity in Police Scotland could be dropped into and appropriately allocated. It is intended that this will provide more effective and coordinated support for operational policing and our communities.

In addition it has also been proposed that Superintendent Phillip chairs a monthly minuted and action based meeting attended by the Safer Community Chief Inspectors, Chief Inspectors Boulton and Adams and Brenda Armstrong as Interim HR Lead for Equality and Diversity in order to identify cross-over in work between HR and Service Delivery functions of Equality and Diversity.

There has also been a proposal to further develop some of the Governance Structures in relation to Equality and Diversity within Police Scotland including the creation of a Tactical Delivery Group.

The proposals will be considered in the near future.