POLICE SCOTLAND
EQUALITY AND DIVERSITY
MAINSTREAMING PROGRESS REPORT
APRIL 2015
# Police Scotland Mainstreaming Progress Report

**Version Number**  
V1.1 02.04.15

**Owning Department**  
Equality & Diversity Governance Group

**Author(s)/Reviewer**  
CI Gill Boulton / Brenda Armstrong

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## GPMS Marking

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**Reason for GPMS higher than Not Protectively Marked**  
Yes

**Disclosable under the Freedom of Information (Scotland) Act 2002?**  
Yes

**Publishable under the Model Publication Scheme (MPS)?**  
Yes

**If ‘No’, provide reason**  
Screening

**Full EIA or Screening Document?**  
Screening

**Date of assessment**  
February 2015
CONTENTS

FOREWORD

INTRODUCTION

STRATEGIC DIRECTION

LEADERSHIP

PARTNERSHIPS AND RESOURCES

PROCESSES

PROCUREMENT

OUR PEOPLE

PEOPLE AND DEVELOPMENT FUNCTION

PEOPLE RESULTS

GLOSSARY

Appendices:
1. Code of Ethics
2. Equality and Diversity Outcome Tables
FOREWORD

The first Police Scotland Mainstreaming report was written as we launched a single police service for Scotland. It not only provided us with an opportunity to meet our legislative requirements under the Equality Act 2010, but afforded us the ability to look at best practice from across our legacy force areas and to set out our intentions to embed equality and diversity throughout Police Scotland. The delivery of the Equality Outcomes was one of Police Scotland’s priorities as outlined in the Annual Police Plan 2013/14.

The report was complemented by the inclusion of our Code of Ethics for policing in Scotland which set out what the public can expect from us and encompasses the values of the organisation - integrity, fairness and respect - as well as our commitment to protecting human rights, anchoring our obligations under the Police and Fire Reform (Scotland) Act 2012.

Two years on from our establishment we have made progress on many of these commitments. We have also continued to develop our thinking as to how we can best serve all our diverse communities and build an organisation that can deliver these commitments.

Our initial Equality Outcomes were developed with many of our partners and key stakeholders with whom we continue to engage. We have reviewed the progress that we have made in meeting these outcomes and whilst much has been achieved, there is still work to do. We will continue to focus on progressing these outcomes and taking the many opportunities available to us to deliver on these commitments.

Sir Stephen House QPM
Chief Constable
INTRODUCTION

More than two years after the birth of Police Scotland the reality of a national police service has firmly set in.

We have continued to provide day to day policing, serving a population of over five million people in an area covering more than 30,000 square miles while also responding to events that have taken place in Scotland over the past two years.

Events including the Commonwealth Games, Ryder Cup, and T in the Park have put us on the world stage with the biggest political referendum in 400 years added to the equation. Police Scotland has had as demanding a start as any organisation could expect and this in addition to policing some unplanned and tragic events.

Changes to public sector funding have caused real concern as cuts to departmental and divisional budgets continue to bite. The last two years have been a challenging time for many staff and that is still continuing for some of our staff.

We set out an ambitious programme of work, and we have encouraged staff to reflect on their particular role and how they can advance equality in their day to day activities. Meeting the requirements of the Public Sector Equality Duty\(^1\) and progress in mainstreaming equality and diversity throughout the organisation can only be effective if staff understand their individual roles and responsibilities in the advancement of equality and prevention of discrimination and the action they can take to improve the service.

We have also recognised that there is a need for specialist equality and diversity roles within Police Scotland to provide more in depth advice and knowledge to the organisation and this has been factored into our People and Development function as well as with Specialist Crime Division Safer Communities.

Our commitment to progressing and mainstreaming equality and diversity and protecting human rights remains undiminished and plays a critical role in our work and focus to keep people safe.

\(^1\) The public sector Equality Duty came into force across Great Britain on 5 April 2011. It means that public bodies have to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies: have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.
STRATEGIC DIRECTION

Corporate Strategy

The Police Scotland Corporate Strategy\(^2\) including the high level roadmap for delivery was published in April 2014.

This strategy outlines the future direction for our service and sets out our ambitions for four key areas

- Our people
- Our technology
- Our organisational support
- Our finances

It is a public commitment that outlines how Police Scotland will be developed to support operational policing across the country. Its delivery over a two year period from 1 April 2014 is paramount for the organisation to continue to build the foundations to enable us to transform the delivery of policing in Scotland.

The purpose of the strategy is to improve the safety and wellbeing of people, places and communities in Scotland and work in collaboration with others. We will seek to achieve this in a way, which is accessible to, and engages with, local communities, and promotes measures to prevent crime, harm and disorder.

The strategy is underpinned by the values of Police Scotland and has been designed to take cognisance of Police Scotland’s Equality Outcomes\(^3\) and to demonstrate our commitment to respect and uphold human rights, and reflect this in our organisational and professional principles, and in our practices and workplaces.

All functions, policies, practices and decisions which contribute to delivering this corporate strategy are subject to our Equality Impact Assessment process, which seeks to ensure that any potential disproportionate adverse impact is either eliminated or, where justified, mitigating actions are introduced to limit the adverse impact. We are reviewing and developing our approach to Equality Impact Assessment, with the valuable advice and assistance of the Equality & Human Rights Commission (Scotland).

In prioritising our approach to develop Police Scotland for the future we have identified five key principles, which will support and demonstrate our focus on delivering best value to the public. These are;

- We want our people to be motivated and flexible and to feel empowered and valued. Police Scotland wants to be viewed as an employer of choice due to interesting and diverse career opportunities. We want to attract and retain the diversity of people required and provide ongoing motivation for our people to excel in their roles.


\(^3\) Appendix 2
- We want to deliver our services with a focus on quality, consistency and accessibility. Our service delivery approach will be aligned to the statutory Policing Principles – to ensure that Police Scotland works in collaboration with others; is accessible to, and engaged with local communities; and promotes measures to prevent crime, harm and disorder.

- We aim to engage proactively with our people, our partners and our stakeholders, using modern communication channels – Police Scotland will adopt a policy of clear, meaningful and proactive two-way communication. We will listen to the public, our partners and our staff to incorporate their views.

- We aim to manage our assets in a way that will improve access to them, as well as improving their efficiency and sustainability. We want to maximise the use of our existing assets and we will look for opportunities to consolidate and integrate functions that previously existed separately across legacy police forces, which will help us to deliver consistent and high quality services right across Scotland.

- We aim for modern, streamlined, proportionate governance – Police Scotland is building its own effective and proportionate internal structures, performance management approach and controls to ensure that we are able to improve that service over time and also foster public confidence in the service that we provide.

These principles provide a clear framework that supports the transformation of our organisation, and will enable delivery of the Annual Police Plan\(^4\), the Scottish Police Authority (SPA)\(^5\) Strategic Objectives\(^6\) and ultimately keep people safe. This is in addition to our commitment to respect and uphold human rights, and reflect this in our organisational and professional principles, and in our practices and workplaces.

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\(^5\) The Scottish Police Authority (SPA) was established under the Police and Fire Reform (Scotland) Act 2012 to maintain policing, promote policing principles and continuous improvement of policing, and to hold the Chief Constable to account.

\(^6\) Appendix 2
Our Corporate Strategy
This strategy outlines how we will support the delivery of operational policing across the country, while building the foundation to enable us to transform the delivery of policing in Scotland.

Our Purpose
To improve the safety and wellbeing of people, places and communities in Scotland.
Working in collaboration with others, we will seek to achieve this in a way which:
is accessible to, and engaged with, local communities, and promotes measures to prevent crime, harm and disorder.

Our Focus
Keeping People Safe

Our Values
We have developed our values to foster a culture that will help to shape a positive and constructive relationship with those we serve.

- Integrity
- Fairness
- Respect
- Human Rights

Our Corporate Strategy Principles
In prioritising the approach to develop our organisation for the future we have identified five key principles:

- Our people will be motivated, flexible, feel empowered and valued
- Our services will be delivered with a focus on quality, consistency and accessibility
- Our engagement with our people, partners and stakeholders will be proactive in manner and include the use of modern communication channels
- Our assets will be managed in a way that will improve access to them, as well as improving efficiency and sustainability
- Our approach to governance will be modern, streamlined and proportionate

Our Strategic Delivery Plans
The delivery of our operational aims will be supported by four enabling strategic delivery plans

- Our People
- Our Technology
- Our Organisational Support
- Our Finances

Culture
Our culture will be developed to reflect:

- Our values-based approach supported by effective leadership
- Our focus on making a difference and delivering positive outcomes for our local communities
- Our ambition to be transformational and forward thinking in striving for excellence in all that we do
- Our positive, proactive and innovative approach to partnership working
- Our empowerment of people to challenge practice, initiate change, influence thinking and innovate
Annual Police Plan 2014/2015

Police Scotland produces an Annual Police Plan (Annual Plan) that articulates how it intends to deliver against the Scottish Government priorities*/SPA objectives and deliver positive outcomes for local communities in the year ahead ensuring that our policing priorities are shaped by those we serve.

We have produced our second Annual Plan®, which describes the contribution that Police Scotland will make over the next 12 months.

We carried out a public survey and spoke with around 31,000 people across the country to ask them what mattered most in the places where they live. They told us drug related crime, road safety violence and antisocial behaviour are their areas of greatest concern.

This public feedback, along with our own in depth analysis, has determined the strategic priorities for Police Scotland in 2014/15 as being:

• Violence, Disorder and Antisocial Behaviour
• Road Safety & Road Crime
• Protecting Vulnerable People
• Serious & Organised Crime and Counter Terrorism

In addition, communities also have concerns specific to their local areas and we want to address these to improve the quality of life for all of Scotland’s communities. By producing 353 local multi-member ward plans and policing plans for each of Scotland’s 32 local authority areas, we ensure that local policing remains at the heart of what we do.

This will be achieved by working together with communities, as well as a wide range of public and private sector partners and agencies.

Equality Outcomes

Our Equality Outcomes demonstrate our commitment to engage effectively so that we can understand our evolving communities and ensure we provide equity of service. The 2013 Police Scotland Equality Outcomes will continue to drive our activity around Equality and Diversity within Police Scotland recognising that while much has been achieved, there is work to do. We will therefore continue to focus on progressing these outcomes rather than develop new outcomes at this stage.

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7 Appendix 2
Annual Review of Policing

The Police and Fire Reform (Scotland) Act 2012 decrees that the Chief Constable must provide the Scottish Police Authority (SPA) with assistance reasonably required in relation to the preparation of an Annual Review of Policing (Annual Review). The purpose of this Annual Review is for SPA to assess Police Scotland’s performance towards the achievement of the Scottish Government (SG) Strategic Priorities/SPA Strategic Objectives.

Equality and Diversity impacts on many of the priorities for both SG and SPA and as such updates will be provided to evidence the work undertaken in the past year and the plans for the forthcoming activity and future commitments.

LEADERSHIP

The first Police Scotland Equality and Diversity Mainstreaming report\(^\text{11}\) detailed how the organisation intended to integrate equality and diversity into all its functions and outlined the Equality Outcomes for the period 2013-2017.

In order to achieve the outcomes a high level action plan was developed with designated owners throughout the force areas and identified milestone dates for updates. 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 carried out.

The Designate Deputy Chief Constable has strategic responsibility for equality and diversity and provides governance oversight of Police Scotland’s Equality Outcomes, supported by senior management colleagues and a number of officers and staff from across the organisation. This is coordinated through an Equality and Diversity Governance Group that meets on a quarterly basis. Under the scrutiny of the Deputy Chief Constable, the Head of Safer Communities is responsible for leading and supporting the development of Equality & Diversity policy matters relating to service delivery. The Director of People and Development is responsible for leading and supporting the development of Equality & Diversity policy matters relating to Human Resource Management, Recruitment, Promotion, Training, etc.

Leadership Strategy

The Police Scotland Corporate Strategy (2014) sets out a challenging and ambitious commitment to equip, enable and support individuals and teams to improve the safety and well-being of people, places and communities within Scotland. Looking specifically at Leadership and Professional Development the corporate strategy sets the challenge to “Enhance our capability by focussing on leadership development at all levels in the organisation”.

Effective leadership will be fundamental in Police Scotland continuing to move forward and successfully achieving the challenges that it may face. To deliver this, a project is currently on going to produce a Police Scotland/SPA Leadership Strategy, aiming to develop leadership capacity and culture to deliver Police Scotland’s organisational goals. Also externally, it provides opportunity to maximise the principles of the Christie Commission\(^\text{12}\) and drive public sector collaborative leadership development.

The Leadership Strategy aims to

- Define leadership in the Police Scotland context and set out leadership principles;
- Identify leadership requirements for now and in the future;
- Promote equality, diversity and organisational well-being;


• Be ambitious, innovative and forward-thinking;
• Clarify how Police Scotland will identify and develop leaders and create the conditions for leadership to flourish;
• Identify leadership priorities and plans to achieve these; and
• Develop synergy between leadership development in Police Scotland and similar activities externally (specifically the Christie Commission principles);

The strategy is being developed to be inclusive as it covers all staff and officers and promotes equal access to opportunities for development across the whole organisation.

Awareness of the issues facing under-represented groups within the workplace and opportunities for positive action programmes are being considered to ensure that all talent and skills in the organisation are being utilised. The Leadership Strategy is due to be launched in March 2015.

Consultation both internally and externally has been part of the development of this work as detailed in the following case study. A staff leadership survey has also been conducted and all staff across the organisation have been invited to contribute to this key piece of work. These views and ideas are supporting the development and future direction of the strategy.

Case Study – Leadership Strategy Consultation

In August 2014, a small team was formed to develop a new Police Scotland/SPA leadership strategy with the aim of developing leadership capacity and culture to deliver Police Scotland's organisational goals. The team were keen to engage and consult widely in the development of the strategy in order to capture the full breadth of views and opinions on police leadership and this formed the focus of the first stage of the work.

The team conducted a series of workshops, including sessions for the diversity staff associations, members of the public and a group of high school students. These involved facilitated discussions with a focus on identifying factors to encourage leadership to flourish in the organisation and discussing how we should be identifying leaders. These were dynamic and positive discussions and a number of the points raised will inform the thinking of the team going forward.

The team also consulted with other agencies and groups including the National Independent Strategic Advisory Group\(^\text{13}\), who were contacted in writing and contributed responses to a number of questions regarding leadership in the organisation. All the consultation responses will help us to remove barriers to progression, ensuring equal access to opportunity for all.

\(^{13}\) See page 19 - National Independent Advisory Group
The Leadership and Professional Development function is also involved in leadership development across our partners and the public sector. This includes involvement in the Pioneer Programme, which is an innovative programme that seeks to create opportunities to systematically test models to build the skills required for collaborative leadership, and use the learning from this to inform future development. Police Scotland is also involved in the Scottish Leaders Forum Coaching Collaboration and Leadership Exchange Programme\(^\text{14}\), which aims to pair up leaders across sectors with the aim of improving leadership capacity between peers and a purpose to gain an insight into different cultures, constraints and opportunities.

An example of our commitment to develop leadership with our partners and key stakeholders is CIMplexity:

**Case Study – CIMplexity**

One of the first national policies adopted by Police Scotland was in relation to Critical Incident Management. The Police Service defines a critical incident as: ‘Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community’.

The policy focusses on the identification and escalation of critical incidents, and specifically considers the challenges around incidents with a diversity or Hate Crime\(^\text{15}\) element. It seeks to help ensure appropriate internal and external advice is looked for as soon as possible after the event, and also guides officers towards giving greater consideration to repeat victims, particularly within minority communities.

The policy has been accompanied by a strategic training event entitled ‘CIMplexity’. To date the training has been delivered to over 250 senior officers and has the support of not only the Force Executive and SPA but also of people from partner agencies across Scotland, who have also participated in the training to provide external perspective.

CIMplexity has succeeded in challenging traditional mind-sets and encourages continued engagement with independent advisors and community representatives. As a result the force has experienced an increase in incidents being considered ‘critical’, ensuring they are subjected to additional scrutiny and challenge and appropriate considerations given to Community Impact Assessment.

\(^{14}\) [http://www.scottishleadersforum.org/public-service-collaborative-learning](http://www.scottishleadersforum.org/public-service-collaborative-learning)

\(^{15}\) ‘The Lord Advocate has produced Guidelines on Offences Aggravated by Prejudice, including racist prejudice, religious prejudice, and prejudice related to disability, sexual orientation and transgender identity’. 
Police Scotland Purpose, Vision and Values

During Police Reform, the service undertook significant proactive work to develop the purpose, vision and values of Police Scotland. This extensive programme of activity led to the adoption of:

- Police Scotland Purpose and Focus
- The adoption of a Code of Ethics\textsuperscript{16} for policing in Scotland, revolving around three core values - Integrity, Fairness and Respect - and a commitment to Human Rights.
- A National Decision Making Model for Scotland. This decision making tool will put our values and Human Rights at the centre of our decision-making.

Police Scotland was the first UK service to develop and implement a Code of Ethics which applies to all staff, and which sets out behaviours that are both consistent with these values and Human Rights.

Work has been ongoing to ensure that our staff are clear as to why a values based service is important and to deliver and embed the Purpose, Focus, Code of Ethics and National Decision Making Model within the organisation. This has included briefing divisional management teams, refreshing existing training courses and delivering bespoke inputs to probationary constables.

In terms of embedding Human Rights within our culture, the Declaration of Constable is of particular significance. This is taken from the Police and Fire Reform (Scotland) Act 2012 and provides that officers will make the following declaration:

\begin{quote}
I do solemnly, sincerely and truly declare and affirm that I will faithfully discharge the duties of the office of constable with fairness, integrity, diligence and impartiality, and that I will uphold fundamental human rights and accord equal respect to all people, according to law
\end{quote}

This Declaration is at the very heart of policing; it is the essence of the office of constable. By virtue of this Act, which governs the appointment of any constable, every officer in Police Scotland has made the commitment that upholding Human Rights will be at the centre of their duties.

In May 2014, a national conference “Values Based Policing in Scotland” was held at Police Scotland College, Tulliallan. Speakers at the conference included Chief Constable, Sir Stephen House; the then Cabinet Secretary for Justice, Kenny MacAskill; the Police Investigation and Review Commissioner, Professor John McNeill; and the Independent Human Rights Advisor to the Policing Board for Northern Ireland, Alyson Kilpatrick.

Delegates attended from Scottish Government, local authorities, community groups/charitable organisations based in all local policing divisions, as well as

\textsuperscript{16} Appendix 1
academics from Higher Education institutions across the UK, and senior officers and staff from Police services across the UK and Europe. This was the first opportunity for the Service to demonstrate the importance we place on our values, and the positive impact on our staff and in delivering a service to all communities in Scotland.

In December 2013, Scotland’s National Action Plan for Human Rights (SNAP) was launched in Edinburgh. This has been summarised as a roadmap for the realisation of all internationally recognised human rights. SNAP was developed by the Scottish Human Rights Commission and the Scottish Government. Police Scotland is a key partner in SNAP, and this plan has identified certain actions for policing, principally under SNAP Outcome 2 (Better Lives), Priority 6: “Enhance respect, protection and fulfillment of human rights to achieve justice and safety for all.”

SNAP identified steps to be undertaken in 2014, which included: “Police Scotland will identify opportunities to further embed human rights within the structures and culture of policing. These will include strengthening accountability for the respect of human rights as well as training on human rights for the police. It will, for example, help ensure legality and proportionality in the use of force and stop and search by Police Scotland through adequate training and monitoring, including the collection of disaggregated statistics.” (SNAP, 2013, p39)

To address these opportunities, Police Scotland is now represented on both the SNAP Justice and Safety Action Group and the Better Culture Action Group and has actively participated in all sessions held by these groups, sharing our work undertaken so far and welcoming all suggestions on how to improve our approach. The roundtable session held at the Faculty of Advocates in Edinburgh on 16 December 2014 is an excellent example of this collaborative approach. This brought together the Deputy Chief Constable Designate of Police Scotland, Her Majesty’s Depute Inspector of Constabulary in Scotland, the chair of the Scottish Human Rights Commission and the Head of the Scottish Government’s Criminal Justice Division, along with other senior representatives of public and voluntary organisations from the Justice sector to consider the activities already carried out in relation to Police Scotland’s commitments and to discuss what additional actions might be required.

**National Safer Communities**

The Safer Communities function is part of the Specialist Crime Division and is the corporate lead in relation to the development of policy and strategy for crime prevention and disruption.

The function guides Police Scotland’s priorities in a number of areas, including physical and social crime prevention, the “Divert and Deter” strands of the Police Scotland Serious and Organised Crime Strategy, and exits to develop policy to support and enhance community engagement, creating and sustaining strong and effective partnership working, and supporting force delivery of key Scottish and UK

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17 http://www.scottishhumanrights.com/actionplan
Government strategy and policy, including those concerned with serious organised crime and counter terrorism.

Equality & Diversity policy for Service delivery is led by the Superintendent for Community Engagement and Citizen Focus, National Safer Communities Department. This includes a commitment to support Divisions following critical incidents with advice and assistance in respect of community engagement, assessment of the community impact of an incident, and any equality and diversity considerations.

Safer Communities is just one of several units within the Specialist Crime Division that work to ensure the needs of individuals from and across protected groups are met. Other specialist units include;

- **National Human Trafficking Unit**

  The role of the National Human Trafficking Unit (NHTU) is to ensure a consistent, coordinated and effective response to Human Trafficking (HT) incidents across Police Scotland. The unit provides investigative and intelligence development support across Scotland and supports a network of Human Trafficking Champions in each division. The unit also leads on a number of complex and large scale enquiries and initiatives across the spectrum of exploitation. They are part of a Joint Investigation Team with Polish police and prosecutors and the Metropolitan Police. The NHTU created a 'Victim Care Strategy Document' to ensure that prior to embarking on any operational activity that may encounter potential victims of trafficking that they are placed at the centre of our enquiries and their needs and care are paramount in our actions. This document provides clear guidance to officers in relation to Human Trafficking Operations.

**Case Study – Proactive Intervention**

On the recognition that men, woman and children, who are being exploited, do not recognise themselves as victims, the NHTU have undertaken a number of initiatives where the objective is to proactively engage with persons within certain industries where they are susceptible to exploitation. These welfare based checks have occurred within the off street sex industry, Adult entertainment premises, fishing ports and the restaurant industry across Scotland and Nail Bar premises across Central Scotland. These approaches are a multi-agency, involving NHTU officers, local Divisional personnel and Home Office. Media representation attended on some visits to effectively highlight publicly the issue of trafficking victims encountered within these industries.

A recent operation discovered 2 victims of trafficking who were being exploited within a nail bar. A male, who orchestrated and controlled this trafficking was arrested within England by the National Human Trafficking Unit and awaits trial.
National Rape Task Force

The investigation of Rape and Serious Sexual Offences is a priority for Police Scotland and the creation of a single force has provided the opportunity for a corporate and consistent approach to be applied on a national basis. The creation of the National Rape Task Force (NRTF) was a significant development of Police Scotland. Based within Specialist Crime Division (SCD), it comprises of two component parts, an Investigation Team and a Review Team, geographically located in Aberdeen and Glasgow. The introduction of the NRTF has established a dedicated, specialist response to rape enquiries which ensures our investigations are victim focussed. The National Rape Review Team (NRRT) has been fundamental in the development of our investigative response to Rape. The NRRT carry out investigatory reviews of all undetected rape investigations to ensure a consistently high quality response, and that all fundamental investigatory opportunities and tactics are explored.

The National Rape Investigation Unit is complimented by the formation of dedicated Divisional Rape Investigation Units (DRIU) in each of the policing divisions which provide a locally dedicated service to communities across Scotland. Similarly the officers in the DRIUs are specialists and deal exclusively with rape and serious sexual crime. The formation of the NRTF has led to the to an enhanced partnership working with the Crown & Procurators Fiscal Office (COPFS) and victim support agencies, and has helped to develop a more holistic and therefore effective service to victims that this will continue to evolve through time.

National Child Abuse Investigation Unit

The core business of the National Child Abuse Investigation Unit necessitates engaging with children and young people from all backgrounds with varying needs. This, naturally, includes children with disabilities and it is essential that staff within the unit have the skill set, knowledge and aptitude to allow them to do this in an effective and professional manner.

Case Study – Interviewing children with disabilities

Liaison with partner agencies is key to the process and this was exemplified during one of the unit’s initial enquiries involving potential non-recent institutional based child abuse. In this instance a number of former attendees to be interviewed suffered from a range of communication issues, including deafness, autism and learning difficulties.

Dr Kevin Smith of the National Crime Agency was consulted in his role as National Adviser on the Interviewing of Vulnerable Witnesses. He was able to provide general guidance on dealing with each of the issues and advice for the interviewing officers. This included ensuring there is an appropriate period of rapport building between the interviewing officers and witnesses who suffer from autism. This is essential in order
to assess how best to approach the interview and subject matter with the witness but also to allow the witness to become accustomed to the interviewing officers. Other aspects to consider were developing strategies to deal with disruption to the witnesses routine and their reaction to this, carrying out preparatory visits to the location where the interview is to be conducted and including partners, such as appropriate adults, into the rapport building phase. The relationship the victim had with the suspect was also an important consideration, as was ensuring there was a consistent message given in the initial approach to each witness.

Where the witness is also deaf there are further considerations in addition to utilising a sign language interpreter. An understanding of the witness’ ability to sign must be ascertained along with the system, British Sign Language or Sign Supported English, and dialect of signing they are competent with. The witness’ general ability to communicate and ability to understand what is being asked must also be assessed and options considered to tackle this, such as the use of visual aids.

Dr Smith was able to provide specific guidance for each witness however stressed that obtaining as much information as possible is absolutely vital to ensure the process benefits the investigation and causes the least possible distress to the witness.

In this regard liaison with partners in social services, education, health and other police departments was tremendously beneficial and facilitated input from all those concerned with the witness’ welfare.

Staff are based across Scotland and engage directly with national equality groups, Scottish Government and those organisations, which support those from minority and vulnerable communities.

A National Community Engagement and Reassurance Strategy is in its final stages of development and will assist in providing a consistent and corporate approach to engaging and communicating with Scotland’s diverse communities to gather intelligence and to give reassurance

**Case Study – Offences Aggravated By Prejudice (‘Hate Crime’)**

Offences aggravated by prejudice (‘Hate Crime’) are offences that victimise individuals based on their actual or presumed disability, race, religion, sexual orientation, or transgender identity. Police Scotland recognise the importance of ensuring that we deliver a level of service that protects the most vulnerable members of our communities and that those individuals who perpetrate these types of crime are brought swiftly to justice.

In order to ensure Police Scotland deliver a consistent and professional level of service to victims of Hate Crime, no matter where they live in Scotland, a national Hate Crime Standard Operating Procedure (SOP) has been developed.
The SOP identifies categories of Hate Crime and provides guidance in relation to the processes to be followed by all officers and staff when dealing with Hate Crime. This ensures a corporate approach and a consistent Police Scotland response to victims and witnesses of Hate Crime. To support the introduction of this SOP, and to ensure officers and staff are equipped with the knowledge and confidence to deal effectively with Hate Crime incidents, a national training module will be 'rolled' out nationally in 2015.

Our Equality Outcomes remain a focus of our activities in this area. The provision of a secure online reporting facility, via our website, and our on-going work with partners to provide Third Party Reporting services as alternative reporting mechanisms, underpins our continued commitment to raising awareness of Hate Crime. This also ensures we provide varied means to access police services for victims and witnesses of hate crime in a manner in which they feel comfortable.

Our partnership working with key organisations is aimed at raising awareness amongst those affected by hate crime. Police Scotland's support of the recent Scottish Government campaign, “Speak Up Against Hate Crime”, reflects our commitment to working in partnership in raising awareness of hate crime. Statutory agencies and voluntary & community organisations have a vital role to play in encouraging victims to report such offences either to the police or to partner agencies of the police. To be successful, Third Party Reporting depends on the commitment and participation of a range of partner agencies united in their opposition to racism, religious prejudice, disability prejudice, homophobia & transphobia.

Our efforts will remain focused on providing a robust response in dealing with offenders, delivering a professional level of service to victims, addressing the negative impact on victims and our communities, and improving the confidence of individuals to report such crime. Hate crime is continually monitored and examined for trends and such analysis allows us to direct engagement appropriately.

Local Policing

Across Scotland the Service is currently divided into local policing divisions, each led by a local police Chief Superintendent (divisional commander). A safer communities/diversity unit along with domestic abuse, rape and child protection investigation units support them and their staff in operational equality and diversity matters. The national Community Engagement and Citizen Focus staff will link in with these divisions and departments to provide support and advice in relation to the equality aspects of service delivery; public reassurance and confidence; community impact assessments and critical incidents.

Local Policing is fundamental for service delivery and effective problem solving at a local level. This is the best means for preventing crime and improving wellbeing tailored to local needs, recognising different and often individual community safety

challenges that exist across Scotland. Local police officers based in these communities are best placed and skilled to both understand and respond to the challenges of places through effective engagement with residents and partners. This allows us to consult, listen and respond effectively to address the individual needs of each community in the best and most effective way, directing our resources to focus on local issues that matter to them. We are then able to provide excellent, visible, quality service to the wider community and better support to the most needy. Local Policing officers get to know their communities and are empowered to work with local residents, elected members, faith and voluntary groups, partners and businesses to encourage their contributions to enhance the quality of life for everyone.

Police Scotland is scrutinised by amongst others, Community Councils, Local Authorities, Local Licensing Boards, Community Planning Partnerships and Multi-Cultural and Faith Groups, all of which hold us to account in different ways for our actions. To ensure delivery of our local and national priorities a number of Tasking and Performance meetings are held. These allow emerging trends to be identified and addressed quickly, e.g. by deployment of additional resources to patrol the area. In some divisions this meeting feeds into the Community Safety Hub Meeting. This meeting is a multi-agency meeting with representatives from the various LA departments, Scottish Fire and Rescue and Police Scotland, who similarly meet to discuss how to tackle local neighbourhood problems together.
PARTNERSHIPS AND RESOURCES

Police Scotland has built on the many partnership arrangements that existed in legacy force areas, recognising the value derived from working in partnership at both a local and national level and the need to engage directly with people within and across protected groups. In addition, we remain cognisant of the Christie Commission recommendations and maximising our impact on communities by making the best use of available resources across the public, private and third sector organisations.

Nationally, the Safer Communities, Strategic Partnerships unit seeks to support, develop and rationalise the current partnerships involving Police Scotland and the various public, charitable and third sector organisations. This is carried out through Safer Communities hubs based in Edinburgh, Dundee and the Scottish Crime Campus at Gartcosh. The Unit has a wide ranging portfolio and is engaged in a number of areas of work where it engages with partner agencies to focus resources on tackling issues within communities.

Each Local Policing Division is aligned with the respective local councils with each having a dedicated Area Commander who has the responsibility for all day-to-day policing functions in that area. Each command area is served by community policing teams whose activities are built around the needs of the local community.

Community policing is at the heart of what we do and as well as responding to local policing needs, the teams look for long term solutions to key community issues by working with local partners. The local policing plans\(^{19}\) for each area provide an opportunity to reflect the individual need of these communities and help us to integrate equality and diversity throughout the delivery of policing on every level.

Case Study - Local Engagement Examples

Ayrshire Division sits on and supports the work of several community groups including Ayrshire Equality Partnership, Multi Agency Discriminatory Incident Monitoring Group and the Ayrshire Interfaith Forum. The division has been a key partner in developing pioneering new guidance for multi-agency partners on Forced Marriage. The Division has also helped to organise and support the Lesbian, Gay, Bisexual and Transgender (LGBT) Youth Scotland National Gathering in Ayr, a prestigious event in the LGBT calendar. They also support the new LGBT Conversation Cafes via Facebook.

In partnership with the NHS, Forth Valley Division is delivering equality and diversity awareness-raising sessions to local high schools.

The Scottish Borders Division has worked in collaboration with the Fire and Rescue Service, Scottish Borders Equality Forum, Scottish Borders Housing and the Benefits Agency. They held an engagement event where they answered queries on police related issues and promoted recruitment to Police Scotland. This event was held on

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\(^{19}\) Local Policing plans set out the policing priorities and key objectives for local areas and are supported by ‘ward plans’.
"Fruity Friday" in the dining area where free fruit was given out, ensuring a good footfall! Also worthy of mention is a Migrant Forum in the Scottish Borders where partner agencies regularly meet and they held an International Day, which was well attended by all ages of the local migrant community and was particularly popular with young people.

A joint piece of work with the Scottish Consortium for Learning Disability and Midlothian saw workshops and a conference held on Disability Hate Crime.

Forth Valley Division is a partner in the Forth Valley LGBT Development Group and helped to provide a musical social evening to celebrate LGBT History month.

Officers in Edinburgh have attended a number of events run by Deaf Action Group, and as a result Police will be facilitating a series of workshops for members of the deaf community. This will include information re hate crimes/incidents, reporting methods including an awareness of Third Party Reporting Centres, and general personal safety. Edinburgh division are also working alongside a number of partners including NHS, drug support agencies, youth charities, mental health organisations and council agencies to support young people in the LGBT community. Officers actively engage with this group and offer support around hate crime, third party reporting. Local police also undertake LGBT awareness and hate crime guidance presentations to shopping centre security and retail staff. We also work with and provide training to Street Pastors who engage with the LGBT community during the night-time economy.

National Independent Strategic Advisory Group

Following The Macpherson Report\(^\text{20}\) in February 1999, the Police Service was encouraged to consider ways to improve relations with minority communities. A key way to achieve this was the recruitment of Community Lay Advisors. The majority of legacy forces in Scotland developed such a scheme and successfully utilised advisors to deal with a variety of diversity issues, ranging from Critical Incidents to planning for events and demonstrations. To support this process and allow for scrutiny and counsel to be provided at a strategic level, a National Independent Strategic Advisory Group (NISAG) has been developed. The group members are formed from a range of different protected characteristics\(^\text{21}\) (as defined by the Equality Act 2010) and offers both Police Scotland and the SPA a forum in which to engage, providing a wide range of perceptions which will help to guard against disadvantaging any section of our community, and indeed any section of the workforce, through lack of understanding, ignorance or mistaken belief.


\(^{21}\) Protected Characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
The terms of reference for the NISAG include:

- Offer strategic advice and scrutiny to Police Scotland and the SPA
- Supporting operational matters from a strategic perspective, including input to planning and development processes
- Supporting Critical Incidents from identification through to recovery stage
- Supporting key portfolios of work assigned to members of the Police Scotland Executive or SPA Board Members
- Provide input to key policies, strategies and procedures as and when required
- Management and deployment of current Community Advisors
- Reporting on key policing, community and advisors’ issues
- Have a strategic overview of Hate Crime in Police Scotland

An area of business in which partners' involvement is critical is gender-based violence. In recognition of the serious nature of this crime, Police Scotland has prioritised it under its Specialist Crime Division.

Additionally, in order to develop Police policy and practice in dealing with crimes such as rape and sexual assault, Police Scotland has set up an External Partners Reference Group, made up of representatives of the key agencies and organisations in Scotland who support the victims of these crimes.

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**Case Study – Stonewall Scotland**

Stonewall Scotland are a charity who work to achieve equality and justice for Lesbian, Gay, Bisexual, and Transgender (LGBT) people. They were a strategic partner for a number of legacy forces. The creation of Police Scotland has led to increased opportunities for partnership working with Stonewall Scotland and the Chief Constable has been a visible figurehead in support of this work.

As a demonstration of our commitment to support LGBT staff, and communities Police Scotland has become a member of the Stonewall Diversity Champions Programme. This commitment was further demonstrated by our decision to take part in the Stonewall Workplace Equality Index (WEI) for 2015. This involved Police Scotland being audited by Stonewall in relation to equality and inclusion in the workplace and also how this impacts on our people, our service delivery and procurement.

For the first time the Stonewall submission included a confidential questionnaire which was open to all staff to complete. This will enable any disparity to be identified in how LGBT staff feel about work compared to non LGBT staff.

The WEI gives organisations a unique opportunity to benchmark their achievements in supporting their LGBT members of staff and measure improvement year on year. This was a significant undertaking for such a new organisation and has been a

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22 http://www.stonewallscotland.org.uk/scotland/
valuable exercise assisting Police Scotland to identify areas of progress and areas for further action.

The results of the WEI show that Police Scotland came in 119th place out of 397 employers nationally. Of the 33 Scottish Employers who entered the survey, Police Scotland came 7th. Police Scotland recognises the hard work undertaken to achieve this placing and will be able to use the benchmarking feedback to inform our work going forward. Colin Macfarlane, Director of Stonewall Scotland said “By entering the Workplace Equality Index, Police Scotland have demonstrated a real commitment to improving the workplace culture for LGBT people. We are proud that they have achieved so much in such a short space of time and that Police Scotland recognise that there is still much to do. We look forward to continuing our partnership with them in coming years”.

In May 2014, the Chief Constable met with the Director and Policy Manager of Stonewall Scotland and a number of initiatives were discussed. The Chief Constable welcomed the opportunity for Police Scotland to support the “No Bystanders” campaign (Stonewall's campaign to tackle bullying and abuse). Many staff, including the force executive team have signed the pledge not to be a bystander. The force intranet, Twitter and Facebook accounts have been used to promote this campaign and increase awareness of Stonewall within the organisation.

As a result of the extensive work undertaken in relation to the campaign, Police Scotland was the recipient of a Special Recognition Award at the Stonewall Scotland award ceremony in February 2015.

Stonewall’s recent Hate Crime campaign provides guidance and encouragement to report hate crime across all protected characteristics. Police Scotland and Stonewall have supported this campaign. All campaign materials have been dual branded and have been distributed to all Police Offices in Scotland.

Delivering a Consistent Response to Honour Based Violence

Honour based violence exists in all communities and requires extreme sensitivity. Comprehensive guidance on Honour Based Violence (HBV), Forced Marriage (FM) and Female Genital Mutilation (FGM) has been developed for all officers and staff in Police Scotland. This guidance outlines roles and responsibilities and provides instruction and guidance on the investigation of HBV, FM and FGM and sets out best practice when dealing with both victim and perpetrators. It cannot cover every eventuality or potential set of circumstances as HBV is a particularly complex area, but provides guidance to officers dealing with such eventualities and to ensure that every report of HBV, FM and FGM receives a consistent response and is investigated thoroughly.
The guidance also seeks to ensure that anyone who is a victim/potential victim will receive protection and safety advice and be offered referral to a relevant support service and stresses the importance of carrying out a comprehensive Risk Assessment and Safety Plan.

**Case Study – Honour Based Violence (Operational Incident)**

Miss A was reported as a missing person having fled to avoid being forced into marriage by her parents. She was subsequently permitted to marry another man of her own choice. The whole family travelled to Pakistan for the wedding and whilst there her younger sister, Miss B, was forced to marry her cousin during the same wedding ceremony. Miss B was allowed to return to the UK after the ceremony on the understanding that she would sponsor her husband into Scotland when she was 21.

As Miss B approached the age of 21 she was placed under increasing pressure from her family to assist in sponsoring her husband to come to Scotland and restart their marriage. She refused to do so as by this time she was in a relationship with another male. Her family deemed this relationship to be shameful and Miss A ran away from home to escape the pressure and threats being made against her by her family.

Miss B became subject of an HBV investigation led by the Police with Social Work and partner agency involvement. A full risk assessment was carried out and safety measures put in place including being re-housed in temporary accommodation. Miss B’s family traced her to the temporary accommodation and unsuccessfully tried to abduct her into a car. Her boyfriend was assaulted to his injury. Her father and brothers were subsequently arrested and charged with abduction and assault.

Given that Miss B had been forced into marriage in Pakistan against her will and without her prior knowledge a Forced Marriage Protection Order was applied for and granted in respect of her younger sister, Miss C.

**National Domestic Abuse Task Force**

A National Domestic Abuse Task Force (DATF) has been in operation in Scotland since April 2013. Their main role is to target ‘high tariff’ perpetrators who are defined as posing the greatest risk of harm to victims and their families. These perpetrators are identified through engagement with divisional Domestic Abuse Investigation Units (DAIU) and the Multi Agency Tasking and Coordination (MATAC) process.

The risk assessment tool, Domestic Abuse Questions (DAQ), which is a series of 27 questions incorporating Stalking and Honour Based Violence, is also used by operational officers to assist in the identification of ‘high tariff’ perpetrators. The response given to the questions provides officers with sufficient information to plan for a victims ongoing safety, referral to appropriate partner agencies and provide an insight onto the longevity of abuse across all our communities.
Case Study – Domestic Abuse Toolkit

Comprehensive guidance has been developed for all officers and staff in Police Scotland and is contained in the Domestic Abuse Toolkit. This guidance outlines roles and responsibilities in respect to domestic abuse. The toolkit is evidence-based and sets out best practice when dealing with both the victim and perpetrators of domestic abuse.

The document details related criminal offences and relevant civil orders. It also sets out considerations for the investigating officer and recommends steps to protect the victim from further abuse. It gives guidance to officers and staff responding to an initial report of domestic abuse and designates operational responsibility for the management of all reports of domestic abuse to response sergeants and supervisors. There is a separate section in the Toolkit that advises on prioritising and targeting repeat perpetrators.

The toolkit stresses the importance of child and adult protection considerations. Risk management is a strong theme, providing the example of Multi Agency Risk Management Conferences (MARAC) as good practice. The MARAC\(^23\) considers medium and longer-term strategies to protect the victim and any children involved, as well as addressing future abusive behaviour.

*In December 2013 a high-tariff perpetrator of domestic abuse with previous convictions for violence and disorder was referred to a divisional Domestic Abuse Multi-agency Tasking and Coordination (MATAC) meeting.*

The subject, who had just been released from prison, was known to be in a relationship with his current partner for 5 years during which time 20 crime reports had been recorded. The reports were serious in nature and included sexual abuse and serious assault.

*It was apparent that the subject, who was well known to partner agencies, was a high tariff perpetrator and there was a requirement for multi-agency intervention. Through the MATAC process, partner agencies assisted with the identification of 6 previous partners and the implementation of victim safety measures.*

*The enquiry was allocated to the Domestic Abuse Task Force (DATF) and using evidence from previous partners resulted in the subject being found guilty of 27 charges and receiving a lengthy custodial sentence.*

\(^{23}\) MARACs are regular local meetings where information about high risk domestic abuse victims is shared between local agencies. By bringing all agencies together, a risk-focused, co-ordinated safety plan can be drawn up to support the victim.
Third Party Reporting Of Offences Aggravated by Prejudice (‘Hate Crime’)

A key piece of partnership working is the Third Party Reporting scheme. Prior to the establishment of Police Scotland, legacy Forces worked closely with partners to develop and deliver on action plans to address issues such as Hate Crime. Third Party Reporting was delivered in conjunction with local authorities and third sector organisations to assist in addressing the under reporting of Hate Crime.

This partnership approach has been embraced and harmonised by Police Scotland. Third Party Reporting has now been developed and introduced across Scotland to ensure consistency in service delivery. Information and training has been provided to our partners to enable them to better recognise Hate Crime and Hate Incidents so they feel more confident around reporting them.

We appreciate the increasing importance of work undertaken with our partners, which has contributed to having numerous Third Party Reporting centres across Scotland. These centres have trained members of staff who can support victims or witnesses of Hate Crime to make reports in confidence and forward information for police enquiry. The centres are hosted by partners such as universities & colleges, local authorities, libraries, community groups & networks, housing offices, religious premises and Citizen Advice Bureaus.

Police Scotland is committed to providing a professional and consistent approach to victims of Hate Crime, treating everyone equally with due regard to their differences. Where an incident does occur, it is essential that any victim, witness or other party has the confidence to report the matter. Third Party Reporting aims to increase victims confidence to come forward and report Hate Crime or Hate Incidents and raise awareness in communities of the importance in reporting any occurrences.
PROCESSES

Equality Impact Assessment (EIA)

Assessing the impact of Police Scotland’s relevant functions, policies, procedures, systems, operations and key decisions (referred to herein as policy/procedures) is seen as a critical part of the process to help ensure that equality is embedded at all levels and in all relevant internal People and Development and external operational functions.

Our EIA tools focus on assisting policy developers and reviewers to consciously and deliberately consider how their proposed policy/procedure may affect people from different social groups, and to identify whether the effect will be the same for all or disproportionate and/or unfair for some due to their protected characteristic/s.

The intention is to recognise the potential for unfavourable treatment, disadvantage and community tensions, and to encourage consultation and the use of measures to remove or reduce any adverse impact identified or to objectively justify inaction where no alternative is available. Equally important is to see potential opportunities for positive action and proactive advancement of equality of opportunity and to foster good relations for those who may traditionally experience disadvantage due to institutional barriers and between those who share a protected characteristic and those who do not.

We made a commitment in our first Mainstreaming Report that we would review our EIA process and can now report on the progress of this commitment.

In June 2013, the Police Scotland Equality and Diversity Governance Group commissioned a major review of its EIA processes and procedures in order to ensure that equality and diversity continued to be managed proactively. The review set out to establish whether the internal tools and processes were robust, legally defensible and obligations to staff and communities continued to be addressed to a high standard and to provide recommendations to ensure that Police Scotland and SPA continue to improve performance in this area.

A working group was established to take this work forward comprising of representatives from Equality and Diversity (operational service delivery and People and Development), Policy Support and SPA.

The group conducted significant consultation and research including internal and external research and consultation. An electronic anonymous survey and direct email contact was used to specifically target those involved in the EIA processes during Police Reform and subsequently in Police Scotland/SPA and who had first-hand experience of using the EIA tools and the various processes.

Additional comments were sought through formal consultation with policy developers; those managing the organisational change process; EIA authors; the Scottish Police Federation; Trades Unions; Association of Scottish Police
Superintendents (ASPS); diversity staff associations; and relevant external partnerships and community groups and individuals.

Two main areas for improvement were identified:

- The need to make the process less bureaucratic
- The need to provide better support and training to EIA authors/assessors with limited knowledge in this area.

The findings from the consultation and research were used to inform changes to the process whilst ensuring legal compliance, and to make a recommendation to improve provision of EIA training. It has been agreed that we will pilot these revised EIA tools.

The revised EIA Tools were approved by Police Scotland and SPA for initial use during a six month pilot period starting 1 September 2014 to 28 February 2015 to ensure that they could be tested for legal compliance and “user friendliness”. The revised EIA tools are being monitored and will be evaluated, along with feedback from end users to inform and quality assure the process going forward.

The EIA pilot was supported by a Communication and Implementation Strategy, which included the use of a number of different mediums to communicate the message outlining the timelines and key considerations during the pilot period. EIA training/awareness on the revised EIA tools were provided to key staff, such as Project Managers, Equality and Diversity practitioners (HR and Operational), Community Impact Assessment Leads and Major Events Planning Team.

The SPA has completed a Scrutiny Review to appraise EIA’s undertaken in support of Police Scotland completed organisational change proposals. This report was published in September 2014.

Key messages from the report stated; “it is believed that there is a good understanding of the importance of the assessment process”. It also acknowledged that “consistency in terms of the assessments is emerging and that the work already carried out by Police Scotland on reviewing the toolkit will contribute to this further”.

Whilst pleased with a generally positive assessment of our approach and identification of some good practice, we recognise there are areas that require more work and accept SPA recommendations for further improvement.

Our future plans for continuous improvements include:

- monitoring and review of EIAs;
- arrangements for capturing and reviewing mitigating actions;
- publishing summary results of EIAs;
- integrating equality impact into our Community Impact Assessment process;
- EIA Training to all relevant staff, at national and divisional/departmental level.
Work is already underway to develop learning tools to assist staff awareness of the Public Sector Equality Duties and EIAs with both electronic and classroom based approaches as possible options.

We have been an active participant in the Scottish Human Rights Commission’s Equality and Human Rights Impact Assessment (EQHRIA) Working Group and considered developing an integrated Equality and Human Rights Impact Assessment (EQHRIA) toolkit during the recent EIA review. We will learn from the experience of Renfrewshire and Fife Councils where this integrated approach has been piloted and we remain committed to giving this further consideration in the future.

**Accessible Policing**

In our first Mainstreaming Report, we identified the need to be “professional, accessible and responsive to the public”.

Our Equality Outcome 5 reflects the need that “everyone in Scotland is able to contact the police when they require our assistance and this experience is positive”.

In our first Mainstreaming Report, we provided a case study on the launch of the new police non-emergency number 101. We can now provide an update of how this work has progressed.

**Case Study – Non-emergency 101 number**

In April 2013, a single non-emergency number 101 was introduced as a replacement for many different local contact numbers that most people found confusing and hard to remember.

- 101 is now the first option non-emergency contact number for Police Scotland with over 250,000 calls per month;
- During the 1st year of Police Scotland there was a decrease of 40,000 (or 7%) 999 emergency calls to the Force and an increase of 100,000 (or 3%) non-emergency calls as people started to use 101 instead of 999, thereby freeing up capacity on the 999 system for genuine emergency calls;
- In order to raise awareness, work has been undertaken with the Royal National Institute for the Blind’s (RNIB) Insight Radio station, including taking part in live interviews and the recording of two special features to tell listeners about 101 and the work of the police service centres and control rooms;
- In consultation with deaf people, an SMS (text message) application is under development for use nationally which, following testing should be ready for introduction in 2015;
- Work is also underway to look at the possibility of using British Sign Language (BSL) for video calls; and
- Engagement is continuing with key groups and partner agencies to identify what else we could do to improve access to Police Scotland.
Community Impact Assessment (CIA)

A CIA assesses specific incidents and events to identify potential risks. The CIA’s main focus is to minimise the impact of the incident on a community, provide reassurance, and restore normality to the area or group affected. A CIA considers and incorporates any equality and diversity issues that have emerged during the course of an operation or event and can help in ensuring that confidence in the police response to incidents is maintained. In this respect a CIA is intended to complement the both the EIA process and the Critical Incident Management protocols described earlier.

The CIA asks officers to consider the impact of an event before or after the event, and can also consider and co-ordinate a multi-agency response where required. and gives us a useful structure for recording considerations, consultation with ‘critical friends’ and partners, as well as recording subsequent decisions and action taken. Work is underway to enhance the current arrangements by the use of a technological solution, which will streamline the sharing of information nationally.

Police Scotland has hosted some considerable events during its first two years and Community Impact and Equality Impact considerations have been made during the planning stages for events such as the Commonwealth Games, Ryder Cup and the Scottish Referendum, ensuring that relevant resources were in place to meet any accessibility, communication and/or language needs.

CASE STUDY - Glasgow 2014 Commonwealth Games – Community Impact Assessment (CIA)

The Community/Business Engagement function of the Commonwealth Games Delivery Team began in April 2013. Its initial actions included identifying key individuals within partner agencies and, commencing internal engagement to raise awareness of the Games among the wider Police Scotland and drafting a CIA.

The CIA was fundamental during pre-Games time preparations. Work with key partners including G2014 Organising Committee (OC) and Glasgow City Council (GCC), ensured all stakeholders were identified and clear messaging delivered in the appropriate format. This was largely carried out through the brand ‘Get Ready Glasgow’.

The purpose of the Commonwealth Games CIA was to enable continual monitoring to identify risk factors and to mitigate the impact of the games. Additionally, the team undertook internal engagement initiatives to raise awareness of the Games in the wider Police Scotland, to encourage the sharing of information and submission of any Games related intelligence under the banner ‘Operation Comet’.

Through the CIA, groups who may be impacted were identified and as a result discussion took place with representatives from across the protected characteristics, to inform them of impact of the Games presence and security overlay. A Tactical Independent Advisory Group was introduced and relationships were forged with key
representatives to ensure that the police had an understanding of specific impacts on protected groups, enabling problem solving at an early stage.

Protest was identified at an early stage as one potential risk to the Games and was reflected as such within the CIA. Our aim was to facilitate peaceful protest and to prevent disruption to the Queens Baton Relay or Games. The Engagement Team shared details of all community and business events where there was a potential for increased tensions or protest activity and where appropriate Protest Liaison Officers attended. We worked closely with the Public Reassurance Cell to prepare for and manage real time protest activity. This also allowed for accurate, timely messaging to businesses and the international community.

It was imperative to ensure that information was managed appropriately through key contacts and kept current and accurate. The CIA encouraged the free flow of information and intelligence to drive and strengthen the process resulting in a comprehensive and relevant tool to assist the preparedness and readiness of Police Scotland to deliver safe, secure and peaceful Games.
PROCUREMENT

As a public authority spending public money, public procurement contracts must ensure that principles of “value for money” are adhered to. Public procurement is also an effective way of promoting and embedding equality and diversity in the supply chain.

The Police Scotland/SPA procurement function on the enactment of the Police and Fire Reform Act 2012 on the 1 April 2013 was aligned with the SPA. In July 2013, the general duty for procurement was transferred under the direction of the Chief Constable of the Police Service of Scotland.

Work has been ongoing through consultation with members of the SPA and Police Scotland to prepare a joint Procurement Strategy and Standing Orders for Contracting, these documents were approved at the SPA Board in October 2014.

Within the Procurement Strategy a suit of documents have been produced to ensure equality and diversity requirements are met at the pre-qualification and tender stage. Specific Terms have also been included within the standard SPA terms and condition for the purchase of goods and services for equality and diversity issues.

Companies corporate social responsibilities are also discussed at the tender stage to ascertain what benefit can be brought to the local community the tender is to be discharged in where appropriate.

Joint training with suppliers was carried out by a number of legacy forces. A Police Scotland Procurement training event was run on 2 September 2014. This included presentations not only from various Police Scotland speakers including staff from Procurement, Equality and Diversity, Policing Values and Human Rights but also included four current suppliers who shared the work they were doing. This event was an opportunity for suppliers to gain greater awareness of the work that Police Scotland/SPA have been doing over the past year and support them in aligning with our values.
OUR PEOPLE

Our Corporate Strategy states; “Our people are the most important asset within our organisation. They have shown incredible resilience in recent years and continue to contribute strongly to our focus of keeping people safe within our communities”.

Moving forward as a single organisation we have sought out and progressed opportunities to build a more efficient, resilient and forward thinking organisation, which is equipped to deal with future challenges and be transformational in its collaborative approach to deliver positive outcomes for staff and the communities of Scotland. This has been against a background of significant budget reductions. We have strived to use our resources to best effect and look for new ways to undertake our business, driving continuous improvement with an ongoing focus on Best Value. Whilst the pace of change has been challenging, we have made progress to consolidate our new organisation, building on best practice from previous legacy arrangements and providing greater consistency in the delivery of policing and support services.

We have embarked on a significant programme of internal change and transformation to build and shape the organisation.

Transforming the Service is our programme of organisational change which encompasses all the work to be done to get us working in the most efficient and effective way, and to reduce operating costs. Establishing Police Scotland on 1 April 2013 was a significant milestone in the journey to create a national policing service for Scotland. In addition to re-aligning all the various parts of the organisation into a national service, we have faced a significant financial challenge in achieving savings.

Organisational Development is responsible for the governance of Transforming the Service. In the last 18 months, the formal governance process has been refined to ensure all work undertaken is in line with Police Scotland’s strategic direction. To ensure this is achieved every new programme of work or project is assessed to ensure it meets one of Police Scotland’s ‘Four Principles of Business Change’

- Keeping People Safe
- Cost Reduction
- Best Value
- Continuous Improvement

The department has been re-organised to provide specialist support and guidance in the following areas:

- Programme Support
· Dependency Management
· Quality Review and Integration
· Change Management and Communication

Guidance is provided for the effective management of stakeholders, project risks, programme and project governance and the formulation of a communications strategy. It is intended that the provision of this specialist support will result in a significant transfer of skills to staff working on projects and programmes. All this work is underpinned by our commitment to equality and diversity. The inclusion of equality and diversity is a specific requirement for every project to ensure the needs and expectations of all individuals impacted by projects are considered.

All project managers are required to evidence the “due regard” they have given to equality and diversity throughout the project and are required to complete the Equality and Impact Assessment (EIA) in line with the pilot currently running for the Equality and Diversity SOP Guidance and Forms. The nature of each individual project dictates the extent of the EIA assessment in relation to staff and the community.

**Case Study – Organisational Change Equality Impact Assessment (EIA)**

Equality Impact Assessments are embedded into all work being undertaken by Police Scotland/SPA relating to organisational change. A member of the Equality and Diversity People and Development team is allocated to each organisational change business area to support them in their business change to ensure that “due regard” is considered in respect of all employment and staffing issues.

Whilst providing support to the Criminal Justice and Custody business area it was identified that members of this organisational business team would benefit from additional expertise in respect of completing the organisational change EIA, this was in addition to any theory and process based training that may have previously been received.

A member of the Equality and Diversity People and Development team worked with the People and Development business partner in the development and delivery of half day EIA workshops, which by using case law and practical examples encouraged those present to consider the practical application and the thought process required to effectively complete their organisational change EIA.

Adopting such a workshop built around the needs of the specific business area has increased staff confidence in the process and their ability to meaningfully consider
"due regard" throughout the organisational change process and has provided an opportunity to reinforce the value and benefit of completing an EIA.

Sharing this area of good practice with colleagues across People and Development has resulted in a number of them attending to observe the most recent workshop held in November 2014. Discussions are ongoing with organisational change business leads and training to ensure that we use our resources smartly and efficiently while ensuring that equality and diversity considerations are critical factors in organisational decision making.

Through our programme of transforming the service, we have taken significant steps to establish new structures within the organisation and commenced planning for the consolidation of processes and procedures that will enable the organisation to thrive. Engagement with our statutory staff associations and diversity staff associations about these proposals have been and will continue to be a critical part of progressing this work.

We are currently working with 44 approved projects with many more projects in development. We have successfully met our target of delivering savings in 2013-2014. Further savings are required to be made on an annual basis for a number of years to come.
PEOPLE AND DEVELOPMENT FUNCTION

People and Development Organisational Change

Following the move to Police Scotland on 1 April 2013 all legacy Police Forces and Police Agencies Human Resource (HR) teams became part of one team within Police Scotland.

A considerable amount of scoping was undertaken prior to the creation of Police Scotland and SPA to progress to a sustainable structure for HR. It had already been recognised that the legacy HR structures and arrangements were not suitable for a number of reasons:

- They were not reflective of the new policing model/customer requirements
- They did not maximise the efficient use of HR resource
- They did not promote efficient work practices/processes/consistency of approach
- They did not provide efficiencies/economies of scale (ten teams to one).

A new structure was therefore required to support the new single service. It was also essential that the new management team be given the accountability and autonomy to assist in the delivery of Police Scotland’s objectives and goals, working closely with internal stakeholders.

Following approval from the SPA Human Resources and Remuneration Committee, the Police Scotland People and Development function was introduced with effect from Monday 13 October 2014.

The new People and Development function structure incorporates

- People Management
- Training and Development
- Strategic Specialist Services
- Resource Management

Operational HR services will be provided to both Police Scotland and SPA from the Police Scotland HR team.

The HR model is led by Heads of Function who report directly to the Director of People and Development.

- Head of People Management (areas of responsibility include strategic and operational HR matters – customer facing part of HR. This team will also support transactional HR admin via a shared services team)
- Head of Strategy and Specialist Services (areas of responsibility include reward and policy, equality and diversity, health, safety and wellbeing)
- Head of Resource Management (area of responsibility include recruitment and promotion, transfers, planning and deployment, systems, data and Management Information etc.)
• Head of Training and Development (all training and professional development governance, planning and delivery).

The national People and Development structure replaces the legacy force HR functions, recruiting teams, equality and diversity HR staff, local health and safety teams, resource management/deployment units and legacy training teams and also sees the amalgamation of the Scottish Police College to create one cohesive People and Development function.

This model will ensure maximum utilisation of resources through flexible resourcing and shared teams where appropriate. This model will provide resilience and also economies of scale, whilst allowing functional and geographical/local HR delivery where appropriate.

The People and Development function will provide expertise, guidance and delivery of a number of people related activities to Police Scotland and SPA as detailed within the Police Scotland corporate strategy:

• Develop our approach to positively engage our people
• Work to further develop our employee relations
• Develop a culture that promotes sustained organisational performance through values-led policing
• Standardise our terms and conditions of employment
• Health and Safety and Wellbeing issues
• Devise an integrated training, leadership and development strategy
• Review our approach to resourcing front-line activity which will support succession planning and business continuity activity
• Provide the tools to enable our managers to make informed decisions and manage and support their teams

The Director of the People and Development function has worked closely with Police Scotland and SPA in the creation and delivery of “Our People” strategic delivery plan which sets out our commitment to equip, enable and support individuals and teams within Police Scotland and the SPA.

The implementation of our new model will provide a platform for continuous improvement and efficiencies through a more streamlined and integrated People and Development function as we move forward.

An update of Equality and Diversity Progress in Employment

The following updates set out a range of activity that is supportive of our desire to deliver on our equality and diversity outcomes in the Scottish Police Service. The activities set out involve staff and officers from across Scotland and multiple functions.

Our aim included; to improve our engagement with our statutory staff associations and diversity staff associations; to improve how we deliver and use Equality Impact Assessments (EIAs); and how we monitor our equality and diversity staffing profile.
These are all key components to this agenda, as is our work with our external partners, stakeholders and communities.

Future activity in relation to specialist’s functions will continue to seek to achieve a better balanced workforce and recruitment activity will seek to get a wider cross section of our communities attracted to the police service as a career choice.

Finally, our focus must also move to creating the most agile and flexible working environment to retain officers and staff from under represented groups by engaging them through more innovative flexible working and work-life retention practices.

Case Study - Diversity Staff Associations

Police Scotland recognises the value provided by diversity staff associations, namely:

- Christian Police Association (CPA)
- Disability and Carers Association (DACA)
- Gay Police Association (GPA) Scotland
- National Trans Police Association (NTPA) (Scottish Rep)
- Scottish Police Muslim Association (SPMA)
- Supporting Ethnic Minority Police Staff for Equality in Race (SEMPER Scotland)
- Scottish Women’s Development Forum (SWDF)

Following the formation of Police Scotland, the Equality and Diversity Governance Group commissioned a review of diversity staff associations. The intention of the review was to assess the cost/benefit impact that diversity staff associations have across Police Scotland and identify areas for collaborative work in order to make Police Scotland truly representative of the communities we serve and to improve engagement and service provision. The review also offered the opportunity for each of the diversity staff associations to review their purpose in terms of supporting Police Scotland and their aspirations as a diversity staff association.

Based on research and in-depth consultation with the diversity staff associations and other partners, a report was drafted with a number of proposals seeking to strengthen the engagement with the associations and further clarify relationships going forward. Implementation of the agreed proposals is progressing and a Memorandum of Understanding detailing and formalising the relationship between Police Scotland and diversity staff associations has been drafted and is to be formally agreed in the near future.
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 and Management Information 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 by 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 by Recruitment and the National Police Promotion Process. Work is currently ongoing with leads from these areas to ensure that appropriate equality and diversity monitoring arrangements are adopted for the reporting period 2014/2015 and beyond.

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 prior to April 2015.

Under Representation in the Workplace

It is of paramount importance that Police Scotland recruits, retains and deploys the best possible police officers, SPA/police staff and special constables in every role if we are to achieve our mission of Keeping People Safe.

The Chief Constable is committed to ensuring that Police Scotland is an organisation, which attracts a wide diversity of good quality applicants, where there is equality of career opportunity across the service and where appointments are made on merit.

In 2013, Police Scotland agreed that we would have an Equality Outcome to address this commitment.

OUTCOME 6: We have a workforce that is reflective of our communities to increase trust and confidence in the police.

The main focus of our work on this outcome has focused on police officer roles. We also consider equality in relation to SPA/police staff; however there are fewer

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24 The Equality Act 2010 (Specific Duties) Regulations 2011 came into force on 10 September 2011. The specific duties require public bodies to publish relevant, proportionate information showing compliance with the Equality Duty, and to set equality objectives.
opportunities in this respect as we are currently undergoing a significant restructuring programme that involves a significant reduction in SPA/police staff numbers.

The main areas of activity with the potential for positively impacting on our equality and diversity profile are recruitment, retention, and promotion, training and lateral development to specialist posts.

**Occupational Segregation, Positive Action and Lateral Development**

It was identified in legacy forces and in Police Scotland’s first initial Mainstreaming Report that there was under-representation across some functions within the service of some groups with specific protected characteristics. In addition, there was evidence of occupational segregation - some groups with protected characteristics being under-represented in promoted posts and specialist posts, with this being viewed by some as having a potential impact on career progression.

Specialist Services/Road Policing has been proactive in addressing under-representation in specialist posts. They have established a quarterly Specialist Services Equality and Diversity Meeting and have progressed a number of initiatives to address under representation in their disciplines.

**Case Study – Tackling Under-representation**

Operational Support Division encompasses a number of specialist police disciplines including Armed Policing, Road Policing and Specialist Operations. Historically there has been an image of a male dominated environment in specialist policing and a number of legacy forces tried to change this opinion through encouraging under-represented officers, especially female officers, to apply for posts.

Since the inception of Police Scotland, Specialist Services and Road Policing senior management have been acutely aware of this lingering image and commenced work to establish the reasons for this and thereafter to address any issues identified. To date the following tasks/actions have been undertaken:

- Benchmarking exercise to identify the extent of under-representation in Specialist Services/Road Policing.
- Consultation with Police Federation, Scottish Women’s Development Forum and staff Associations with a view to establishing the reasons why some officers from under-represented groups may not see Specialist Services/Road Policing as an attractive option for their career.
- The establishment of a Specialist Services/Road Policing Equality and Diversity Forum to ensure dedicated liaison and oversight of all business areas.
- A Specialist Services/Road Policing Equality and Diversity Action Plan has been compiled.
- A series of Specialist Services/Road Policing Open Days were held in North, East and West command areas actively encouraging officers from under-
represented group to attend and gain a better understanding of specialist policing departments and to dispel some of the perceived myths.

Ongoing Work

A pilot project will commence shortly whereby probationary officers will be seconded to Specialist Services/Road Policing departments in the North command area. This will not only enhance individual officer’s skills but will also help address under-representation and dispel perceived myths.

In January 2015, Specialist Services staff and senior managers will be involved in a joint event with the Scottish Women’s Development Forum “Let’s talk about Specialist Services” aimed at addressing under-representation.

The Scottish Women’s Development Forum diversity staff association has worked on this with Specialist Services and the People and Development team. The following case study “Broaden Your Horizons” was an event designed by the Scottish Women’s Development Forum and is an example of the work that they have progressed.

Case Study – “Broaden your Horizons”

The “Broaden Your Horizons” event was held to promote awareness, inform police officers of the opportunities under Police Scotland and provide an opportunity to speak to serving police officers about the specialist role they undertake and ask any questions from those in a specialist role or staff from People and Development.

There is currently an under-representation of females within some specialist posts and this event was designed by the Scottish Women’s Development Forum on that basis, however the event was open to all officers and all ranks within the organisation were encouraged to attend.

The event used a mixture of inputs from senior leaders within Police Scotland and an informal opportunity, through workshops, to speak and ask questions to People and Development and individuals from a variety of roles within Operational Support and Specialist Crime Divisions such as Covert Policing, Road Policing, Firearms and Dogs Branch amongst others.

The event was very well attended, with over 170 delegates present; delegates described the event as ‘extremely helpful, interesting and inspiring’. Speakers included Deputy Chief Constable Rose Fitzpatrick, Assistant Chief Constable Bernard Higgins - Operational Support Division; Detective Chief Superintendent Campbell Thomson - Specialist Crime Division, Deputy Chief Constable Steve Allen - Commonwealth Games, Nicky Page, Head of Corporate HR - People and Development, Aileen Reid, Project Lead - National Police Promotion Process.
Panel Session

There was also a panel session chaired by former Superintendent Alexander Duncan where delegates could ask questions, either in person or anonymously through question slips.

The main themes that arose from this session were - flexible working, support from line managers when applying for specialisms (mainly due to concerns about locally/divisionally resourcing the abstraction of individuals), promotion into departments with no previous experience e.g. roads policing.

Workshops

Three rooms were assigned to workshops, which housed three different workshop areas of People and Development, Operational Support Division and Specialist Crime Division. The rooms were separated into various areas covering the differing functions within those categories.

Workshops were an informal ‘café’ style with no formal presentations. Delegates were given the opportunity to walk around the various specialisms, speak to officers currently in the roles and ask any questions they may have.

National Police Promotion Process

Up to December 2014, 350 candidates have attended a National Selection Panel to the rank of Sergeant. 239 have been successful and 111 unsuccessful. 349 candidates have attended a National Selection Panel to the rank of Inspector. 161 have been successful and 75 unsuccessful.

In excess of 330 senior officers and managers have been trained as National Police Promotion Process assessors. All applicants are tested on seven qualities, including Working with Others (“treats people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances”)

A full review of the National Police Promotion Process was completed in November 2014. The report was informed by a survey of officers involved in the promotion process, plus staff associations and equality and diversity representatives. All ranks have been covered and a number of observations/recommendations for continuous improvement have been identified.

Policy Development

Work has progressed over the past two years on converging policies from 10 legacy forces and agencies into Police Scotland/SPA Standard Operating Procedures (SOPs) which include: Disability in Employment, Adoption, Maternity and Paternity, Special Leave, Flexible Working, Transgender People in Employment and of course the Equality, Diversity and Dignity SOP.
There have been with 40+ consultations with staff associations for these SOPs and associated EIAs. This enabled all our staff to understand their conditions of employment and allowed some standardisation of procedures to make processes more transparent and fair across the country.

Training

Police Scotland/SPA have developed an E-learning Moodle package to support the Equality, Diversity and Dignity SOP. This training has been developed, with the support of the Equality and Human Rights Commission and ACAS and is to be rolled out to all police officers, SPA/police staff and special constables in 2015 (in addition to the training received by probationer officers and during staff inductions).

This module will complement the Diversity Training previously delivered by legacy police forces/agencies by providing members of staff with a level of awareness in respect of equality, diversity and dignity in dealing with members of the public and working with colleagues.

The training also reflects organisational values and our commitment to uphold human rights and improve the safety and wellbeing of people, places and communities in Scotland.

The training will form part of the Police Scotland / SPA training strategy and underpin all other forms of training delivered across the organisation ensuring that equality and diversity is mainstreamed into all aspects of business.

Training is also delivered on the Code of Ethics, the National Decision Model, Policing by consent, and how our accountability and values based approach are essential in preserving, and enhancing, trust and confidence in the communities we serve.

The training course design specification process for all police training has been reviewed and revised to ensure that Human Rights, organisational values and the Code of Ethics are considered in the design specification for every type of training course delivered by Police Scotland.

**Case Study - Supporting Equality for All - 2014**

Throughout 2014 events, entitled “Supporting Equality for All” have taken place at Police Scotland College, Tulliallan. The event was primarily designed to give probationary Constables an introduction to the work of our diversity staff associations but have become an opportunity for senior students, staff and visitors to personally access a variety of organisations who can provide advice, support and if appropriate, membership.

The organisations attending include all of Police Scotland’s formally recognised diversity staff associations, the Scottish Police Federation, Care of Police Survivors.
and some of our current diversity partners including ‘See Me’, Dyslexia Scotland, Young Scot and LGBT Youth (representative of all the protected characteristics defined in the Equality Act 2010).

The event has been very well received and has had positive feedback from attendees and service providers. It is intended that further events will be run to coincide with future cohorts of probationers attending the Police Scotland College, Tulliallan for their initial training.
Any organisation who may be interested in supporting this event in future is invited to contact jane.christie@scotland.pnn.police.uk
PEOPLE RESULTS

Police Scotland and Scottish Police Authority (SPA)

We have worked in partnership with the SPA to produce the Equality and Diversity Employment Monitoring Report and Equal Pay Statement, and we will continue to work together to achieve the people outcomes we have committed to. This approach will help us attract, develop, support and retain talented police officers, SPA/police staff and special constables to ensure that we have a workforce that is reflective of our communities and able to provide a service relevant to individual needs.

EQUALITY AND DIVERSITY EMPLOYMENT MONITORING KEY FINDINGS 2013 - 2014

Introduction

These key findings are collated from equality in employment data collected for Police Scotland/SPA at 31 March 2014 or where relevant for the period 1 April 2013 to 31 March 2014.

All data provided in this report was extracted from Police Scotland internal systems and databases and represents what was available when the information was collected. However, it should be noted that due to the significant volume of change that was being undertaken at the time of reporting and also due to the disparate legacy systems and HR practices that there were some unavoidable data gaps at the time of capturing this data. Work is still progressing within Police Scotland to standardise systems, policy, practice and process. Once completed this will help to better inform future updates.

Notes:
- The equality and diversity statistics within this report are based upon voluntary individual self-classification where individuals have the option to choose not to disclose.
- The “choose not to disclose” option is available for those individuals who do not want to declare information on one or more of the protected characteristics. The “unknown” option is used when no information has been entered in the self-classification options and when the “choose not to disclose” option has not been used.
- Percentages have been rounded to the nearest whole number.
- Percentages have been used throughout to express proportions to ensure the data is meaningful and does not identify datasets of less than five.
- Figures are based on headcount and include those on a temporary contract but do not include agency workers.
- Figures also include individuals on any service break including career breaks, maternity leave etc.
Key Findings

1 Workforce Profiles

Sex

The 2011 Scotland Census identified that 51% of Scotland’s population were women and 49% were men.

- The percentage of female police officers has increased from 28% at 28/02/2013 to 29% at 31/03/2014, an increase of 1%.
- The percentage of female SPA/police staff decreased from 63% at 28/02/2013 to 62% at 31/03/2014, a decrease of 1%.
- The percentage of female special constables has decreased from 37% at 28/02/2013 to 36% at 31/03/2014, a decrease of 1%.

Age

The 2011 Scotland Census identified that the 35-44 and 45-54 age groups had the highest proportions of the working age population, whilst approximately 12% of the population fall within the 16-24 age group.

- The 35-44 age group accounts for 36% of police officers at 31/03/2014. This was the most common age group at 28/02/2013, accounting for 37% of all police officers.
- The 45-54 age group accounts for 32% of SPA/police staff at 31/03/2014. This was the most common age group at 28/02/2013, accounting for 33% of all police staff.
- The 25-34 age group accounts for 33% of special constables at 31/03/2014. This was the most common age group at 28/02/2013, accounting for 31% of all special constables.

Disability

15% of the Scottish population aged between 16-64 have their day-to-day activities limited due to a health problem or disability. This percentage includes those who are unable to work.

- The percentage of police officers where a disability has been advised has decreased from 3% at 28/02/2013 to 2% at 31/03/2014.
- The percentage of SPA/police staff where a disability has been advised has decreased from 6% at 28/02/2013 to 5% at 31/03/2014.
- The percentage of special constables where a disability has been advised was less than 1% at 28/02/2013 and remains static at 31/03/2014.

Note: Disability includes those who have advised that they consider themselves to have a disability and where a disability has been advised through another source such as the Occupational Health Provider, a recruitment process or other selection process.
Ethnic Origin

The 2011 Scotland Census data identified that 4% of the population identified themselves as coming from a BME background and 4% from a White Minority background. Scotland’s Asian population represented the largest BME group, accounting for 3% of the Scottish population. Scotland’s Other White population represented the largest white minority group, accounting for 2% of the Scottish population

- The percentage of BME police officers was 1% at 28/02/2013 and remains static at 31/03/2014. This has been the trend since 2010. 47% of police officers from a BME background have identified their ethnic origin as Asian.
- The percentage of BME SPA/police staff was 1% at 28/02/2013 and remains static at 31/03/2014. This has been the trend since 2010. 68% of SPA/police staff from a BME background have identified their ethnic origin as Asian.
- The percentage of BME special constables was 1% at 28/02/2013 and remains static at 31/03/2014. 73% of special constables from a BME background have identified their ethnic origin as Asian.

Note: BME figures include those who have identified their ethnic origin as Mixed or Multiple Ethnic Group, Asian Pakistani, Asian Indian, Asian Bangladeshi, Asian Chinese, Asian Other, African, African Other, Caribbean, Black, Caribbean or Black Other, Arab and Other Ethnic Group.

- The percentage of police officers from a white minority background was 1% at 31/03/2014, there is no comparable data for 28/02/2013. 51% of police officers from a white minority background have identified their ethnic origin as Other White Background.
- The percentage of SPA/police staff from a white minority background was 1% at 31/03/2014, there is no comparable data for 28/02/2013. 60% of SPA/police staff from a white minority background have identified their ethnic origin as Other White Background.
- The percentage of special constables from a white minority background was 1% at 31/03/2014, there is no comparable data for 28/02/2013. 50% of special constables from a white minority background have identified their ethnic origin as Polish.

Note: White Minority figures include those who have identified their ethnic origin as White Irish, White Gypsy/Traveller, White Polish and White Other.

Pregnancy and Maternity

- Police Officers - 4% of female police officers were on maternity leave (either paid or unpaid) at 31 March 2014. 9% of female police officers were on maternity leave (either paid or unpaid) between March 2013 and March 2014. Of those who were on maternity leave between March 2013 and March 2014, 59% returned to work, whilst 41% remained on maternity leave.
• SPA/Police Staff - 2% of female SPA/police staff were on maternity leave (either paid or unpaid) at 31 March 2014. 5% of female SPA/police staff were on maternity leave (either paid or unpaid) between March 2013 and March 2014. Of those who were on maternity leave between March 2013 and March 2014, 62% returned to work, whilst 38% remained on maternity leave.

Religion or Belief

The 2011 Scotland Census data identified that 37% of the population identified themselves as having No Religion or Belief. 7% of the population did not state what their religion or belief was. 54% of the Scottish population identified themselves as having a Christian religion (Church of Scotland, Roman Catholic and Other Christian) and 3% of the population identified themselves as having Other Religions. The 2011 Scotland Census data identified that 1% of the population identified themselves as Muslim. This was the religion with the largest proportion of those with Other Religions.

- Police officers who identified their religion or belief as All Other Religions decreased from 5% at 28/02/2013 to 2% at 31/03/2014. 64% of police officers whose religion or belief was All Other Religions have identified their religion or belief as Other.
- SPA/Police staff who identified their religion or belief as All Other Religions decreased from 6% at 28/02/2013 to 2% at 31/03/2014. 60% of SPA/police staff whose religion or belief was All Other Religions have identified their religion or belief as Other.
- Special constables who identified their religion or belief as All Other Religions decreased from 4% at 28/02/2013 to 1% at 31/03/2014. 43% of special constables whose religion or belief was All Other Religions have identified their religion or belief as Other.

Note: All Other Religions include those who have self-classified as Buddhist, Hindu, Jewish, Muslim, Sikh and an option for “Other” where a specific religion or belief is not specified within the 2011 Scotland Census categories.

Sexual Orientation

Stonewall Scotland estimate that around 5%-7% of the Scottish population are lesbian, gay or bisexual.

- The percentage of police officers who have identified themselves as LGB was 2% at 28/02/2013 and remains static at 31/03/2014.
- The percentage of SPA/police staff who have identified themselves as LGB was 2% at 28/02/2013 and remains static at 31/03/2014.
- The percentage of special constables who have identified themselves as LGB has decreased from 4% at 28/02/2013 to 2% at 31/03/2014.

Note: LGB refers to Lesbian, Gay or Bisexual.
Transgender

- At 31/03/2014, less than 1% of police officers, SPA/police staff and special constables, currently or previously considered themselves to be transgender. This is the first Transgender Profile that has been produced by SPA/Police Scotland in relation to staff.

2 Recruitment

Police Officers

Sex – Between April 2013 and March 2014, 28% of applications received were from female applicants compared to 26% of applications between April 2012 and February 2013. 30% of those newly appointed between April 2013 and March 2014 were female compared to 35% between April 2012 and February 2013.

Age – 55% of applications received between April 2013 and March 2014, were from those in the 16-24 age group. 47% of applicants who were made an offer of employment between April 2013 and March 2014 were in the 16-24 age group and 47% were in the 25-34 age group. 49% of newly appointed police officers between April 2013 and March 2014 were in the 25-34 age group.

Disability – Less than 1% of applicants advised they had a disability between April 2013 and March 2014, compared to 2% between April 2012 and February 2013. Less than 1% of newly appointed police officers between April 2013 and March 2014 are recorded as having a disability, compared to 3% for the period April 2012 to February 2013. However, 4% of applicants who were given an offer of employment between April 2013 and March 2014, advised they had a disability.

Ethnic Origin – Between April 2013 and March 2014, 2% of applications received were from applicants who identified their ethnic origin as BME, compared to 4% between April 2012 and February 2013. Less than 1% of newly appointed police officers have their ethnic origin recorded as BME, compared to 2% for the period April 2012 to February 2013. However, 1% of applicants, who were given an offer of employment between April 2013 and March 2014, identified their ethnic origin as BME.

Between April 2013 and March 2014, 3% of applications received were from applicants who identified their ethnic origin as coming from a white minority background. There is no comparable data for the previous reporting period. 1% of applicants who were given an offer of employment between April 2013 and March 2014 identified their ethnic origin as a White Minority background. There is no available data relating to those who were appointed between April 2013 and March 2014.

Religion or Belief - Between April 2013 and March 2014, 54% of applications received were from applicants who identified their religion or belief as None and 2% were from applicants who identified their religion or belief as All Other Religions. 1% of applicants who were made an offer of employment between April 2013 and March
2014 identified their religion or belief as All Other Religions and 46% identified as None. There is no available data relating to those who were appointed between April 2013 and March 2014.

Sexual Orientation – 4% of applications received between April 2013 and March 2014 were from applicants who had identified themselves as LGB. 4% of applicants who were made an offer of employment between April 2013 and March 2014 identified themselves as LGB. There is no available data relating to those who were appointed between April 2013 and March 2014.

**SPA/Police Staff**

Comparisons for the reporting period April 2012 to February 2013 cannot be made as the information was collated in a different format, which included successful applicants for both internal and external recruitment processes.

Sex - 37% of those newly appointed between April 2013 and March 2014 were male.

Age – 35% of those newly appointed between April 2013 and March 2014 were in the 25-34 age group and 35% were in the 45-54 age group.

Disability - 0% of newly appointed SPA/police staff are recorded as having a disability.

Ethnic Origin - 0% of newly appointed SPA/police staff have their ethnic origin recorded as BME. There is no data available relating to those from a White Minority background.

**Special Constables**

Sex - Between April 2013 and March 2014, 34% of applications received were from female applicants compared to 37% of applications between April 2012 and February 2013. 36% of newly appointed special constables were female compared to 38% being appointed between April 2012 and February 2013.

Age – 75% of applications received between April 2013 and March 2014, were from those in the 16-24 age group. 68% of newly appointed special constables between April 2013 and March 2014 were in the 16-24 age group.

Disability – 1% of applicants advised they had a disability between April 2013 and March 2014, compared to 2% between April 2012 and February 2013. 0% of newly appointed special constables between April 2013 and March 2014 are recorded as having a disability compared to less than 1% between the period April 2012 and February 2013.

Ethnic Origin – Between April 2013 and March 2014, 5% of applications received were from applicants who identified their ethnic origin as BME, compared to 2% between April 2012 and February 2013. 2% of newly appointed special constables
between April 2013 and March 2014 have their ethnic origin recorded as BME. This was also the percentage recruited during the period April 2012 and February 2013.

Between April 2013 and March 2014, 2% of applications received were from applicants who identified their ethnic origin as coming from a white minority background. There is no comparable data for the reporting period April 2012 and February 2013. 2% of newly appointed special constables between April 2013 and March 2014 have their ethnic origin recorded as coming from a White Minority background.

Religion or Belief - Between April 2013 and March 2014, 51% of applications received were from applicants who identified their religion or belief as None and 4% were from applicants who identified their religion or belief as All Other Religions. There is no available data relating to those who were appointed between April 2013 and March 2014.

Sexual Orientation – 4% of applications received between April 2013 and March 2014 were from applicants who identified themselves as LGB. There is no available data relating to those who were appointed between April 2013 and March 2014.

3 Service Profiles

Police Officers - 49% of all police officers have between 0-10 years’ service at 28/02/2013 compared to 48% at 28/02/2013. 82% of police officers with 21 years’ service and above are male.

SPA/Police Staff – 59% of all SPA/police staff have between 0-10 years’ service at 31/03/2014 compared to 60% at 28/02/2013. 0-2 years’ service accounts for 9% of all SPA/police staff at 31/03/2014 compared to 11% at 28/02/2013.

Special Constables – 39% of all special constables have between 0-2 years’ service at 31/03/2014 compared to 40% at 28/02/2013. 9% of female special constables have 11 years’ or more service. Special constables have a very different service profile to that of a police officer, which is attributable to it being a voluntary role.

4 Rank Profile

Police officer promoted posts includes those currently at the rank of sergeant or above and is inclusive of those who hold a temporary promotion.

Age - At 31/03/2014, 45-54 was the most common age group for those in a promoted post. Those in promoted posts accounted for 43% of that age group.

Sex - At 31/03/2014, 22% of police officers were in a promoted post, which has remained static since 28/02/2013. The proportion of promoted posts occupied by female police officers at 31/03/2014 remains static at 20% since 28/02/2013.
At 31/03/2014, 15% of all female police officers and 25% of all male police officers were in a promoted post, which has remained static since 28/02/2013.

16% of police officers in superintendent ranks and above were female at 31/03/2014, compared with 13% at 28/02/2013.

Disability - At 31/03/2014, 26% of police officers who advised they have a disability are in a promoted post, which accounts for 3% of all those in a promoted post.

Ethnic Origin – At 31/03/2014, 13% of police officers who have identified their ethnic origin as BME are in a promoted post, which accounts for 1% of all those in a promoted post. 12% of those who have identified their ethnic origin as coming from a white minority ethnic group, are in a promoted post, which accounts for 1% of all those in a promoted post.

Religion or Belief – At 31/03/2014, 13% of police officers who identified their religion or belief as having All Other Religions were in a promoted post, accounting for 1% of all those in a promoted post.

17% of police officers who identified their religion or belief as having no religion or belief were in a promoted post, accounting for 28% of all those in a promoted post.

31% of police officers who identified their religion or belief as Church of Scotland were in a promoted post, accounting for 41% of all those in a promoted post.

23% of police officers who identified their religion or belief as Roman Catholic were in a promoted post, accounting for 12% of all those in a promoted post.

Sexual Orientation – At 31/03/2014, 17% of police officers who have identified their sexual orientation as LGB are in a promoted post, which accounts for 2% of all those in a promoted post.

Note: Sergeant and above includes the following: Sergeant, Inspector, Chief Inspector, Superintendent, Chief Superintendent, Assistant Chief Constable, Deputy Chief Constable and Chief Constable.

5 Promotion

Police Officers

To be considered for promotion, police officers must have passed the relevant police promotion qualifications relevant to the rank.

Age – Between March 2013 and March 2014, 53% of those who were promoted either substantively or temporarily were in the 35-44 age group.

Sex - Between March 2013 and March 2014, 22% of police officers promoted either substantively or temporarily were female. This was also the ratio of females promoted between April 2012 and February 2013.
Disability – Between March 2013 and March 2014, 2% of police officers who were promoted either substantively or temporarily advised they had a disability.

Ethnic Origin – Between March 2013 and March 2014, 0% of those promoted identified their ethnic origin as BME. This compares to less than 1% of police officers who identified their ethnic origin as BME between April 2012 and February 2013. There is no data available for those from a White Minority background.

Religion or Belief – Between March 2013 and March 2014, 1% of those promoted either substantively or temporarily identified their religion or belief as one categorised as All Other Religions.

Sexual Orientation – Between March 2013 and March 2014, 1% of those promoted either substantively or temporarily identified their sexual orientation as LGB.

6 Flexible Working

The data noted below is based upon the information recorded relating to staff who work less than full time hours and undertake part time or job share working. At the present time, there is no national facility to record the different types of flexible working, such as Compressed Hours, Term Time etc as outlined within the Flexible Working SOP and work is ongoing to address this data gap.

Police Officers

- 5% of all police officers undertake part time working. 17% of female police officers and less than 1% of male police officers undertake part time working.

- 3% of all police officers in a promoted post undertake part time working. 12% of female police officers and less than 1% of male police officers in a promoted post undertake part time working.

SPA/Police Staff

- 21% of SPA/police staff undertake part time or job share working. 29% of female SPA/police staff and 9% of male SPA/police staff undertake part time or job share working.

7 Leavers

The purpose of undertaking equality and diversity employment monitoring of staff who leave the service, is to ensure that there is no disproportionality relating to the protected characteristics and to explore the reasons if this is found to be the case.
**Police Officers**

Sex - Between April 2013 and March 2014, female police officers accounted for 20% of all police officer leavers compared with 18% between April 2012 and February 2013.

Between April 2013 and March 2014, Resignations accounted for 35% of all police officer leavers, however, 59% of all female police officer leavers resigned, compared to 29% of all male police officer leavers. Between April 2012 and February 2013, 49% of female police officers who left the force resigned, compared to 23% of male police officers.

Age – Between April 2013 and March 2014, 34% of female leavers were in the 25-34 age group and 60% of male leavers were in the 45-54 age group.

Disability - 10% of police officer leavers who advised they had a disability left between April 2013 and March 2014 compared to 9% between April 2012 and February 2013.

Ethnic Origin – Less than 1% of police officer leavers identified their ethnic origin as BME between April 2013 and March 2014, compared to 1% between April 2012 and February 2013. There is no data available for those from a White Minority background.

**SPA/Police Staff**

Sex – Between April 2013 and March 2014, female police staff accounted for 34% of all SPA/police staff leavers compared with 43% between April 2012 and February 2013.

Between April 2013 and March 2014, Voluntary Redundancy/Retirement accounted for 50% of all SPA/police staff leavers. 43% of male SPA/police staff left for this reason compared to 53% of female SPA/police staff.

Disability - 6% of SPA/police staff leavers who advised they had a disability left between April 2013 and March 2014, compared to 7% between April 2012 and February 2013.

Ethnic Origin - 1% of police staff leavers identified their ethnic origin as BME between April 2013 and March 2014, compared to 2% between April 2012 and February 2013. There is no data available for those from a White Minority background.

**Special Constables**

Sex - Between April 2013 and March 2014, female special constables accounted for 44% of all special constable leavers compared with 40% between April 2012 and February 2013.
Between April 2013 and March 2014, Resignations accounted for 52% of all special constable leavers. 51% of all female special constable leavers resigned compared to 53% of all male special constable leavers.

Age - Between April 2013 and March 2014, 42% of female special constable leavers were in the 25-34 age group and 40% of male special constable leavers were in the 16-24 age group.

Disability – Less than 1% of special constable leavers who advised they had a disability left between April 2013 and March 2014, compared to 0% between April 2012 and February 2013.

Ethnic Origin - 2% of special constable leavers identified their ethnic origin as BME between April 2013 and March 2014, compared to 3% between April 2012 and February 2013. There is no data available for those from a White Minority background.
Workforce Profiles

Sex

<table>
<thead>
<tr>
<th></th>
<th>Police Officers</th>
<th>SPA/Police Staff</th>
<th>Special Constables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>71%</td>
<td>38%</td>
<td>64%</td>
</tr>
<tr>
<td>Female</td>
<td>29%</td>
<td>62%</td>
<td>36%</td>
</tr>
</tbody>
</table>

Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Police Officers</th>
<th>SPA/Police Staff</th>
<th>Special Constables</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-24</td>
<td>5%</td>
<td>1%</td>
<td>29%</td>
</tr>
<tr>
<td>25-34</td>
<td>32%</td>
<td>18%</td>
<td>33%</td>
</tr>
<tr>
<td>35-44</td>
<td>36%</td>
<td>27%</td>
<td>17%</td>
</tr>
<tr>
<td>45-54</td>
<td>26%</td>
<td>32%</td>
<td>17%</td>
</tr>
<tr>
<td>55-64</td>
<td>1%</td>
<td>20%</td>
<td>5%</td>
</tr>
<tr>
<td>65+</td>
<td>0%</td>
<td>1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>0%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

Disability

<table>
<thead>
<tr>
<th></th>
<th>Police Officers</th>
<th>SPA/Police Staff</th>
<th>Special Constables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2%</td>
<td>5%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>No</td>
<td>90%</td>
<td>88%</td>
<td>59%</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>6%</td>
<td>5%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
<td>2%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Ethnic Origin

BME - Mixed or Multiple Ethnic Group, Asian Pakistani, Asian Indian, Asian Bangladeshi, Asian Chinese, Asian Other, African, African Other, Caribbean, Black, Caribbean or Black Other, Arab and Other Ethnic Group.

All Other White British - White English, White Northern Irish, White Welsh and White Other British.

White Minority - White Irish, White Gypsy/Traveller, White Polish and White Other.
<table>
<thead>
<tr>
<th>Ethnic Origin</th>
<th>Police Officers</th>
<th>SPA/Police Staff</th>
<th>Special Constables</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Scottish</td>
<td>83%</td>
<td>86%</td>
<td>53%</td>
</tr>
<tr>
<td>All Other White British</td>
<td>8%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>White Minority</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>BME</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>5%</td>
<td>3%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
<td>2%</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Religion or Belief**

All Other Religions include those who have self-classified as Buddhist, Hindu, Jewish, Muslim, Sikh and an option for “Other” where a specific religion or belief is not specified within the 2011 Scotland Census categories.

<table>
<thead>
<tr>
<th></th>
<th>Police Officers</th>
<th>SPA/Police Staff</th>
<th>Special Constables</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>37%</td>
<td>33%</td>
<td>28%</td>
</tr>
<tr>
<td>Church of Scotland</td>
<td>30%</td>
<td>35%</td>
<td>19%</td>
</tr>
<tr>
<td>Roman Catholic</td>
<td>12%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Other Christian</td>
<td>3%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>All Other Religions</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>14%</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
<td>2%</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Sexual Orientation**

<table>
<thead>
<tr>
<th></th>
<th>Police Officers</th>
<th>SPA/Police Staff</th>
<th>Special Constables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gay/Lesbian/Bisexual</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Heterosexual</td>
<td>84%</td>
<td>86%</td>
<td>54%</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>11%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
<td>2%</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Transgender**

<table>
<thead>
<tr>
<th></th>
<th>All Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>No</td>
<td>91%</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>4%</td>
</tr>
<tr>
<td>Unknown</td>
<td>4%</td>
</tr>
</tbody>
</table>
Areas of Comment and Further Action as Identified In the Employment Monitoring: Key Findings Report

A number of areas for comment based on the Equality and Diversity Employment Monitoring Key Findings report have been identified.

A Key Findings Action Plan to address these issues has been drawn up and shared with SPA for progression.

1 Gender – Police Officers

1.1 Overall in post, there has been a slight improvement in female police officers from 28% of all officers at 28 February 2013 to 29% at 31 March 2014 against a population figure of just fewer than 51%. This is attributable to the higher numbers of male officers being eligible for, and taking retirement on completion of service.

1.2 Retention - The challenge will be to ensure any improvement is maintained and increased over the next few years. To this end we intend to do some research and gather more evidence into why officers leave the service before retirement (analysis of exit questionnaires and/or interviews on a multi-factorial basis so that more than one reason is recorded – usually ‘resigned to take up other employment’ or ‘resigned for personal reasons’) to see if any issues emerge which we can address. This work has been included in the key findings action plan relating to recruitment and retention. There may be other factors such as pension and the extension of officers working for 35 years instead of 30 years etc.

1.3 Recruitment - This is a mixed picture – while the number of female applicants improved slightly from 26% to 28% of all applications, the percentage actually appointed dropped from 35% to 30%. It should be borne in mind that applications take a number of months to process and so some of the appointees may have applied in the previous year when there were fewer female applicants. Analysis over a longer time period will be required, to see how we can maintain and improve the percentage of female applicants and how they progress through the selection process.

1.4 Return to work - Previous research found that most officers (and in fact SPA/police staff too) returned to work after taking maternity leave, unlike many other employment sectors. However, this needs to be monitored closely to assess the longer-term profile after such a return. It will be interesting to see if the introduction of shared parental leave in April 2015 has an impact on this. This is one of the action points within our key findings action plan. In addition, the Equality and Human Rights Commission is conducting a research project in partnership with Department for Business, Innovation and Skills into pregnancy and maternity provision in the workplace. The main focus is on recruitment, contact during maternity leave, health
and safety, breastfeeding, and management of flexible working. Contact has been made by them with Police Scotland/SPA and the Scottish Women’s Development Forum (SWDF). The SWDF is in the process of setting up a pregnancy/maternity working group and all parties will work together to contribute to this research.

1.5 Part-time working has remained a predominately female practice – 17% of female officers against less than 1% of all male officers. It is understood that when flexible working including full-time compressed hours and full-time shift variations are included, the picture is not so different, but unfortunately, at this time we cannot report on this. We need to be able to identify all types of flexible working, which is one of our actions within the Key Findings Action Plan. Its likely men will undertake full time flexible working options, whilst women will likely undertake part time flexible working options. Historically, we found that men who undertook part time working, did so for short periods of time, whereas women undertook part time working for longer periods of time. This will be an area for further research when the facility to report is available. Again it is unknown if the introduction of shared parental leave will lead to more male officers seeking flexible and part-time working.

1.6 The promotion position had remained static over the last year with 22% of those promoted during the year (substantively and/or temporarily) who are female, against 29% of all officers. Overall, 20% of all promoted officers as part of the rank profile (sergeant and above) are female, the same as the previous year.

If we are to increase the numbers of female officers reaching senior ranks, far more need to be recruited, to populate every rank and also the full range of specialist functions. It is hoped that work on analysing occupational segregation in the service will continue in the future. Further work is needed in relation to accessing opportunities for all officers regardless of gender and any perception that those who apply for promotion cannot undertake flexible working.

2 Sexual Orientation Lesbian, Gay and Bisexual (LGB) – Police Officers

2.1 Overall in post, the percentage who identified as LGB remained the same at 2% against population estimates of between 6% and 10%. A benchmarking exercise – the Stonewall Workplace Equality Index (WEI) - may provide evidence as to what the service should concentrate on to improve figures overall.

2.2 Recruitment – figures seem promising at 4% of both those who applied and were appointed in the year to 31 March 2014 (no data available for the previous year). This may be due to work over several years with the Gay Police Association, Stonewall and other bodies to promote the service as LGB friendly, including marching at the Pride Scotia events. As a large proportion of applicants are from the
18-24 age group, such individuals may be more willing to identify their sexual orientation as LGB.

2.3 Promotion – in the 12 months to 31 March 2014, 1% of all those promoted (substantively and/or temporarily) identified themselves as LGB. This should be considered along with the fact that 17% of all officers who identify themselves as LGB are in promoted posts. From the rank profile, 2% of those in a promoted post identified themselves as LGB.

3 Disability – Police Officers

3.1 Overall in post – The number of officers who have a disability has decreased in the year to 31 March 2014 from 3% to 2% overall. In the Scottish population, 15% of those of working age in Scotland have a disability or illness, which limits their day to day activities. The reduction in officers may be due to the increase in leavers who had a disability over the same period from 9% to 10% of all leavers. It is unclear if this was due to a number retiring either on service or ill-health grounds or other reasons. Further analysis will be required in the future. This is an action within the Key Findings Action Plan, looking at the recording mechanisms from recruitment right through the employment life cycle to ensure the information is being recorded accurately.

3.2 Recruitment – There has been a decrease both in applicants and appointed officers who have a disability, although there may be a disparity between those who self-classify and the slightly higher percentage who notify during the applications process that they have a disability. Whatever the reason, this is of concern as the service has continued to sign up to the Disability Symbol (or Two Ticks symbol) to advertise its disability friendly status. Again as above, need to establish whether we have the correct recording mechanisms in place to be able to measure whether this is the case. This is an action on the Key Findings Action Plan.

3.3 Promotion - in the 12 months to 31 March 2014, the rank profile suggests that 3% of all those promoted (substantively and/or temporarily) had a disability. This should be considered along with the fact that 26% of all officers who advised they have a disability are in promoted posts.

4 Ethnic Origin – Police Officers

4.1 Overall in post – The percentage of officers from a Black or Minority Ethnic (BME) background has remained static at 1% for several years. Of those who are BME, nearly half are Asian.
In addition, a further 1% of officers are from a White minority background (which includes White Polish). Less than 1% of leavers in the 12 months to 31/3/2014 were BME (there is no comparable data for White minority leavers).

In the Scottish population the BME figure is 4% and the White minority figure a further 4%.

4.2 Recruitment – In the year to 31 March 2014, 2% of applicants were BME, compared to 4% in the previous year. Of those actually appointed, less than 1% self-classified as BME in the year to 31 March 2014, though it is understood that 1% had been identified as BME during the recruitment process. This compares to 2% of applicants in the year from 1 April 2012 and 28 February 2013.

In the year to 31 March 2014, 3% of all applicants were from White minority groups and 1% were actually appointed. (There is no comparable data for the year before.) This continues the trend seen before the inception of Police Scotland, when there was considerable interest in joining the service from recent immigrants from the (then) new European Accession States (A8).

Further work with partners to attract suitable applicants from all the communities we serve will be needed over the next year or two to improve the percentage of minority ethnic officers in the service. As part of the Key Findings Action Plan, further work required to ensure we have the correct recording mechanisms in place so that accurate monitoring can be undertaken.

4.3 Promotion – No officers who were promoted in the year to 31 March 2014 identified their ethnic origin as BME. In the year before the figure was less than 1%. It is unclear how many in either year were eligible or applied for promotion. (No data is available for White minority officers.)

However, of those officers who have self-classified as BME, 13% are in a promoted post. From the rank profile this accounts for 1% of all those Sgt and above – and of those who classified as from a White minority background, 12% are in a promoted post. From the rank profile this accounts for 1% of all those Sgt and above.

5 Religion or Belief – Police Officers

5.1 Overall in Post – Religions which covered by the term ‘All Other Religions’ include those who have self-classified as Buddhist, Hindu, Jewish, Muslim, Sikh and an option for “Other” where a specific religion or belief is not specified within the 2011 Scotland Census categories. 3% of the Scottish population are members of these faiths. By comparison, 37% are of no religion, 32% of the Church of Scotland, 16% Roman Catholic and 6% Other Christian churches.
For police officers the numbers who self-classified under the ‘All Other Religions’ categories fell from 5% at 28 February 2013 to 2% at 31 March 2014. It is unclear why this decrease occurred and further work will need to be undertaken in the future. We have no data about the religion of leavers unfortunately, which might in part explain this decrease. Further work required as outlined within the Key Findings Action Plan, to understand the reasons for the decrease.

5.2 Recruitment – In the year to 31 March 2014, 2% of applicants and 1% of those offered an appointment, self-classified as being from the All Other Religions group. In fact, the biggest group were those of no religion or belief – 54% of applicants and 46% of those offered an appointment.

5.3 Promotion – In the year to 31 March 2014, 1% of those promoted (substantively and/or temporarily) identified their religion as one of the All Other Religions group. Of all officers who have self-classified as belonging to a religion in this group, 13% are in promoted posts. This compares with 17% of those of no religion of belief, 31% who belong to the Church of Scotland and 23% of those who are Roman Catholic.

The Rank Profile looks at the proportions of those in a promoted post and those who are constables and then looks at the percentage overall, as stated for some of the other protected characteristics above. This is to see what the profile looks within each religion and overall as a percentage.

6 Age –Police Officers

6.1 Age is a complex protected characteristic to consider, partly due to the differing percentages in the Scottish working population, and also as factors like retirement on service grounds (currently still after 30 years but due to increase over time) which cause a sudden drop after age 50.

Further work is required to build on analysing data relating to age and how it links in with other protected characteristics. Further work needs to be done on the interdependencies of all the protected characteristics.

7 Gender Identity or Transgender

There are no official statistics, but Home Office funded research by GIRES in 2007 stated that 0.003% of people over the age of 15 were confident in seeking treatment concerning gender identity and that studies show the numbers increasing by 11% a year.
Accordingly, the recorded figure of less than 1% of all police officers, SPA/police staff and special constables who consider themselves to be transgender has not been analysed further at this time.

**Special Constables**

Special Constables are a very small group (relatively speaking) and so a few starting or leaving can have a big impact on statistics. As a result, no further comment on their recruitment and retention is made here.

However, if we consider them as a route into regular policing in part, their diversity (or lack thereof) is a matter of concern as this could be reflected in the community backgrounds of some of our future regular recruits. However this is before we consider the various routes that the “Pathways to Policing Project” which is under development could open up to applicants from other communities.

So a lot more work on how to attract special constables from diverse backgrounds and how to train and retain them long enough to allow them to be useful as special constables and potentially as a pool for recruiting regular officers is essential. Positive attraction action should include ‘volunteer’ fairs etc.

**SPA/Police Staff**

SPA/police staff are covered by detailed Equality Impact Assessments (EIA) for the various restructuring processes being under-taken by Police Scotland/SPA. Until this reorganisation is completed, overall statistics in the Key Findings present the current position, but analysis and plans of potential positive action are difficult to formulate.

The Employment Equality Monitoring Report presents the headcount for staff in post at 31 March 2014. From this, we have presented the information by equality protected characteristic and compared it with the headcount as at 28 February 2013.

We would however highlight at this stage in the reporting cycle we are aware that presenting the equality data in this way does not accurately reflect the significant staff organisational change, which has taken place in this first year of operation for Police Scotland/SPA.

Work is currently underway to import data that accurately reflects the impact of organisational changes into the HR management system, SCOPE and track the impact of these changes. Until this is completed we are unable to confidently draw any comparable conclusions from the staff data.
EQUAL PAY STATEMENT 2015
Police Scotland and Scottish Police Authority (SPA)

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

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

This extends to the way we reward our people. We are committed to the principle of equal pay on the grounds of gender for all our police officers and SPA/police staff and aim to ensure equal pay for like work, work rated as equivalent and work of equal value.

We believe that in eliminating gender bias from pay systems we are:

- eliminating discrimination, harassment, victimisation and any other prohibited conduct;
- advancing equality of opportunity; and
- promoting positive relations amongst staff and the wider community.

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

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

Most members of SPA/police staff retain remuneration outcomes that were derived from a number of differing analytical job evaluation schemes and associated pay structures. This is due to staff being transferred from predecessor forces and agencies across Scotland on 1 April 2013 with protected terms and conditions. We continue to use an interim job evaluation scheme and pay structure in order to ensure a consistency of analytical approach to pay and grading. We will aim to move towards developing a national Job Evaluation Scheme as part of wider harmonisation strategy that will allow us to implement a single pay and grading structure as soon as practically possible. This development will underpin a
commitment to increase fairness and transparency in all remuneration and reward practices.

The Pay and Grading Team of Police Scotland/SPA are currently undertaking a complex data gathering exercise relating to SPA/police staff that have been through the organisational change process and this data will be used to identify issues in terms of the gender pay gap. Restructuring programmes will continue into 2015 and a true picture of gender pay gap issues should be identified for the next reporting period. Gender pay gap data will continue to be used to inform the development of a new pay and grading structure for SPA/police staff, so that Police Scotland/SPA can reinforce and improve their committed position on equal pay.

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

Objectives and Actions

We continue to review our gender pay gap and occupational segregation to assist in identifying objectives and actions in relation to equal pay. Gender pay gap and occupational segregation figures are included at the foot of this statement.

Our objectives are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay (including overtime) or reward,
- Where any inequality may arise, investigate promptly and take appropriate remedial action as required,
- Continually scrutinise our pay and grading structures and processes, to eradicate any potential areas of gender discrimination.

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

- Review our reward policy and practice so that trends and any anomalies are identified, investigated and resolved.
- Continue to use job evaluation in establishing pay for members of staff and move towards a single job evaluation scheme.
- Identify, examine and address occupational segregation where it is found.
- Provide training and guidance for those involved in determining pay and the job evaluation process.
- Inform police officers and SPA/police staff of how reward practices work and how their own reward is determined.
- Respond to grievances and other concerns on equal pay as a priority.
- Discuss and agree changes to reward policy with trade union representatives, where appropriate.
- Establish monitoring systems to identify trends and measure progress
- Carry out regular monitoring of the impact of pay practices.
• Extend work around equal pay to cover race and disability by 30 April 2015. Work is currently ongoing to progress this.

Gender Pay Gap

The data used to calculate the Gender Pay Gap was based upon staff in post at August 2014.

The gender pay gap is the difference between men’s and women’s average hourly earnings (excluding overtime).

Police Officers

The gender pay gap for police officer base pay (excluding allowances and overtime) is 4.3%.

This is a reduction in the figure of 7.0% published in 2013. Caution should be exercised as it is unclear why this has reduced and should not be looked at in isolation. Some suggested reasons as to why this may be the case is due to the proportions of male police officers leaving the service who may have longer lengths of service or be in a promoted post when compared to women. For example, overall, 80% of leavers were men and 88% of those who retired from the service were men. Consideration should also be given to the hourly rates of those who left compared to those who have been recruited.

A figure inclusive of allowances is unavailable due to the nature of legacy pay systems. Work is ongoing to address these issues.

SPA/Police Staff

The gender pay gap for staff base pay (excluding allowances and overtime) is 12.9%. This increases to 13.4% when calculated including shift allowance + weekend working allowance.

There has been increase in the Police Staff gender pay gap since 2013 when the gender pay gap for staff base pay (excluding allowances and overtime) was 12.4%. Further work is required to identify the impact of organisational change and for those leaving the force on VR/ER. 66% of staff leavers were female. 53% of female staff leavers and 43% of male staff leavers left due to VR/ER.

Occupational Segregation

Occupational segregation refers to the clustering of men and women into different levels of work (vertical segregation) and into different types of work (horizontal segregation).

Considerable work has been undertaken by previous legacy forces to identify and address occupational segregation and we will continue this work to ensure ongoing progress in this area.
**Vertical Segregation**

**Police Officers**

The tables below show the percentage of male and female police officers at each rank:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Female %</th>
<th>Male %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constable</td>
<td>31</td>
<td>69</td>
</tr>
<tr>
<td>Sergeant</td>
<td>21</td>
<td>79</td>
</tr>
<tr>
<td>Inspector</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>Chief Inspector</td>
<td>19</td>
<td>81</td>
</tr>
<tr>
<td>Superintendent</td>
<td>13</td>
<td>87</td>
</tr>
<tr>
<td>Chief Superintendent</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>ACC, DCC, CC</td>
<td>6</td>
<td>94</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29</strong></td>
<td><strong>71</strong></td>
</tr>
</tbody>
</table>

**SPA/Police Staff**

The tables below show the percentage of male and female SPA/police staff at each salary group.

<table>
<thead>
<tr>
<th>Salary Band</th>
<th>Female %</th>
<th>Male %</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;15k</td>
<td>83</td>
<td>17</td>
</tr>
<tr>
<td>15 - &lt;25k</td>
<td>65</td>
<td>35</td>
</tr>
<tr>
<td>25k - &lt;35k</td>
<td>48</td>
<td>52</td>
</tr>
<tr>
<td>35k - &lt;45k</td>
<td>39</td>
<td>61</td>
</tr>
<tr>
<td>45k - &lt;55k</td>
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</tr>
<tr>
<td>65k - &lt;75k</td>
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<td>75k+</td>
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<td>55</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>62</strong></td>
<td><strong>38</strong></td>
</tr>
</tbody>
</table>

**Horizontal Segregation**

Work is ongoing to identify horizontal segregation among police officers and SPA/police staff, this includes partnership working with diversity staff associations and addressing issues identified in legacy forces. The main focus is to explore the reasons for horizontal segregation and to take a positive action approach to change perceptions and culture relating to specific roles, an example of this is within the Operational Support Division.
There have been limitations with the systems in place due to merging legacy information, this includes consistency with job titles across Police Scotland/SPA, which makes it difficult to identify where horizontal segregation occurs.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASPS</td>
<td>Association of Scottish Police Superintendents</td>
</tr>
<tr>
<td>BME</td>
<td>Black and Minority Ethnic</td>
</tr>
<tr>
<td>BSL</td>
<td>British Sign Language</td>
</tr>
<tr>
<td>CI</td>
<td>Critical Incident</td>
</tr>
<tr>
<td>CIA</td>
<td>Community Impact Assessment</td>
</tr>
<tr>
<td>CPA</td>
<td>Christian Police Association</td>
</tr>
<tr>
<td>DACA</td>
<td>Disability &amp; Carers Association</td>
</tr>
<tr>
<td>DAIU</td>
<td>Domestic Abuse Investigation Units</td>
</tr>
<tr>
<td>DATF</td>
<td>Domestic Abuse Task Force</td>
</tr>
<tr>
<td>DCC</td>
<td>Deputy Chief Constable</td>
</tr>
<tr>
<td>EHRC</td>
<td>Equality and Human Rights Commission</td>
</tr>
<tr>
<td>EIA</td>
<td>Equality Impact Assessment</td>
</tr>
<tr>
<td>EQHRIA</td>
<td>Equality and Human Rights Impact Assessment</td>
</tr>
<tr>
<td>FGM</td>
<td>Female Genital Mutilation</td>
</tr>
<tr>
<td>GPA</td>
<td>Gay Police Association</td>
</tr>
<tr>
<td>HBV</td>
<td>Honour Based Violence</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>LGBT</td>
<td>Lesbian, Gay, Bisexual, Transgender</td>
</tr>
<tr>
<td>MARAC</td>
<td>Multi-Agency Risk Management Conference</td>
</tr>
<tr>
<td>MATAC</td>
<td>Multi Agency Tasking and Coordination</td>
</tr>
<tr>
<td>ME</td>
<td>Minority Ethnic</td>
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<tr>
<td>NEOTS</td>
<td>National Equal Opportunities Training Strategy</td>
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<td>NISAG</td>
<td>National Independent Strategic Advisory Group</td>
</tr>
<tr>
<td>NTPA</td>
<td>National Trans Police Association</td>
</tr>
<tr>
<td>OSD</td>
<td>Operational Support Division</td>
</tr>
<tr>
<td>SCDEA</td>
<td>Scottish Crime and Drug Enforcement Agency</td>
</tr>
<tr>
<td>SCOMIS</td>
<td>Scottish Operations and Management Information Systems</td>
</tr>
<tr>
<td>SEMPER</td>
<td>Supporting Ethnic Minority Police Staff for Equality in Race (Scotland)</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>SG</td>
<td>Scottish Government</td>
</tr>
<tr>
<td>SMS</td>
<td>Short Message Service</td>
</tr>
<tr>
<td>SNAP</td>
<td>Scotland’s National Action Plan (for Human Rights)</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>--------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>SPA</td>
<td>Scottish Police Authority</td>
</tr>
<tr>
<td>SPMA</td>
<td>Scottish Police Muslim Association</td>
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<tr>
<td>SPSA</td>
<td>Scottish Police Service Authority</td>
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<tr>
<td>SWDF</td>
<td>Scottish Women’s Development Forum</td>
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<tr>
<td>TTS</td>
<td>Transforming the Service</td>
</tr>
<tr>
<td>WEI</td>
<td>Workplace Equality Index</td>
</tr>
</tbody>
</table>
APPENDIX 1

CODE OF ETHICS FOR POLICING IN SCOTLAND

This Code of Ethics for Policing in Scotland sets out the standards expected of all of those who contribute to policing in Scotland. This is neither a discipline code nor an unattainable inspirational tool. Rather this Code is a practical set of measures, which reflect the values of the Police Service of Scotland. We are all responsible for delivering a professional policing service to all people across the country. This Code sets out both what the public can expect from us and what we should expect from one another.

Integrity

- I recognise my role in policing as being a symbol of public faith and trust and the obligation this places upon me to act with integrity, fairness and respect.
- I shall behave in a way, which reflects the values of policing in Scotland.
- I understand I am personally responsible for my own actions and will appropriately exercise my discretion.
- I shall act as a positive role model in delivering a professional, impartial service, placing service to communities before my personal aims.
- I will not accept any gift or gratuity that could, or could be perceived to, compromise my impartiality.
- I shall avoid all behaviour, which is or may be reasonably considered as abusive, bullying, harassing or victimising.
- I will demonstrate and promote good conduct and I will challenge the conduct of colleagues where I reasonably believe they have fallen below the standards set out in this Code.

Fairness

- I will act with courage and composure and shall face all challenges with self-control, tolerance and impartiality.
- I will promote a positive wellbeing within the community and service and ensure that all people have fair and equal access to police services according to their needs.
- I shall maintain an open attitude and continue to improve my understanding and awareness of cultural, social and community issues.
- I will carry out my duties in a fair manner, guided by the principles of impartiality and non-discrimination.

Respect

- I take pride in working as part of a team dedicated to protecting people.
- I will show respect for all people and their beliefs, values, cultures and individual needs.
- I will have respect for all human dignity as I understand my attitude and the way I behave contributes to the consent communities have for policing.
Not Protectively Marked

- I will respect and uphold the law in order to maintain public confidence and, by enhancing my personal knowledge and experience, contribute to the professional development of policing.
- I shall treat all people, including detained people, in a humane and dignified manner.
- I shall ensure that my relationships with colleagues is based on mutual respect and understanding and shall, therefore, conduct all communications on that basis.

**Human Rights**

- I shall ensure my actions and policing operations respect the human rights of all people and officers whilst understanding that I will also enjoy these same human rights.
- I will not undertake high-risk activities or use force other than where strictly necessary in order to attain a legitimate objective and only after I have balanced all the competing priorities I am aware of. (Article 2)
- I will not encourage, instigate or tolerate any act of torture or inhumane or degrading treatment under any circumstance nor will I stand by and allow others to do the same. I understand that the humane treatment of prisoners is an essential element of policing and that the dignity of all those I am trusted to care for remains my responsibility. (Article 3)
- I understand that people have an equal right to liberty and security. Accordingly, I will not deprive any person of that liberty, except in accordance with the law. (Article 5)
- I will investigate crimes objectively and be sensitive to the particular needs of affected individuals whilst following the principle that everyone who is the subject of criminal investigation is innocent until found guilty by a court. (Article 6)
- In carrying out my duties I shall respect everyone’s fundamental rights. I will only interfere with privacy or family life when I am legally authorized to do so. (Article 8)
- I will respect individual freedoms of thought, conscience or religion, expression, peaceful assembly, movement and the peaceful enjoyment of possessions. (Articles 9,10,11)
APPENDIX 2

Police Scotland Equality and Diversity Outcomes 2013 – 2017

We recognise that effective and fair policing is about reflecting the needs and expectations of individuals and local communities. Survey results show that different communities have differing expectations and contrasting experiences of the service provided by the police. Our aim is to ensure that our service to all is fair and proportionate, keeping people safe, particularly those who are most vulnerable and enhancing their quality of life.

The Equality Act 2010 sets out the public sector general equality duty that requires us, both as an employer and in policing our communities to:

1. Eliminate unlawful discrimination, harassment and victimisation, and other prohibited conduct;

2. Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and

3. Foster good relations between people who share a protected characteristic and those who do not.

To help us meet the general equality duty there is a specific duty to publish a set of equality outcomes and report on progress to achieve them every two years. This document contains the context in which these outcomes have been developed along with the equality and diversity outcomes for Police Scotland.

Shaping our Outcomes

Our outcomes have been developed during a period of great change for policing in Scotland. On 1 April 2013, we moved from eight police forces supported by the Scottish Police Services Authority (SPSA) and Scottish Crime and Drug Enforcement Agency (SCDEA) to the single service, Police Scotland. This change provided us with the opportunity to shape a new service: to redefine our purpose and focus; to impact not only on how we do business but also on the behaviours and culture within our organisation. Our business planning is ongoing, governance structures are under discussion and many of our policies and processes are in the final stage of development.

The equality and diversity outcomes have been shaped by numerous consultation and engagement events/surveys held locally throughout Scotland; national research reports and surveys; our own databases and monitoring information; staff associations; equality groups and networks; partner organisations; feedback from community/lay advisors and professional knowledge and experience. Critically, each of the current police organisations has provided information relating to their own equality and diversity outcomes. This has been analysed and the commonality across Scotland recognised to identify the key outcome themes. The Scottish Government strategic priorities for the police and the Scottish Police Authority
strategic objectives have been considered and clear linkage identified (see outcome tables within).

**Mainstreaming**

In our first step to mainstreaming our outcomes within our existing business planning structures (see figure 2 in main report) a summary version of them has been published in the Police Scotland Annual Plan 2013. Local Police Commanders will thereafter identify local diversity and equality priorities and measures within each of the 32 local policing plans to be published in 2014. We anticipate that these will be identified in conjunction with Community Planning Partners. Progress will be monitored within the Police Scotland performance management framework known as SCOMIS (Scottish Operational Management Information System) and reported in the Chief Constable’s Annual Report 2014. Commanders and department heads will be held accountable for progress to achieving the outcomes.

**Measures and Actions**

All outcomes have key activities and measures identified that will be used to help report progress towards achievement. These are high level activities and measures and are not a finite list. Given the current context and development of our organisation, some of these are new and some articulate a direction of travel. Targets have not been introduced as baseline data is being established which, over time, will allow us to monitor trends or specific patterns of activity from which targets can be set. In addition, as stated previously local divisions and specialist departments will identify their own priorities and measures over the course of the next year.

**Strategic Linkage**

The Scottish Government has set strategic policing priorities, as listed below, that reflect the contribution that policing can make to achieve the Government’s National Outcomes.

**Scottish Government Strategic Policing Priorities (SG Priority)**

1. Make communities safer and reduce crime by demonstrating pioneering approaches to partnership and collaboration at a national and local level.
2. Strengthen Scotland’s reputation as a successful and safe country by demonstrating excellence in effectively planning for and responding to major national events and threats.
3. Provide an efficient, effective service and deliver the benefits of reform.
4. Make communities stronger by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible and responsive policing.

These in turn have informed the development of the SPA strategic objectives.
Scottish Police Authority Strategic Objectives (SPA Objective)

1. Work in partnership to improve safety for the citizens of Scotland and reduce crime.
2. Ensure that all communities, including the most vulnerable, have access to the police service and are given the support they need to feel safe.
3. Enhance Scotland’s global reputation as a safe place.
4. Ensure that there is equitable access to services across all of Scotland’s communities.
5. Deliver the benefits of reform effectively and efficiently.
6. Increase public confidence in the police service by understanding and responding to the particular needs of Scotland’s diverse communities.
7. Promote a culture of excellence.
OUTCOME 1: People better recognise hate crimes and incidents and feel confident reporting them.


<table>
<thead>
<tr>
<th>Duty</th>
<th>SG Priority</th>
<th>SPA Objective</th>
<th>Key Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>1, 3, 4</td>
<td>1, 2, 3, 4, 6, 7</td>
<td>Develop and deliver a national hate crime communication strategy to raise public awareness.</td>
<td>Measures A proportionate increase in all hate crimes reported to the police across each protected characteristic.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Work with the Crown Office and Procurator Fiscal Service to review and refresh the national Hate Crime Guidance Manual.</td>
<td>An increase in the number of hate crime/incident reports made through third parties.</td>
</tr>
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<td></td>
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<td></td>
<td>Raise staff understanding and awareness to better identify hate crimes in conjunction with relevant staff associations.</td>
<td>Increased levels of satisfaction amongst those reporting hate crimes.</td>
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<td></td>
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<td></td>
<td>Ensure there is consistency in police information recording systems in that they can disaggregate data by each protected characteristic.</td>
<td>Increase in the number of intelligence entries in relation to hate crimes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Promote the availability of third party reporting making full use of IT developments.</td>
<td>An increase in the detection rates for hate crimes.</td>
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<tr>
<td></td>
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<td></td>
<td>Work with partners to increase awareness of hate crime and share data to ensure an appropriate victim focussed response.</td>
<td>The availability of data nationally on the Vulnerable Persons Database.</td>
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<tr>
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<td></td>
<td>Establish relevant performance targets within the national performance management system.</td>
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<tr>
<td></td>
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<td></td>
<td>Hate crime data is recorded and available nationally on the Vulnerable Persons Database.</td>
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</tbody>
</table>
**OUTCOME 2: Individuals within and across protected groups feel safe and secure within their local communities.**

Evidence base: Hidden in Plain Sight, (2011), EHRC; police and partner public perception surveys show disproportionate feelings of being unsafe and vulnerable to levels of crime; national and local consultation feedback; issues regarding recording systems and identification of vulnerability.

<table>
<thead>
<tr>
<th>Duty</th>
<th>SG Priority</th>
<th>SPA Objective</th>
<th>Key Activities</th>
<th>Measures</th>
</tr>
</thead>
</table>
| 1, 2, 3 | 1, 3, 4     | 1, 2, 3, 4, 6, 7 | Reinforce our commitment to dealing with antisocial behaviour and targeted hostility/harassment through inclusion within strategic priorities and Local Policing Plans.  
Work with partners, sharing information, to develop a multi-agency approach to make individuals feel safer.  
Raise awareness of relevant national policies including those for Repeat Victims and the Policing of Public Sex Environments.  
Gather local data that shows the scale, severity and nature of relevant harassment and use it to improve prevention and response measures.  
Better detect relevant antisocial behaviour and harassment crimes (including vandalism, fire-raising and breach of bail).  
Reduce criminal behaviour through proactive targeting of offenders.  
Roll out the strategic management of critical incident guidance, policy and exercise. | Reduced numbers of repeat victims of antisocial behaviour and harassment.  
Increased detection rates for antisocial behaviour and harassment related crimes (including vandalism, fire-raising and breach of bail).  
Increased levels of reported confidence and feelings of safety within public surveys.  
Complete the national roll out of the strategic management of critical incident guidance and policy.  
Complete senior leadership attendance at the critical incident management exercise. |
OUTCOME 3: Victims of gender-based violence are safer and are confident that the police are responsive to their needs.

Evidence base: ‘Inquiry into Human Trafficking in Scotland’, (2011), EHRC; Rape Crisis Scotland Annual Report 2012; police information/experience; national/International research; Police priorities and available statistical data; partner information sharing; Crown Office and Procurator Fiscal Service reviews; formal/informal consultation.

<table>
<thead>
<tr>
<th>Duty</th>
<th>SG Priority</th>
<th>SPA Objective</th>
<th>Key Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>1, 3, 4</td>
<td>1, 2, 3, 4, 6, 7</td>
<td>Raise staff understanding and awareness of national domestic abuse, honour based violence, forced marriage and female genital mutilation policies and processes. Work with partners to identify victims, protect those most vulnerable and co-ordinate an appropriate victim centred response. Reduce repeat incidents of gender-based violence by proactively targeting perpetrators ensuring information is shared with partners. Maximise targeted early interventions for vulnerable individuals using shared risk assessments. Increase the use of third party reporting sites. The creation of the National Human Trafficking Unit, national Domestic Abuse Co-ordination Unit and national Rape Task Force. Roll out the domestic abuse toolkit to ensure a consistent approach to dealing with domestic abuse incidents. Pro-actively police special bail conditions in relation to gender-based violence.</td>
<td>Increased number of multi-agency interventions. Increase in application for related civil protection and prevention orders. Reduction in incidence of repeat offending in gender-based violence. Increased levels of satisfaction amongst relevant victims. Increased intelligence submissions for gender-based violence. Increased number of related third party reports and referrals. Increased detection rates for breach of bail in relation to gender-based violence.</td>
</tr>
</tbody>
</table>
OUTCOME 4: People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.

Evidence base: Feedback from community/lay advisors and views expressed by representative bodies concerned with limited engagement with and across some of the protected groups; Hidden in Plain Sight, (2011), EHRC; available statistical data; partner information sharing.

<table>
<thead>
<tr>
<th>Duty</th>
<th>SG Priority</th>
<th>SPA Objective</th>
<th>Key Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>1, 3, 4</td>
<td>1, 2, 3, 4, 6, 7</td>
<td>Programmes of engagement are targeted to include people from and across under-represented/disadvantaged communities. Ensure data gathering methods and public satisfaction surveys are capable of being disaggregated by protected characteristic. Raise awareness and use of the National Stakeholder Database. Make effective use of both Equality and Community Impact Assessments. Work with partners to understand the demography of the local area. Work with national equality groups to develop an activity measure in relation to levels of engagement and consequent contribution to service improvements.</td>
<td>Increase in the number of surveys/data gathering returns that are disaggregated by each protected characteristic. Increased levels of user satisfaction and confidence from those within, and across, protected groups. Increased use of the National Stakeholder Database. Relevant force processes, policies and strategies are informed and influenced by diverse community members. Relevant measures are developed in relation to engagement</td>
</tr>
</tbody>
</table>
OUTCOME 5: Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive.

Evidence base: 95% of initial contact to the police is via police communication centres; internal feedback has indicated communication barriers experienced by disabled and non-English speaking people; national and local consultation feedback from minority ethnic communities and disabled people; national good practice guide; feedback from community/lay advisors.

<table>
<thead>
<tr>
<th>Duty</th>
<th>SG Priority</th>
<th>SPA Objective</th>
<th>Key Activities</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>1, 3, 4</td>
<td>1, 2, 3, 4, 6</td>
<td>Work with equality groups to overcome the barriers experienced by those from and across protected groups when making first contact with the service. All front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities. First contact arrangements are available for those with hearing impairments and for whom English is not their first language. Enhance Website usability for all protected groups. Ensure effective use of interpreting and translation services. The introduction of national ‘101’ non-emergency number.</td>
<td>Increased use of alternative contact processes e.g. SMS text, Text Relay, BSL interpreting and translation and Language Line. Increased user satisfaction of contact processes. Increased use of remote reporting opportunities.</td>
</tr>
</tbody>
</table>
OUTCOME 6: We have a workforce that is reflective of our communities to increase trust and confidence in the police.

Evidence base: Internal equality monitoring data; 2011 Census data; Labour Market EHRC research; over 50’s new work generation; changing needs of families, workers and employers; disability skills and employment; women working below their potential; Dignity at Work – Final Project Report (2007); Pay Gaps Across the Equality Strands: A Review (2009); Closing the Gender Pay Gap, (2008) TUC report.

<table>
<thead>
<tr>
<th>Duty</th>
<th>SG Priority</th>
<th>SPA Objective</th>
<th>Key Activities</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>1, 3, 4</td>
<td>1, 2, 3, 4, 6, 7</td>
<td>Initiate positive action at a national level to improve the recruitment and promotion of under-represented staff.</td>
<td>An increase in the recruitment and promotion of staff from and across under-represented groups.</td>
</tr>
<tr>
<td></td>
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<td>Formulate positive action targeted measures where the need is identified of under-represented staff.</td>
<td>An increase in the number of special constables recruited from and across under-represented groups.</td>
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<tr>
<td></td>
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<td></td>
<td>Work with staff associations and equality organisations to improve opportunities for people from and across protected groups.</td>
<td>Analysis of employment ‘life-cycle’ (recruitment, grievances, leaver, flexible working requests etc) to inform and measure workforce changes.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Raise staff understanding of the importance of equality monitoring.</td>
<td>A reduction in the number of “choose not to disclose” returns in respect of equality monitoring.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ensure that we have the information and data collection mechanisms in place to quantify progress.</td>
<td>Use of the gender, disability and ethnicity information as a baseline in year one to set annual pay gap improvements over the next 3 years.</td>
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<tr>
<td></td>
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<td></td>
<td>Monitor impact on workforce diversity arising from Police Reform and ensure appropriate mitigating actions are put in place.</td>
<td>Improve Stonewall Workplace Equality Index score each year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ensure the elimination of any pay gaps in relation to sex, race and disability.</td>
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</tbody>
</table>
OUTCOME 7: We have a workplace where people feel valued and are encouraged to maximise their potential to ensure the most efficient and effective service is delivered.

Evidence base: Employer Guidance on Career Development and Training, EHRC; Delivering Equality and Diversity (2009), ACAS; Opportunity NowBITC; Changing Gear: Quickening the Pace of Women’s Progression (2012); Race to Progress (2011), BITC; Disability Employment – Getting In, Staying In and Getting On, (2011); internal equality monitoring data.

<table>
<thead>
<tr>
<th>Duty</th>
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<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 2, 3</td>
<td>1, 3, 4</td>
<td>1, 2, 3, 4, 6, 7</td>
<td>Ensure that there is equal access to training and development opportunities.</td>
<td>Increased applications for training and development, e.g. Diploma in Policing course, Accelerated Career Development Programme from, and across, under-represented groups.</td>
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<td></td>
<td>Use the occupational segregation information to identify relevant positive action to improve occupational integration of the workforce.</td>
<td>Reduction of occupational segregation within posts and departments.</td>
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<td></td>
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<td></td>
<td>Encourage applications for posts and departments from and across under-represented groups.</td>
<td>Review of equality monitoring data.</td>
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<td>Core equality competencies will form part of recruitment, promotion and Personal Development Reviews (appraisals).</td>
<td>Review and monitoring of staff attendance data.</td>
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<td></td>
<td>Develop the role of managers and the use of Personal Development Reviews to reinforce and identify equality good practice, behaviours and skills.</td>
<td>Improve Stonewall Workplace Equality Index score each year.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Conduct a biennial staff survey ensuring that it can be disaggregated by protected characteristic.</td>
<td>A positive direction of travel in feedback from biennial staff surveys.</td>
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<td>Analyse staff survey results by protected characteristic and initiate any mitigating action necessary.</td>
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<td>Consider nationally how ‘complaints against the police’ can be used as a relevant measure.</td>
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<td>Review grievances and disciplinary cases to identify any patterns/issues.</td>
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</table>
### Equality Outcomes Sample of Activity to Date

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Police Scotland Hate Crime SOP has been published, supported by e-learning for officers. All 3rd party reporting sites have been reviewed and training cascaded to sites across the country. The Police Scotland website has been updated to provide up-to-date contact information. Police Scotland has supported the Scottish Government national Hate Crime marketing campaign. In addition, Police Scotland has engaged with Stonewall Scotland in producing dual branded hate crime posters and materials. These have been distributed to every police station in Scotland.</td>
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<tr>
<td>2</td>
<td>CIMplexity - Critical Incident Management training has been delivered to approximately 250 senior officers, focusing on community impact and engagement. National Safer Communities providing ongoing support to territorial divisions and a 24-hour on-call facility. The National Independent Strategic Advisory group has been established along with an LGB&amp;T reference group.</td>
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<tr>
<td>3</td>
<td>Domestic abuse toolkit has been implemented forcewide. Updated 3rd party reporting information will allow monitoring of reports via this mechanism. Ongoing programme of events to increase awareness of issues including Honour Based Violence, Forced Marriage and Female Genital Mutilation.</td>
</tr>
<tr>
<td>4</td>
<td>The EIA process and related documentation has been reviewed and is currently being piloted to ensure stakeholders are consulted as widely as possible. This is in addition to the availability of the National Independent Strategic Advisory Group. The Police Scotland E&amp;D Action Plan is to be refreshed and will detail how E&amp;D will be delivered across the service. Work is underway to ensure all national departments and local territorial policing areas have suitable levels of engagement with local communities.</td>
</tr>
<tr>
<td>5</td>
<td>Usage of the 101 number is being monitored. The Police Scotland website is following protocols for access by those from protected groups. Interpreting and translation services are being reviewed and changes taking account of new EU directives are being prioritised.</td>
</tr>
<tr>
<td>6</td>
<td>Initiate positive action at a national level to improve the recruitment and promotion of under-represented staff. Work with staff associations and equality organisations to improve opportunities for people from and across protected groups. Raise understanding of the importance of equality monitoring. Ensure that we have the information and data collection mechanisms in place to quantify</td>
</tr>
</tbody>
</table>

| 7 | Use the occupational segregation information to identify relevant positive action to improve occupational integration of the workforce. Encourage applications for posts and departments from across under-represented groups. Consider nationally how ‘complaints against the police’ can be used as a relevant measure. |
Positive Action

Over the course of the last year, there have been a number of positive action activities, many in partnership with our diversity staff associations.

In November 2013, the Scottish Women’s Development Forum held a Broaden Your Horizons Event. The Equality and Diversity People and Development Team produced equality and diversity employment monitoring statistics for this event in relation to areas of the organisation where occupational segregation had previously been identified.

To benchmark with these statistics, further analysis was conducted based upon data at 31 March 2014, to build a profile of the areas identified. Work is ongoing with the relevant divisions and departments to begin to explore the reasons for occupational segregation and take a positive action approach to change perceptions and culture about specific roles within the organisation.

In May 2014, a conference “Capacity for Development - New Solutions to Tackle Under-representation” was organised jointly by the Gay Police Association and SEMPERScotland (Supporting Ethnic Minority People) with support from Police Scotland/SPA. This examined ways of improving recruitment, retention and development of LGBT and other under-represented staff.

The conference was attended by participants from all over the UK and beyond, including officers and staff from Police Scotland and the SPA and key stakeholders. Speakers included Chief Constable Sir Stephen House, Kenny MacAskill (then Cabinet Secretary for Justice), Neville Lawrence, Dan Aldridge (Stonewall Scotland), Everett Henry (College of Policing), Jatin Haria (Coalition for Racial Equality and Rights), Herman Renes (European GPA), Vic Emery (SPA Chair), Deputy Chief Constable Rose Fitzpatrick, all facilitated by Deputy Chief Constable Steve Allen.

In addition, there were workshops on:

- Positive Action
- Exploring Diversity, Enhancing Inclusion
- Recruitment and Development: Challenges and Solutions
- An Introduction to Unconscious Bias.

Over the year Operational Support Division (OSD), have been undertaking several positive action event/activities and have an equality and diversity group, with representatives from around OSD as well as from the Equality and Diversity People and Development Team and a People and a Development Business Adviser. An action plan (which feeds into the equality outcomes) has been drawn up is tracked by the OSD equality and diversity group.

Stonewall Workplace Equality Index (WEI) submission for 2015, which allow us to benchmark ourselves against other organisations around Britain to identify how inclusive we are for our lesbian, gay and bisexual staff. This included a short, anonymous survey open to all staff for the first time. Feedback will inform priorities for the year ahead.
A strong commitment to the No Bystanders pledge not to tolerate bullying at work has been repeatedly promoted throughout the year, including for probationers during the Anti-bullying Week in November 2014. This also ties in with the poster campaign on “Sexual Misconduct will not be tolerated” which mentions ways of reporting such misconduct, including Professional Standards and Safecall.

Equality and Diversity Employment Monitoring Annual Report

A comprehensive Police Scotland/SPA Equality & Diversity Employment Monitoring Annual Report has been produced, along with a key findings document, with the purpose of providing information relating to changes in the composition of the workforce between April 2013 to March 2014.

This employment monitoring may indicate trends, which require further investigation or demonstrate best practice and act as a baseline from which to measure progress towards meeting Equality Outcomes 6 and 7. Where possible the data has been benchmarked against the 2011 Scotland Census data to ascertain whether the organisation is reflective of the communities it serves.

It is acknowledged that there are gaps in information due to the reporting mechanisms currently in place and work will continue to address data gaps over the next few years. It is also recognised that amendments to HR IT systems demand considerable development and implementation time, and have major impacts in relation to cost and managing other critical national and local IT priorities.

The information contained within the report will also inform the Equality Impact Assessment (EIA) process in relation to benchmarking and be used to ensure that equality is mainstreamed throughout the decision making processes of Police Scotland/SPA.

An action plan outlining the issues and trends based on information in the report ensures that each trend is investigated to identify where further work is required, identify best practice and to establish the root cause of any issues or trends and any interdependencies.

Equality and Diversity Monitoring and Reporting Mechanisms

Work is ongoing ensure that all staff understand the importance of Equality and Diversity Employment Monitoring. A Standard Operating Procedure (SOP) has been developed and outlines how an individual’s equality and diversity information will be gathered, what happens with the information and who will have access to the information. This will allow us to ensure that there are consistent equality and diversity monitoring processes implemented throughout Police Scotland/SPA working in partnership with the statutory and diversity staff associations to ensure we achieve our goals. This SOP will be published in early 2015.

A communication strategy is being developed to ensure that the Equality and Diversity Employment Monitoring Questionnaire is marketed ahead of its release.
This will look at various methods of communication to all staff to highlight the Equality and Diversity Employment Monitoring SOP and to ensure staff understand why we are asking them to update or provide this information to us.

Resource Management (SCOPE) – Equality and Diversity People and Development Team have been working in partnership with the Management Information and SCOPE teams to ensure that the equality and diversity reports available on SCOPE can provide the required equality information. The analysis of the information between April 2013 and March 2014, identified process issues with information provided at the recruitment stage not feeding through to the personal record on SCOPE.

Resource Management (Promotion) - The Equality and Diversity People and Development Team have been working in partnership with the National Police Promotion Team to ensure that relevant equality and diversity monitoring processes were put into place from 1 April 2014. This will be reviewed prior to March 2015 to ensure that the process is working as anticipated.

This enables Police Scotland to evidence that at each stage of the promotion process (for any rank), candidates are treated fairly and consistently and the processes are not either directly or indirectly discriminating against those who apply for promotion. If trends are identified, further research will be carried out to establish the cause and ensure that a solution is put into place.

Resource Management (Recruitment) – The Equality and Diversity People and Development Team are currently working in partnership with the Recruitment Team to ensure that the recruitment processes (both internal and external) for police officers, SPA/police staff and special constables can be monitored at each stage of the process.

This is to ensure there are no barriers, which either could directly or indirectly discriminate against those going through the Police Scotland/SPA recruitment process and to ensure our processes are fair and transparent. This information forms part of the continual equality impact assessment of recruitment processes and procedures that are put into place to ensure that Police Scotland/SPA attract a diverse range of applicants.

Equality and Diversity Information Self-classification - In addition to the work described above, work is also ongoing to ensure a consistent approach is adopted across Police Scotland to ensure that newly appointed staff have the opportunity to self-populate their equality and diversity information onto the SCOPE system, which will assist in filling the data gaps already identified.

**Grievance and Disciplinary Cases**

Work is ongoing by within the People and Development team to address gaps in equality and other grievance/disciplinary information and ensure this can be recorded so that consistent data is available for the differing needs of the People and Development Team. This will allow us to highlight trends relating to the reasons and
outcomes for grievances or disciplinary cases by the relevant protected characteristics and address any equality issues which may emerge.

Complaints against the Police

The Equality and Diversity People and Development Team, SPA and Police Scotland - Professional Standards are working to ensure that relevant processes are in place to gather information about complaints against the service and to have a consistent approach between across Police Scotland/SPA. This links to the CIMplexity training work that has been carried out skilling senior officers and SPA/police staff on how to manage critical policing incidents more effectively, taking account of the potential impact on the confidence of the victim, their family and/or their community. This will ensure that when the complaints processes are harmonised, sufficient officers and supporting staff will have an appreciation of the issues which need to be addressed.

Leadership

The Leadership Strategy for Police Scotland and the SPA will create a framework for current and future leaders to ensure they have the skills to support the successful delivery of our future strategic and operational objectives. This will include a focus on issues such as talent management, career development and succession planning. This work was to be underpinned with evidence from police officers, special constables and SPA/police staff about their career aspirations and experiences.

The Equality and Diversity People and Development Team worked in partnership with the team responsible for the Leadership Strategy Survey, by providing advice on the best approach to ensure that the results could be disaggregated by the relevant protected characteristics and to benchmark using the workforce profiles at 31 March 2014. The survey “Shaping our future leadership” was run in November and December 2014, and its findings are due to be presented to the SPA Board in early 2015.