Equality and Diversity
Mainstreaming Progress Report

2017
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>3</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>18</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>20</td>
</tr>
<tr>
<td>Part 1  Our Services and Processes</td>
<td>22</td>
</tr>
<tr>
<td>Section 1: National Business Areas</td>
<td>23</td>
</tr>
<tr>
<td>1.1 Safer Communities</td>
<td>23</td>
</tr>
<tr>
<td>1.2 Public Protection</td>
<td>48</td>
</tr>
<tr>
<td>1.3 Operational Support</td>
<td>66</td>
</tr>
<tr>
<td>1.4 Contact, Command and Control (C3)</td>
<td>69</td>
</tr>
<tr>
<td>Section 2: Local Policing</td>
<td>74</td>
</tr>
<tr>
<td>Section 3: Processes – Mainstreaming Equality</td>
<td>86</td>
</tr>
<tr>
<td>3.1 Equality and Human Rights Impact Assessment (EqHRIA)</td>
<td>86</td>
</tr>
<tr>
<td>3.2 Training Design</td>
<td>89</td>
</tr>
<tr>
<td>3.3 Community Impact Assessment (CIA)</td>
<td>90</td>
</tr>
<tr>
<td>3.4 Stop Search</td>
<td>92</td>
</tr>
<tr>
<td>3.5 Procurement</td>
<td>93</td>
</tr>
<tr>
<td>Part 2  Our People</td>
<td>95</td>
</tr>
<tr>
<td>Part 3  Equal Pay Statement 2017 and pay related and</td>
<td>189</td>
</tr>
<tr>
<td>occupational segregation information</td>
<td></td>
</tr>
<tr>
<td>Part 4  Appendices</td>
<td>202</td>
</tr>
</tbody>
</table>
I am pleased to present our Equality and Diversity Mainstreaming Progress Report in respect of our Equality Outcomes 2013–2017 and the work undertaken to integrate equality considerations into different parts of our business and processes.

As a public body, we are committed to providing a service that is designed around people as individuals, ensures their safety and security and treats them with Integrity, Fairness and Respect – our core values. The introduction, in June 2016, of our integrated approach to equality and human rights impact assessment makes a significant contribution in that regard. It recognises that equality and human rights are not mutually exclusive – many areas of our work impact on both.

We also recognise the benefits of developing a diverse workforce that is reflective of the communities we serve, and an organisational culture where all our staff and officers are treated fairly and feel valued and respected.

In 2015 we celebrated 100 years of women in Scottish policing and, in January 2017, Police Scotland was ranked 20th in the Stonewall Workplace Equality Index Top 100 UK Employers. Both landmarks are worthy of pride.

It is accepted however, that much more still remains to be done on our journey to ensure equality, including equality of opportunity for all. We will continue to build on the positive progress made in the four years since the publication of our first Equality Outcomes.

Going forward, I have set broad objectives for long term excellence in policing. These include: Protecting the Public; Localism and Serving Diverse Communities; Culture and Performance; and Creating a Sustainable Operating Model. The strategic direction of our key areas of business will be aligned to these broad objectives. Our ten year ‘Policing 2026’ Strategy details how this will be achieved.

We have also identified, in consultation with internal and external stakeholders, our Equality Outcomes and related activities and measures for the next four years. These Outcomes are linked to the ‘Policing 2026’ Strategy and are set out within our Equality Outcomes 2017 – 2021 document, published separately.

Phil Gormley, QPM
Chief Constable
Executive Summary

Introduction

Under the Specific Duties (Scotland) Regulations 2012, Police Scotland has a statutory duty to publish Equality Outcomes every four years and, every two years, report on their progress and on how we are mainstreaming (integrating) equality into our organisation. We also have a duty to publish certain employment and pay related information. In April 2013, seven Equality Outcomes were identified to help progress this duty. These related to:

1. Hate crime awareness;
2. People feeling safe and secure in their communities;
3. Victim centred approach to gender based violence;
4. Meaningful community engagement;
5. Equality of access to police;
6. Increasing the diversity of our workforce; and
7. Our workforce feeling valued and encouraged to develop their full potential.

Progress towards these outcomes was last reported on in March 2015. You may find it helpful to refer to this previous report.

The Equality and Diversity Mainstreaming Progress Report 2017 highlights positive progress and good practice initiatives implemented over the past two years. Examples of proactive work and campaigns are spread across many different functions and business areas at a national and local level, to show that equality is not the responsibility of one function or department but of all staff and all areas of business.

**Part 1** of the report focuses on service related Outcomes (1 to 5) progressed at a national and local level, as well as some processes that contribute to our Equality Outcomes and mainstreaming of equality.

**Part 2**, ‘Our People’ considers the work undertaken to progress our staff related Outcomes (6 and 7).

**Part 3** provides our Equal Pay Statement and pay related and occupational segregation information.

**Part 4** includes appendices containing statutory employment monitoring data and explanation of some of the terminology used in the report.
Part 1

Our Services and Processes

Section 1 – National Business Areas

Police Scotland has a number of national business areas that support and inform the delivery of a range of crucial services, such as tackling hate crime, community engagement, crime prevention, collaborative working, public protection and contact with police. They also help to mainstream equality throughout the organisation by developing and informing national policies and practices for local implementation, that have been assessed for impact on equality and human rights.
Hate Crime and Intolerance
(Relevant to Outcomes 1 and 2)

Significant hate crime awareness-raising activity within national business areas and local policing is evident. Examples of progress / outcomes include the following:

- National training has been developed to help Hate Crime Tactical Advisors to support local policing; different methods to report hate crime are actively promoted; and the number of Third Party Reporting Centres have increased with work ongoing to help promote reporting via these centres;

- A collaborative Repeat Caller Project is working to identify the root cause of repeat calls and resolve issues quickly to prevent escalation;

- During August / September 2015 our month long on-line #hatecrime campaign, featuring a different protected characteristic each week, had 2.47 million views with over 195,000 interactions on Facebook. Although the majority of the hits were on websites or platforms of partner agencies, 46 posts were also sent out on the corporate channels and were seen by around 600,000 people. A dip sample across our policing divisions, following the campaign, showed an increase in the reporting of hate incidents;

- Crown Office Procurator Fiscal Service Hate Crime Report 2015/16 shows a 20% increase in sexual orientation aggravated charges reported in comparison to 2014/15. This increase is viewed as a positive outcome by the Equality Network, a national Lesbian, Gay, Bisexual, Transgender and Intersex equality and human rights advocacy organisation. Disability Prejudice and Religious Prejudice aggravation charges were also up, although to a lesser extent, during the same period; and

- I Am Me / Keep Safe are award winning initiatives which began in 2013 as a partnership between Police Scotland and the Renfrewshire based charity I Am Me. I Am Me helps to raise awareness of disability hate crime and Keep Safe works to protect people from harm by identifying places they can go to if in distress or feeling unsafe. A national roll-out is now underway. Disabled people using the Keep Safe premises confirm they feel more confident and safer when out and about.
Part 1

Diverse Communities
(Relevant to Outcome 4)

Positive involvement of and engagement with diverse communities is evident in the many collaborative activities, with a range of organisations designed to help improve our services and foster good relations between different groups. Examples include:

- Community Advisors Scheme which enables community members to inform and influence policy / decision-making at a strategic and local level;
- Polish Facebook page and on-line survey created to help improve engagement with Polish speaking communities – over 3000 followers and 850,000 views noted; and
- Equality Network’s LGBTI awareness training for police officers which has resulted in LGBTI Liaison Officers located throughout Scotland to help colleagues provide a better service for their local communities.

Preventions
(Relevant to Outcome 2)

Preventative activities include periodic safety campaigns, collaborative initiatives offering safety advice and support to people who may be at risk of harm. Areas of positive progress include:

- Over 200 officers trained as ‘Web Constables’. They are working with partners to prevent cyber bullying / crime;
- Positive engagement with young offenders to prevent / reduce reoffending; and
- A new business area created to address drug related issues often linked to additional vulnerabilities / mental health in missing people.
Part 1

Partnerships (Relevant to Outcomes 2 and 3)

Partnerships are seen as valuable and efficient means to effect positive change in key areas of our business, at a national and local level. For example, we are working with:

- NHS, Scottish Government and other partners on mental health to reduce and prevent suicide and protect people from harm. Guidance and training has been developed and links established with NHS 24 which allow Police Scotland to raise any concerns or issues directly;
- Health, education and justice partners on a Child Sexual Exploitation (CSE) community engagement project; and
- Scottish Violence Reduction Unit (VRU) and Medics against Violence to enable early identification of concern and offer appropriate support to victims of domestic abuse. Participants include doctors, dentists, pharmacists, allied health professionals, those working in social care, vets, fire officers, hairdressers etc.
Public Protection  
(Relevant to Outcome 3)

A number of positive multi-agency initiatives and campaigns that reinforce a victim centred approach to gender-based abuse and violence have been progressed. Areas of focus include: domestic abuse / violence, rape, sexual offences, honour-based violence / forced marriage, female genital mutilation, child sexual abuse / exploitation and human trafficking. For example:

- In its first year of launch, the Disclosure Scheme for Domestic Abuse Scotland (DSDAS) received 1044 applications – 590 Right to Ask and 454 Power to Tell – with approximately 40% receiving a disclosure of information;
- An overall increase in conviction rates for domestic abuse and sexual offences which the Justice Secretary Mr Matheson and the former Lord Advocate Mr Mulholland QC both attributed to victims’ confidence to report and Police Scotland’s response;
- Operation Lattise, a month long proactive initiative targeting those involved in on-line child grooming and sexual exploitation led to 500 children being identified as victims or potential victims and around 400 charges being libelled against perpetrators; and
- A joint initiative with Romanian National Police and other agencies resulted in the safeguarding of a number of potential trafficking victims.
Part 1

Operational Support
(Relevant to all Equality Outcomes and Mainstreaming Equality)

Our Operational Support Division, which provides specialist expertise and support to local policing divisions, made good progress in embedding equality within its business areas which contribute to all our Equality Outcomes. Activities noted include:

- Proactive work to advance gender equality and occupational segregation for staff;
- Ongoing work to tackle disorder and offensive behaviour, including Sectarianism;
- Equal access promoted for disabled football supporters by working closely with Football Safety Officers Association for Scotland, the Scottish Disabled Supporters Association (SDSA) and the Scottish Premier Football League clubs;
- Proactive initiatives to promote road safety for older drivers in response to an increase in serious road crashes involving older adults; and
- Campaigns targeting foreign criminals using Scotland’s road network to prevent crimes such as human trafficking, drugs etc.
Contact, Command and Control (C3)
(Relevant to Outcome 5)

Work is continuing within Contact, Command and Control (C3) Division to further improve contact through our call centres. This includes a planned review of procedures and improvements in identifying and recording vulnerabilities.

Significant community stakeholder consultation and involvement is evident from the ‘Your Say, Your Way’ events undertaken, which have helped to develop plans to improve accessibility going forward.

On 18 May 2016, the Scottish Government published an analytical report in relation to public confidence in the Police. The report drew on three major population surveys commissioned by the Scottish Government and provides indications of how confident people feel in relation to police response to calls, dealing with incidents as they happen and investigation of incidents. It found that:

- The majority of adults are likely to have high confidence across all police functions;
- Women are more likely than men to have high confidence in Police; and
- All ethnic groups except ‘White Scottish’, all respondents born outside of Scotland and those identifying as Muslim or “Other Christian” are more likely to report high confidence in Policing.

We acknowledge the positive outcomes regarding some groups and the need for more work in respect of others to increase their confidence across all our functions.
Section 2 – Local Policing
(Relevant to all Equality Outcomes and Mainstreaming Equality)

Our geographic policing divisions contributed to progress against all of our Equality Outcomes and helped to mainstream equality at the local level. There are many examples of activities completed or underway, mostly in partnership with local statutory and/or community stakeholders which help to reduce antisocial behaviours and foster good relations with and between different communities. Subjects tackled reflect local issues/concerns and include: hate crime, antisocial behaviour, youth offending, bogus callers/doorstep crime, domestic abuse, cyber bullying and on-line child sexual exploitation.

Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) Local Policing Inspection of Edinburgh Division between January and July 2015 shows good practice examples in relation to: ‘effective consultation’; ‘preventing violent behaviour’; and ‘care in custody’. It also noted an increase in calls reporting vulnerability which we see as an encouraging sign of the level of confidence to report and improved access to our services.

A number of police officers have received awards from diverse communities in recognition of their positive contribution, support and services.

Section 3 – Processes
(Relevant to all Equality Outcomes and Mainstreaming Equality)

A number of our processes, such as assessing impact on equality or community and the procurement contracts/awards criteria, are all designed to promote a rights-based approach and help integrate and progress equality across the organisation.

Police Scotland is the first police force to adopt an integrated approach to Equality and Human Rights Impact Assessment advocated by both the Equality and Human Rights Commission (EHRC) and Scottish Human Rights Commission (SHRC). All national policies, procedures, business change projects and major operations are assessed for their impact on equality and human rights.
Part 2

Our People

The commitment and determination of ‘Our People’ has been critical to ensuring a single national police service that has been able to deliver quality policing for our communities across Scotland.

It remains important for Police Scotland to recruit, retain and deploy the best possible police officers, police staff and special constables and that they feel valued in every role so that we achieve our mission of keeping people safe.

A number of initiatives have been progressed in respect of Outcomes 6 and 7 that had a positive impact on our equality and diversity workforce profile. This includes recruitment, retention, promotion and training, and lateral development to specialist posts.

Regarding recruitment, the main focus of our work has continued to be on police officer roles. There have been fewer opportunities in relation to the recruitment of police staff due to the restructuring programme, that has involved a significant reduction in police staff numbers.
Examples of positive progress and future challenges are as follows:

**Police Officers: Positive Progress**

**Workforce Profiles** – An increase in the number and proportion of female police officers; an increase in the number of police officers from Black and Minority Ethnic (BME) and White Minority backgrounds; and an increase in the number and proportion of Lesbian, Gay and Bisexual (LGB) police officers.

**Rank Profile** – An increase in the number and proportion of female police officers in a promoted post. Increases in the number of BME, White Minority and LGB police officers in a promoted post (proportions remain the same).

**Promotion** – An increase in the number and proportion of female police officers; those from a BME background; and those who are LGB who were promoted during the last reporting period.

**Recruitment** – An increase in the number and proportion of applications received from applicants from a BME background; LGB; and younger age groups. There was also an increase in the number of applications received from those who were from a White Minority background, however the proportion remained the same. There was an increase in the number of those appointed from a BME background; those from younger age groups; and an increase in both the number and proportion of female applicants appointed.

**Police Officers: Future Challenges**

**Leavers** – Increase in the proportion and number of female police officers leaving the organisation. It has been identified that male and female police officers are likely to exit the organisation for different reasons, with female police officers more likely to resign and male police officers more likely to retire.

**Part Time Working** – Decrease in the proportion and number of female police officers undertaking part time working and a decrease in the number of male police officers who undertake part time working (the proportion remains the same).
Part 2

Police Staff: Positive Progress

Workforce Profiles – Increase in the number of BME and LGB police staff (proportions remain the same).

Recruitment – Younger age groups appointed for police staff roles and an increase in the proportion and number of BME police staff appointed.

Police Staff: Future Challenges

Workforce Profiles – Overall, decrease in the number of police staff, which has an impact on the equality and diversity workforce profiles.

Part Time Working – Reduction in the number and proportion of male and female police staff who undertake part time working.

Special Constables: Positive Progress

Leavers – Most common reason during the last reporting period for those from a BME background leaving was to join as a probationary constable.

Recruitment – Younger age groups applying to join and who are appointed.

Special Constables: Future Challenges

Workforce Profiles – High proportions of unknown equality and diversity information for the protected characteristics of Disability, Ethnic Origin, Religion or Belief and Sexual Orientation. Overall, there has been a decrease in the proportions of male and female special constables; those who identify as BME or White Minority; and a decrease in the proportion of those identifying as LGB.

Recruitment – Overall, a drop in the recruitment of special constables, which has had an impact on all of the protected characteristics.
Conclusions

The report highlights numerous examples of positive progress in tackling identified issues or concerns affecting our communities and our staff (‘Our People’).

Due to a number of reasons, such as on-going structural / systemic change, absence of monitoring activity and / or different legacy systems / policies, data is not necessarily available to enable the reporting of accurate / measurable outcomes in all cases.

Where internal monitoring has taken place or external statistics / findings are available, evidence suggests positive progress is being made at a national and local level in respect of our Equality Outcomes identified in 2013.

However, issues such as our response to gender based abuse and violence, tackling hate crime, community engagement, access to our services and the diversity of our workforce require further work. As such they cannot be considered fully achieved and will remain a long-term commitment and a priority within Police Scotland Equality Outcomes 2017-2021.
Introduction

The Equality Act 2010 Public Sector Equality Duty (PSED) requires Police Scotland, both as an employer and as a service provider, to have due regard to the need to:

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

Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, we have a duty to prepare and publish a set of Equality Outcomes (goals that will help us to further one or more of the above needs of the PSED) at four yearly intervals. Thereafter, we report on their progress every two years, including how we are mainstreaming (integrating) equality into our organisation. We also have a duty to publish certain employment and pay related information.

In April 2013 we published the following high level Equality Outcomes for 2013-2017:

1. People better recognise hate crimes and incidents and feel confident reporting them;
2. Individuals within and across protected groups feel safe and secure within their local communities;
3. Victims of gender-based violence are safer and are confident that the police are responsive to their needs;
4. People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements;
5. Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive;
6. We have a workforce that is reflective of our communities to increase trust and confidence in the police; and
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.
Two years ago we reported on what we had done, since their publication, to progress these Outcomes and to mainstream equality into our business. Now, we are pleased to report on further progress made over the past two years. Much of the information is located under the various business areas responsible for the subject. This is intended to show that equality is being mainstreamed within our organisation and that some activities whilst more relevant to one Outcome can also contribute towards progress of the others.

You may find it helpful to read this report in conjunction with our Equality and Diversity Mainstreaming Progress Report 2015².

Whilst we have identified significant levels of positive progress towards our Equality Outcomes and efforts to mainstream equality where possible, we do not claim to have fully achieved all our objectives. The activities / outcomes that remain outstanding have been reconsidered and consulted upon as part of the review and development of our Equality Outcomes 2017-2021 which are published separately.

Report Structure – Information is presented in four parts. Part 1 reports on service related Outcomes 1-5 and relevant processes. Part 2 reports on ‘Our People’ (staff) related Outcomes 6 and 7. Part 3 provides our Equal Pay Statement and pay related and occupational segregation information. Part 4 includes appendices containing statutory employment monitoring data and explanation of some of the terminology used in the report.

Strategic Direction

Our strategic policing and equality priorities are linked to the Scottish Government (SG) Strategic Objectives and National Outcomes for Police Scotland, and the Scottish Police Authority (SPA) Strategic Police Plan. The SPA is our scrutiny body.

Our Corporate Strategy 2014-2016, published in April 2014, aimed to support the delivery of operational policing by a diverse and committed workforce across Scotland and to help foster public confidence in the service by ensuring that:

- Our people were motivated, flexible and felt empowered and valued;
- We delivered our services with a focus on quality, consistency and accessibility;
- We engaged proactively with our people, our partners and our stakeholders;
- We managed our assets in a way that improved access to them, as well as improving their efficiency and sustainability; and
- We aimed for modern, streamlined and proportionate governance.

The above commitments, which supported the integration of equality within our organisation, are evident in many of the activities highlighted later in this report.

They have also helped to improve our approach to developing our current Annual Police Plan (APP) and the related divisional and Multi Member Ward Plans.

Our performance reporting framework supports the SPA’s Annual Review of Policing which measures our progress against our strategic priorities. To assist, a quarterly summary performance report has been presented to the SPA since August 2016.
Strategic Direction

The Deputy Chief Constable Designate (DCC Designate) continues to have strategic responsibility for equality, diversity and human rights and provides governance oversight of our Equality Outcomes, supported by senior management colleagues and staff from across the organisation. This is coordinated through an Equality, Diversity, Ethics and Human Rights Strategy Group that meets on a quarterly basis.

Under the scrutiny of the DCC Designate, the Head of Safer Communities remains responsible for leading and supporting the development of equality and diversity policy matters relating to service delivery. The Director of People and Development remains responsible for supporting the development of equality and diversity policy matters relating to human resource management, recruitment, promotion, training and development.

In 2016, the links between the strategic, tactical and operational levels of activity were reviewed in order to improve the recording and sharing of best practice. A revised governance model is being developed to ensure that there are equality and diversity structures within all divisions with tactical and strategic governance provided above these.

We remain committed to engage effectively so that we can better understand our evolving communities and tailor our responses and services. Significant stakeholder engagement, and analysis of the emerging threats likely to impact on our communities, have all contributed to the identification of our 2016/17 National Policing Priorities, as well as the development of our new 10 Year (2026) Strategy for Policing in Scotland.
Part 1

Our Services and Processes

Police Scotland serves a population of around five million people belonging to increasingly diverse communities and living in diverse geographic locations throughout Scotland. The following sections report on what our various operational business areas and departments have done in order to progress our service related Equality Outcomes 1-5 and the processes which aid mainstreaming of equality.
Section 1

Section 1: National Business Areas

Police Scotland has a number of national business areas that provide critical services with much of their work unseen by the general public. They support our police officers and staff throughout the organisation to help improve the lives of individuals and communities across Scotland.

The combination of support and expertise provided to inform and influence the delivery of a range of crucial services helps to set high standards in prevention, intelligence sharing, planning, co-ordination and evidence gathering.

1.1 Safer Communities

In September 2016, our National Safer Communities Department and Licensing and Violence Reduction Division merged to create a single Safer Communities business area. This new structure includes our Equality and Diversity Unit and contributes to force priorities to Protect People at Risk of Harm and Counter Terrorism as well as a number of our other Equality Outcomes and mainstreaming of equality.

Safer Communities assists divisions policing demonstrations and / or major events by supplying Tactical Hate Crime Advisors. For example, during the extensive media reporting on international and national events in 2016, which resulted in increased community tensions, the department was responsible for assessing and monitoring community impact and circulating reassurance messages to key stakeholders.

Community and inter-departmental engagement is a key part of the Safer Communities’ business. Significant progress is evident in a number of areas, such as partnership work, community / staff involvement in developing our policies / procedures / processes and making our services more accessible. This enables us as an organisation to listen, learn and adapt.

The Safer Communities Equality and Diversity (E&D) Unit develops and reviews policy / procedures and training related to hate crime; Equality and Human Rights Impact Assessment; Third Party Reporting Scheme nationally; and Online Hate Crime Reporting portal. This overview helps to ensure a consistent and effective approach to equality and diversity across Police Scotland.
Section 1

Hate Crime and Intolerance
(Outcomes: 1 – People better recognise hate crimes and incidents and feel confident reporting them and 2 – Individuals within and across protected groups feel safe and secure within their local communities)

Police Scotland defines:

- Hate incidents as “any incident which is perceived by the victim, or any other person, as being motivated by malice or ill will towards a social group but which does not constitute a criminal offence”; and
- Hate crimes as “any crime which is perceived by the victim or any other person as being motivated by malice or ill will towards a social group.”

Behaviour motivated by prejudice affects not only those individuals directly involved, but also the communities to which the victims and perpetrators may belong. It can happen anywhere. It can include acts such as name calling, intimidation, bullying, vandalism or violence. The impact can cause direct or indirect harm to individuals through fear, self-isolation, and reluctance to engage with services, resulting in wider social harms and inequalities. As such, tackling hate crime remains a priority.

Our revised Hate Crime Policy reinforces the message that staff must never treat reports of a hate crime/incident in isolation; victims may have reported a number of complaints to the police, which for a variety of reasons may not have been linked.

The processes for recording, investigating and reporting hate crime/incidents across Scotland are currently under review. This includes hate crime awareness training to help ensure that staff can consider the impact international, national and local events can have on different communities. Those within specialist roles will also be given role-specific training. For example, during their training, the Contact, Command and Control (C3) divisional staff also completed an e-module on vulnerability.

To support divisions and improve the service provided to victims, a Hate Crime Tactical Advisors training course is being redeveloped for delivery in 2017. It aims to provide officers throughout Scotland with an enhanced understanding of hate crime
Section 1

and related issues to enable them to provide tactical advice on the subject if needed.

**Third Party Reporting (TPR):** The aim of this scheme is to allow victims and witnesses of hate crime, who do not feel confident in speaking directly to police, another way to get support to report incidents. It is accepted however, that despite the increase in the number of centres, for a variety of reasons, the number of reports remain relatively low.

To address this, the process was reviewed. Work is underway to improve the reporting and recording methods and the training provided to the centres and relevant national and divisional officers. A short term working group has been created to develop promotional materials as part of the TPR review outcomes.

Currently we have around 400 reporting centres across Scotland – a significant increase since our last report. The premises vary from community centres, housing associations, voluntary sector organisations, libraries and social work premises. A number of disability organisations are represented.

In October 2015, Glasgow Central Station became the first train station TPR Centre in Scotland. Credit for this historic outcome goes to the Glasgow Hate Crime Working Group comprising Police Scotland, British Transport Police (BTP), Network Rail and third sector agencies including Glasgow Disability Alliance. Glasgow now has more than 60 centres. A full list of our Third Party Reporting partners is published on the Police Scotland website.

**Online Reporting:** To encourage further reporting, victims and witnesses can also report hate crime online in a secure way. Reports are considered by local policing teams and offer special measures to ensure each incident is dealt with sensitively. A review is ongoing, in partnership with the ‘I Am Me’ project, to make the online hate crime reporting form available on the Police Scotland website more accessible.

**Hate Crime Monitoring:** Our Hate Crime Policy sets out our commitment to work collaboratively with relevant stakeholders to prevent hate crime.

Police Scotland has a duty to undertake a thorough investigation of all hate crime. All hate crimes and incidents are monitored and discussed on a daily basis by a number of different departments and...
Equality and Diversity Mainstreaming

Section 1

staff. Safer Communities receives a daily return detailing all hate crime and incidents across the force and provides guidance on the correct recognition of hate crime and monitors for any national tensions / trends.

Repeat Caller Project: The four different ‘Repeat Caller Response’ models implemented in Tayside, Scottish Borders, Fife and Forth Valley Divisions have been reviewed. They were designed by legacy force areas, prior to the creation of Police Scotland and reflected the learning from the Fiona Pilkington and David Askew cases in England, amongst others. These cases highlighted deficiencies in police processes in identifying, managing and assisting people repeatedly subjected to non-criminal behaviour or acts of petty crime.

Our revised National Repeat Caller Process builds on the good work of these divisions and aims to achieve a consistent approach to identifying and managing repeat caller / victimisation at an early stage across all divisions within Police Scotland. It focuses on what causes harm in our communities rather than what is or is not a crime, and effectively manages the threat to those most at risk.

Training is underway to enable all relevant staff to assess risk and vulnerability at the first point of contact and communicate effectively with callers. It is based around recognising key features which research shows significantly impact on vulnerability and is designed to increase staff skill and confidence and help ensure the recording of correct information by asking appropriate questions. Since June 2016 over 400 staff members have been trained.

A system of “tagging” allows staff to highlight incidents where vulnerability is identified so that they can be easily tracked through the system and treated appropriately. Work is progressing towards implementation of a national system.

This process has already helped to encourage a collaborative approach amongst partners to identify the root cause of the repeat calls, and to find solutions quickly to prevent escalation. Repeat callers are discussed at dedicated partnership forums where actions are allocated to partners, including the police. Early identification of risk has enabled signposting to the most appropriate partner to provide timely support.
Case Study – Repeat Caller Process

A family in Tayside was regularly abused by local youths. Each family member had their own disability / vulnerability and was being dealt with by different agencies in isolation, including the police. There was no joined up approach.

The repeat caller process identified the family and provided a true picture of the abuse they suffered through sustained low level antisocial behaviour. This led to a partnership meeting to agree the best solution to ensure the family’s safety and wellbeing. Result: family helped to relocate to where they feel much safer and happier.

Case Study – National Online Hate Crime Campaign

To address the issue of under reporting of hate crime generally and disability hate crime specifically, Police Scotland launched a campaign on 17 August 2015. It aimed to raise public and staff awareness of potential impact on the victim, their family and the wider community, and that it’s everyone’s responsibility to help prevent it. It also highlighted the importance of reporting, using the various methods available.

The campaign, supported by the SG Cabinet Secretary for Justice as well as Scotland’s top disability sports stars, was largely delivered via social media platforms. It included video footage of victims of hate crime describing their experiences / feelings. Partners included SG, Interfaith Scotland, Enable Scotland, Show Racism the Red Card and LGBT Youth. Some provided a video clip / quote, others raised awareness via their social media platforms. Police Scotland officers with skills in British Sign Language (BSL) produced video clips with campaign messages with English transcripts to ensure the campaign was accessible to BSL users.

Each week of the campaign focussed on a different protected characteristic, with key messages running during the four week period. Also posters were placed in various phone box panels. The post-campaign evaluation was very positive.

The content focusing on disability was the most viewed. On the day of the launch and the following day #HateCrime was the top trend on Twitter in Scotland.

The campaign website had 2.47 million views with over 195,000 interactions on Facebook. Although the majority of the hits were on websites / platforms of partner agencies, 46 posts went out on the corporate channels and were seen by 590,915 people. In addition, an internal dip-sampling across our policing divisions showed an encouraging increase in the level of hate incidents reported in some areas following the campaign.

The overall theme of the conference was that offensive behaviour is unacceptable and will not be tolerated. There was a focus on racism which continues to be the most prolific hate crime experienced in Scotland. Disability related hate crime was also explored, recognising that this is one of the most hidden and under-reported of all hate crimes. The audience included people with an interest in raising awareness of and preventing hate crime and supporting people affected by it.

During his presentation at the conference, Tim Hopkins, Head of Equality Network, acknowledged that there was “…evidence of big improvement recently”. He also noted that COPFS Hate Crime Report 2015/16 shows a 20% increase in sexual orientation aggravated charges reported in comparison to 2014/15. In his view, this increase should be seen as a “good thing” as it means more people feel confident to report and get a positive response from the police.

Disability Prejudice and Religious Prejudice aggravation charges were also up, although to a lesser extent, during the same period. A full copy of the publication can be accessed at http://www.copfs.gov.uk/publications/equality-and-diversity.

We agree with Mr Hopkins’ viewpoint. An increase in hate crime reporting or charges does not necessarily mean an increase in numbers of hate incidents / crimes perpetrated. However, going forward, we acknowledge the need for more work and will continue our proactive approach to monitoring and addressing identified issues and concerns in this important area of our business.
Section 1

National Hate Crime Awareness Week:
During a week of action from 8 – 15 October 2016, our officers supported a range of community engagement events involving diverse community groups throughout Scotland. For example:

- New tools to help tackle disability hate crime were launched on 14 October 2016 at Police Scotland College, Tulliallan. Chief Constable Phil Gormley joined the charity I Am Me to raise awareness of the joint work. On its website the charity estimates that 97% of disability hate crime goes unreported.

- This ongoing partnership work between Police Scotland, I Am Me and other stakeholders has highlighted the effect of disability hate crime on people. The event saw the launch of the ‘I Am Me Cinebus’, a coach turned into a mobile cinema, which will be used to visit schools and communities across Scotland to raise awareness and educate groups of all ages on disability hate crime. A Keep Safe mobile phone app, which will help people to plan safe routes, report disability hate crime amongst other things, was also launched;

- A press launch of our 91 LGBTI Liaison Officers was held in Edinburgh;

- Cyber / hate crime workshops were delivered with Interfaith Scotland in Glasgow;

- Hate crime / Third Party Reporting events were held in multiple locations;

- Community consultation, including small local organisations was held in Levenmouth. Inputs on ATM / ID Fraud were tailored for people with disabilities so that those in attendance could better support their clients. Inputs also included hate crime and ways to report it to the police;

- A safety presentation for visually impaired people was held in St Ninians, Stirling;

- Input was provided by Rewind organisation on countering extreme ideologies during our Prevent Delivery Unit’s event at the Scottish Conference Centre;

- Safer Communities’ national team took part in radio interviews on Radio Kilimanjaro, Radio Awaz and RNIB Connect Radio; and

- A ‘talking head’ video on hate crime was aired on social media in English, BSL, Polish and Urdu.
Case study

Murder of Asad Shah (Operation Lakeville) – Cultural and ethical challenges

The Murder of Asad Shah, a member of the Ahmadiyya community in Glasgow in March 2016, was identified from the outset as a religiously motivated crime with the potential for negative impact on relations between different Muslim communities, locally, nationally and internationally.

There was also significant public interest in this case due to media coverage at that time of certain high profile stories in Pakistan and Belgium, raising the possibility of an increase in community tensions / hate crimes impacting on Muslim communities. This required close attention by all involved. Cultural and religious awareness was seen as key to building community confidence and enabling investigating officers to forge effective links with local Muslim and wider communities.

Engagement was established with partners from all relevant local and national faith and community groups. This helped to ensure that the wider issues emerging from the murder were identified and addressed, particularly around the understanding of the motive and religious differences between the accused and the victim.

Mr Shah’s family was well supported by officers throughout the investigation. A communications and engagement strategy helped to ensure consistent messages, and mitigate any impact of the murder on the local, national and international community.
Scottish Consortium Learning Disability Hate Crime Project: Our officers worked with the project to help develop a disability hate crime theatre production. This initiative aimed to raise awareness and understanding of disability hate crime for those with learning disabilities and their carers, and to help equip them with the skills to respond to hate crime. This support will continue going forward.

Tackling Disability Hate Crime Group: This group focuses on hate incidents / crimes which target people with learning disabilities / difficulties; and proactively shares good practice and work to improve the level of reporting. For example, the group wrote to the Care Inspectorate requesting that all care providers should be informed of the Hate Crime Toolkit developed by group member Inclusion Scotland. The toolkit encourages staff to support any person to report any incident where they are bullied, harassed, taken advantage of or generally ill-treated.

The group supported our hate crime campaign by designing wristbands encouraging the reporting of disability hate crime. These were circulated around Scotland. Partners also include Association for Real Change Scotland, Learning Disability Alliance Scotland, Scottish Consortium for Learning Disability, People First (Scotland), Inclusion Scotland, Quarriers, Enable Scotland and Cornerstone.
Case Study – I Am Me / Keep Safe Project

Disability hate crime is recognised as one of the most under reported crimes in the UK. “I Am Me” was initially set up in Renfrewshire as a partnership with Police Scotland and community volunteers in 2013 to raise awareness of, and to tackle disability hate crime.

“Keep Safe” is an initiative that was subsequently developed in response to community feedback, and works with a network of local businesses to create ‘Keep Safe’ places in the community for anyone who may feel vulnerable. This initiative is now being rolled out across Scotland, in partnership with Police Scotland.

A ‘Keep Safe’ contact card is available for people. It holds information about their communication requirements, health concerns and emergency contact details. If a person is lost, scared or has been the victim of crime they can attend at one of the ‘Keep Safe’ places for assistance. The premises are identifiable by the ‘Keep Safe’ logo which will be displayed in their window. Nationally, work is already ongoing in Edinburgh, Borders, Dumfries, Dundee, Inverclyde and Ayrshire, plus other areas.

A ‘Keep Safe’ Evaluation in June 2016 noted that the initiative is helping to reduce social isolation and increase feelings of safety and security. ‘Keep Safe’ contact card holders feel more confident to leave their homes knowing there are many places they can go to if they need help. For example, a card was given to a woman living in Paisley who had not left her house in 6 years. She now regularly goes out and confidently waves her card to staff when she passes the participating shop.

Feedback from I Am Me community, card users and members of the public include:

“I feel safe from bullying”; “….makes us feel more confident”; “it keeps people safe from getting hurt”;

“Excellent collaborative project which works to involve disabled people…. empowers communities to work together, in partnership with Police, to promote safer society, is sector leading. Well done I Am Me and Police Scotland.” (A community member during award endorsement for project);

“The partnership with Police Scotland and Keep Safe is perfect as it helps to keep us safe when out in the community, on the bus or going to the day centre”. (Volunteer Committee Member and Keep Safe card user);

“The strength of partnership has helped to assure communities that disability hate crime reports will be taken seriously. I Am Me will continue to work with our partners in Police Scotland so that disabled and vulnerable people can feel safer in their communities.” C Burt (Founder – I Am Me Scotland).

This joint project has won many awards since its launch. Renfrewshire is noted as having over 140 ‘Keep Safe’ places and around 4,000 cards distributed to groups including dementia sufferers, those with a learning disability, older and young people. For more information visit www.iammescotland.co.uk

More information on hate crime and how to report it can be found on the Police Scotland website http://www.scotland.police.uk/contact-us/hate-crime-and-third-party-reporting/
Diverse Communities

(Outcome 4: People from and across protected groups are meaningfully engaged and their views contribute to service improvements)

We recognise the value of effective and meaningful engagement with and the involvement of our diverse communities to help improve what we do and how we do it. The development of our national policies and practices, and their later successful implementation locally, benefits significantly from such positive relationships. For example:

With Community Advisors as critical friends, our Safer Communities team are working to review and reform our National Community Advisor Scheme.

Community Advisors are independent individuals who through their background, work or life experience have knowledge of a particular community or group and the issues that may affect them. They volunteer with Police Scotland to provide advice, relative to their area of knowledge and may also be asked for assistance at a tactical and operational level, where their advice may have a bearing on an incident, investigation or event.

At present we have 60 Advisors across a wide range of protected characteristics.

To increase involvement, an information pack is made available to interested parties as part of the recruitment process.

The membership of the National Independent Strategic Advisory Group (NISAG) which we told you about in our last report is also under review. NISAG provides Police Scotland with advice and assistance at a strategic level, including relevant critical incidents and hate crimes.

Future NISAG members will be recruited from as wide a geographical spread as possible and with a range of experiences and backgrounds. This will allow the NISAG to offer maximum support to Police Scotland, ensuring that equality and diversity issues remain an integral part of all we do.

The BSL National Advisory Group (NAG) comprises of BSL users and public bodies. The role of the group is to advise the Scottish Ministers on the development of the first National Plan. Police Scotland are the nominated Justice representatives on the NAG.
Recommendations from this National Plan will inform Police Scotland’s BSL related priorities.

Police Scotland and the Scottish Police Authority are subject to the requirements of the BSL (Scotland) Act 2015. The Act aims to promote, support and encourage the use of BSL in Scotland, including tactile BSL used by some Deaf / Blind BSL users. It gives BSL users the recognition as a linguistic community and not as a disabled group.

With emerging communities, we are working to identify gaps in our community engagement and to map any new communities as they settle in Scotland.

In recognition of their growing numbers, a ‘Polish and Eastern European Network’ has been created to address the issues these new and existing migrant communities may experience. There is also ongoing liaison with the Consulates in Scotland and UK Embassies. The Network shares good practice initiatives and is working with the Scottish Parliament Cross Party Group on Poland to compile a directory of organisations which can assist migrants. This will enable local officers to signpost effectively and encourage partnership working nationally. This template will be used as new communities emerge / settle to ensure they can access police services and are effectively engaged with us.

A Polish Facebook page has been created by our Polish staff to help improve access to police services for Scotland’s increasing number of Polish speaking residents and visitors. As at December 2016, it had over 3000 followers. Regular content is published in Polish which mostly reflects the corporate Facebook account with some posts that are specifically for the Polish community. The officers using the account monitor and use any relevant feedback to improve future content and services. For more details see Part 2 – Our people – Diversity Staff Associations.
Case Study – “Your View Counts” Online Survey in Polish

In order to remove a language barrier and help improve service provision for Scotland’s Polish community, Police Scotland launched a Polish version of the force’s ‘Your View Counts’ survey. During the event in Dundee on 6 July 2016, a former member of the Force Executive, Assistant Chief Constable (ACC) Kate Thomson met with community members to show them how easy it was to give their feedback in their own language on what mattered to them.

The online portal, hosted on the Police Scotland website, gives everyone the opportunity to have their say at any time that is convenient to them. Anyone accessing the link will then have the opportunity to choose whether to respond to the survey in English or Polish.

Anyone accessing the Polish Facebook page will also see a link to the ‘Your View Counts’ survey which they can now respond to in Polish. The messages posted on the Polish account have been viewed more than 850,000 times since it was launched in July 2015.

ACC Thomson said: “I am delighted with the response we have received so far. It is only by having this direct feedback from communities that we are able to assess the aspirations of the communities we serve”.

A picture assisted Easy Read version of ‘Your View Counts’ survey questionnaire was also launched in December 2016 to help improve accessibility. Suggestions from the Scottish Commission for Learning Disabilities; Scottish Disability Equality Forum (SDEF); Advocacy Project; Association for Real Change (ARC); and Enable helped to design the questionnaire.
Section 1

With the Equality Network, a national Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) equality and human rights charity, we worked to implement bespoke training which resulted in 91 of our officers being better skilled to work proactively with our LGBTI community. The training was delivered by Equality Network on behalf of the Equality and Human Rights Commission to help improve reporting and increase public confidence in Police Scotland around the country.

Having completed their training, officers are now part of a new network of LGBTI Liaison Officers who can be contacted by the public. They will also help and advise their colleagues across Police Scotland on LGBTI issues.

In addition, they will work to address some of the findings from the Equality Network survey of LGBTI people in Scotland in September / October 2016. This highlighted under reporting of hate crime because victims thought it “not serious enough” or that “nothing would be done”. Fear of “consequences” was also a concern – this echoes comments from victims of other types of hate crime.

Scott Cuthbertson of the Equality Network said: “We know too many LGBTI people are the victims of hate crime, but we also know that many, for whatever reason, still do not report hate crimes. We want to change that. That’s why we are pleased to be working so closely with Police Scotland, the Crown Office and Procurator Fiscal Service and other criminal justice agencies to provide training on LGBTI issues and to work together to remove the barriers to reporting a hate crime.”

With Age Scotland and Action on Elder Abuse Scotland, we are working to keep our older community members safe. Work is ongoing with Age Scotland to ensure that any crime prevention / safety messages that would be beneficial to our older community members are highlighted using its magazine or YouTube channel.

A similar relationship exists with Action on Elder Abuse Scotland, a charitable organisation working to prevent abuse and financial exploitation of elderly people. We supported the recent launch of its Freephone helpline (0808 808 8141) for victims.
With Gypsy Travellers (GT) and other partners, we are working to ensure that our approaches and engagement with these communities are fair and lawful.

Our Safer Communities Department is contributing to the review of Scottish Government guidelines on unauthorised Gypsy / Traveller encampments. They have also provided input in relation to practical police procedures for different scenarios.

The need for awareness training for officers was identified. This will be developed in partnership with our Gypsy Roma Traveller Police Association and other stakeholders. The training will be evaluated for suitability before use.

In addition, Safer Communities are running the positive lifestyles project. One of the targeted communities is the younger Gypsy Travellers engaged in casual labouring. Work is ongoing to identify suitable key contacts in Fife with a view to forming a forum within the community to progress this.

With Race, Faith and Belief partners, work is progressing on a short term, strategic project run by Safer Communities with the aims to: i) map out our communities and better understand the dynamics; and ii) establish a strategic faith network over and above what may already exist.

To progress this work, an initial contacts directory has been established. Further research and dialogue with groups such as Interfaith Scotland and other specific religious groups is planned with the intention to identify existing connections and networks that can be used when required.

For example, during an investigation into the murder of a Muslim infant in April 2016 in Glasgow, our officers were aware of negative feelings and a lack of confidence in the police within the victim’s family. One of the key family witnesses had previously posted negative articles online about police actions.

To address these issues, the investigating officers developed a strategy to help mitigate any negative impact and sought Islamic cultural awareness from a recognised community contact. They also proactively engaged with a local Mosque representative and cultural advisor who agreed to speak to others to ensure support to the investigation.
We are working with the Scottish Disability Forum, to improve the police response to hate crime, particularly disability related harassment, which occurs on public transport.

Work is progressing to develop an ‘Accessible Transport Hub’ – a portal which will be used to highlight relevant information. Safer Communities will provide an advisory role. Currently there are four different Hubs, each aiming to address a different issue, either developed or under development.

These Hubs are aimed at the public, front-facing staff and managers / decision-makers across the third, private and public sectors. They aim to provide a ‘one stop shop’ on access, equality and inclusion by providing a key resource component (links) which signposts to existing information on other websites.

With Epilepsy Scotland, we helped to produce a DVD which provides guidance to our staff on recognising seizure behaviours in people who have come to the attention of the police. This 20 minute educational DVD is available to view on the internal Police Scotland intranet and a copy has been sent to all local policing divisions.

With Headway (a brain injury support organisation), our Safer Communities staff are working to help Police Scotland colleagues recognise when a person has a brain injury. A brain injury may impact on an individual’s behaviour when engaging with police and recognition of this should ensure they receive an appropriate response.

Headway recognises the difficulty in identifying when a person has a brain injury and have designed a Brain Injury Identity Card to help police officers and staff easily identify brain injury survivors and ensure that they receive an appropriate response.

Early identification of a disability or a communication need will save time and in turn will result in individuals being treated with respect, dignity and in accordance with their specific needs, and in turn provide a positive experience of engaging with Police Scotland.

Towards that aim, we support a number of different cards produced by various support organisations. The cards help the carrier to identify themselves to police officers / staff as having a disability, medical condition or a specific communication need and ensure a tailored police response. Work is ongoing to
produce national cards to replace the many different local versions currently in use.

The details of how a brain injury can affect a person’s behaviour have been included within our revised Mental Health and Place of Safety procedures. Officers are encouraged to take account of this when assessing the situation and are instructed to ask the person if they have had any knocks to the head in the previous 48 hours.

With the Criminal Justice Disability Group – a sub-group resulting from the Scottish Government Justice Board’s work on progressing equality and diversity – our officers meet every six weeks with members from all of the criminal justice organisations to focus on access to criminal justice for people with disabilities.

With Guide Dogs Scotland, we have worked on a number of issues affecting guide dog owners, such as attacks by dogs on assistance dogs and guide dogs and their owners being specifically targeted – a potential hate crime.

Our local policing division which owns this subject area has delivered a training session to Guide Dogs Scotland on legislation / police response. In October 2016, our Safer Communities and COPFS worked with Guide Dog Scotland to produce an educational video for front line officers dealing with attacks on assistance dogs. The video will also be available externally to educate dog owners on their responsibilities.

With Heriot Watt University, we are contributing to PhD research into how sign language interpreters mediate interaction through video technology in police settings.

The study will also examine how far into the police procedures video-mediated interpreting can be used (e.g. a 999 call, admitting a deaf person into custody, a police interview with a deaf person as a victim, witness or suspected offender) until face-to-face interpreting is required. The first meeting was held on 7 October 2016. This project will result in recommendations for Police Scotland in terms of policy, the technological set-up required and sign language interpreter training to work in legal settings and video interpreting contexts.

Interpreting and Translation Services:
Although managed by Safer Communities, all staff in all our areas of business have 24/7 access to professional and independent interpreters (via phone – for hearing people – and /or in person) including British Sign Language (BSL). Other forms of communication support, such as Lip Readers / Note Takers and translated materials can...
also be arranged. This service is available to use in all circumstances where a language or communication barrier has been identified.

Updated procedures are in place to provide instructions to staff on when and how to use this service. It is used widely throughout Police Scotland on a daily basis to facilitate communications with people who have language or other communication needs.

We also recognise the value of additional skills, languages and cultural knowledge and understanding that our talented members of staff possess. The appropriate use of these skills in certain situations can significantly improve our response to particular incidents, as evident in the noteworthy example below.

Case Study
Missing Person Enquiry: Police appeal in BSL

On 12th June 2016 a 30 year old female was reported missing in Greater Glasgow Division. She was Deaf and a BSL user. It was recognised that phoning 101 may not be appropriate for many potential witnesses, so a dedicated email address was created to enable BSL users to contact Police Scotland. Help was also sought from Community Advisors with knowledge about Deaf / BSL issues.

Press releases were produced in BSL using a uniformed police officer with BSL skills and circulated alongside the English versions. These videos reached over 1.3 million people on Facebook.

Approximately 50 Deaf / BSL users conducted volunteer searches. Safer Communities staff facilitated a community meeting with the searchers and investigating officers using a BSL / English interpreter. This helped to build community relations and remove fears and concerns regarding the safety of searchers.

Tragically the missing person was found deceased. On request from the family and friends of the deceased, Police Scotland facilitated a memorial event at the River Clyde on 22 June 2016. Approximately 180 people attended. The legacy from this case is that there is now more willingness of Deaf BSL users to work with police. In response, Greater Glasgow Division identified a divisional liaison officer to engage locally with Deaf BSL users and organisations.
Preventions

(Outcome 2: Individuals within and across protected groups feel safe and secure within their local communities)

This area of our business focuses on proactive prevention of crime, which includes antisocial behaviour and harassment.

Web Constables: The Safer Communities Web Constables initiative was established in 2015 and now comprises more than 200 police officers based across the country. It is aimed at officers who work within local community policing and school link officers or other colleagues who deliver internet safety / cyber based presentations to the public.

Once trained, the officers act as divisional points of contact for cyber prevention messages and presentations and as a conduit for information and support between Safer Communities, local policing divisions and external partners. This is seen as an effective way to engage with local communities to deliver online safety messages and prevention advice whilst sharing best practice nationally.

For example, Web Constables have been used to support specialist operations, including Operation Lattise, reported below, where officers supported the inquiry into Child Sexual Exploitation and provided prevention advice to investigating officers. In support of their local engagement, these officers receive inputs from Safer Communities and other key partners such as our Public Protection, Internet Investigations and Cybercrime units and external partner agency ‘Get Safe Online’.

Divert and Deter (Prevention) Work Stream: Serious Organised Crime (SOC) affects everyone in our community. It harms legitimate businesses, Scotland’s economy suffers and individuals and communities are vulnerable.

There are many known indicators that may identify individuals vulnerable to or already engaging in SOC; negative attitude to authority; troubled / complicated family life; history of neglect / abuse; and addiction to alcohol / drugs, for example.

Our Divert and Deter officers contribute to the delivery of Scotland’s SOC Strategy through proactive, positive engagement to prevent offending and reoffending.
Case Study – Preventing reoffending (young offenders)

In order to break down barriers between police and young offenders an officer was seconded to HM Polmont Young Offenders Institution Community Safety Unit, to interrupt the cycle of offending, and where offending reoccurs, reduce the severity of it. The officer developed a Team Building and Leadership course, which allowed Police Scotland and Scottish Prison Service colleagues to engage with young offenders by delivering information sessions together with other agencies.

Twenty young people on remand engaged in problem solving and physical activities involving topics such as: communication; decision-making and risk taking; rights and responsibilities; knife crime; bullying; substance misuse; counter terrorism; rape and sexual offences; and hate crime. The young people completed a survey at the conclusion of the pilot. It showed a shift of attitude from their initial negative feelings about the police and other authority figures, and concern around their own prospects after release, to positive feedback.

100% of those who completed the course said that they would recommend it to their peers.

One of the participants received a reduction in sentence on production of his Team Building and Leadership Course certificate at court.

Fourteen referrals were made to relevant support services, indicating a new willingness of the youths to engage with police and partner agencies.

One participant, with a documented history of violence related offences, indicated an interest in becoming involved with Police Scotland Youth Volunteers (PSYV) upon release, citing a desire to give something back to his community and move away from the cycle of reoffending.
The project continues to develop and inform bespoke intervention activities that will help the rehabilitation process as young people return to communities.

Organised Crime and Counter Terrorism Unit (OCCTU): A dedicated New Psychoactive Substances Unit has been formed within our Interventions part of the business. The unit will concentrate initially on the implementation of the Psychoactive Substances Act 2016, which came into effect on 26 May 2016. It will drive Police Scotland’s investigatory approach to new psychoactive substances which are often directly or indirectly linked to areas of concern, such as increased vulnerabilities / mental health issues in missing persons and petty crime.

At a national level, during 2015 there were a number of events staged by our Safer Communities staff which brought together online ‘experts’ such as Get Safe Online and Norton Security and members of the public to discuss ‘health checks’ for electronic devices with young people – including parents / guardians; older people; and the business community.

Events were well received with positive outcomes. For example, the engagement within The Centre, Livingston, reported a total footfall of approximately 90,000 people over the two days of the event, an increase of 4,106 (4.6%) on the previous year’s attendance.

---

3 A joint report for HMICS by Children in Scotland and Scottish Institute for Policing Research, April 2015
Section 1

Children and Young Persons

The Children and Young Persons Business Area was established in April 2016 within Safer Communities to provide strategic oversight and policy and practice advice in relation to service delivery for children and young people.

The team presently comprises one Chief Inspector, one Inspector, a Sergeant and two Constables with a wide range of skills including management, child/adult protection, youth justice and community policing. The team will work with internal and external stakeholders to promote policy change and good practice across all relevant business areas to help keep children and young people safe from harm.

Partnerships

(Outcomes: 2 – Individuals within and across protected groups feel safe and secure within their local communities; and 3 – Victims of gender-based violence are safer and are confident that the police are responsive to their needs)

Police Scotland acknowledges that the benefits of working in partnership are significant, including the pooling of ideas, funding and resources and that when we engage with our diverse communities and partners in a meaningful way, they help us to improve our policies, practices and tools; all of which in turn help generate trust and confidence in us as an organisation.

In 2015 we reported on the many partnership arrangements that have been built since the formation of Police Scotland and how our Safer Communities and related divisional hubs were working with local partners to tackle local issues. Since then, our local policing divisions have remained aligned with their respective local councils and a dedicated Area Commander continues to be responsible for all day-to-day policing functions in that area. The Area Commanders are supported by their community policing teams, whose activities are built around the needs of the local community.

The Local Policing Plans for each area continue to provide an opportunity to reflect the individual needs of the people living in that area. This enables equality and diversity issues to be integrated throughout the delivery of policing on every level.
Here we share, in brief, some examples of work carried out by Police Scotland in partnership with others since our last report.

With NHS, Scottish Government and other partners on mental health, we play a crucial role in reducing and preventing suicide and protecting people from harm. The police are usually the first point of contact for people in distress, in need of medical or psychiatric assistance, or as a result of the individual’s actions. It is recognised that people in distress do not necessarily have a mental health problem and may be vulnerable to harm due to other reasons.

We also recognise the importance of treating people according to their needs, whether they are a victim, witness, suspect, offender, family member or partner. Over the past two years much work has been progressed in relation to the Mental Health and Suicide Prevention agenda. For example:

- A new set of Police Scotland Mental Health and Place of Safety procedures, which provide instructions, and a related guidance document which offers additional information and advice have been developed. The guidance document aims to help improve staff understanding of why suicide prevention is an important part for their role and raise awareness of potential vulnerabilities to suicide or self-harm in any incident or enquiry.

These procedure and guidance documents replace all historic policies and practices. To support this change, training was implemented between September 2016 – February 2017 in partnership with NHS Scotland Chooselife, Scottish Association on Mental Health (SAMH) and Scottish Government. Over 15000 operational officers and staff are expected to benefit. To date, over 1400 officers have been trained with 98% of them confirming improved confidence in applying the new skills and knowledge acquired from the course;
Section 1

- A network of divisional mental health leads has been established to develop partnerships at a local level to help improve our response to those in crisis;
- In partnership with the Mental Welfare Commission, the statutory Place of Safety Form has been revised and now records up to 4 places of safety;
- Ongoing involvement in a number of national mental health and suicide prevention strategies and groups, such as Healthcare Improvement Scotland’s Scottish Patient Safety Programme for Mental Health and the Scottish Government Mental Health Strategy 2016 – 2026. Also our officers are helping to develop the Scottish Suicide Information Database with the aim of improving data sets to inform the prevention agenda;
- Links established with NHS 24 with a mechanism for Police Scotland to raise any concerns or issues directly in order to resolve and learn from incidents;
- Safer Communities staff are working with our 2026 Project team to inform the demand analysis around police involvement in mental health related incidents; and
- Following on from their successful joint Development Day in March 2015, our Safer Communities staff worked in partnership with Healthcare Improvement Scotland to bring together Police Scotland mental health leads / deputes and their counterparts within their respective NHS Health Boards. The key aim was to improve and strengthen local partnership structures within a coordinated national framework, whilst providing opportunities for shared learning and understanding.
Although much work has been done, there is still more to achieve in this area. We remain committed to working closely with our NHS colleagues, Scottish Government, Local Authorities and the voluntary sector to do what is required to protect people at risk of harm and provide the best possible service to meet their needs.

With health, education and justice partners we are working on a Child Sexual Exploitation (CSE) community engagement project. This involves activities at a national and local level and is an ongoing process.

With Scottish Violence Reduction Unit (VRU) and Medics against Violence, as part of the VRU our seconded officers are involved in an opportunistic intervention initiative delivered at the point of care to enable early identification of concern and offer of appropriate support to victims of domestic abuse.

The Medics against Violence initiative began in 2010 with training given to dentists in how to recognise and support victims of domestic abuse using a model called AVDR (Ask Validate Document Refer, first developed and evaluated in the USA).

In 2015, with new Scottish Government funding, Medics against Violence, as lead agency, rolled out the training across Scotland using a ‘train the trainers’ model. Participants now include doctors, dentists, pharmacists, allied health professionals, those working in social care, vets, fire officers, medical and dental students, and hairdressers. Many other agencies and services have also requested training.

As part of this expanded rollout the programme has been rebranded and redeveloped to include both the AVDR and an additional element which provide both motivation and the skills to help. A suite of new materials to accompany the revised programme, now called ASC (Ask Support Care), are in development.
1.2 Public Protection
(Outcome 3: Victims of gender-based violence are safer and are confident that the police are responsive to their needs)

Domestic abuse

Domestic Abuse Coordination Unit (DACU) and National Domestic Abuse Task Force (NDATF): The work of our DACU and the DATF supports and drives the Police Scotland local policing response to domestic abuse.

The DACU is responsible for ensuring Police Scotland is fully sighted on all domestic abuse related issues at a local and national level. It is also responsible for the effective development, delivery and oversight of new domestic abuse initiatives, such as the Disclosure Scheme for Domestic Abuse Scotland reported below.

The NDATF have responsibility to effectively and pro-actively target domestic abuse perpetrators, with particular emphasis on those who present the most serious risk of harm to victims and their families. They undertake historic and protracted domestic abuse investigations using tactics previously only seen during murder and other serious crime investigations.

Disclosure Scheme for Domestic Abuse Scotland (DSDAS): The DSDAS provides a formal process for sharing information with a person about a partner’s abusive past. In addition, it provides a person with information needed to make an informed decision on whether to continue with the relationship.

The scheme operates two entry pathways that may lead to a disclosure being made, the first of which is ‘Right to Ask’. It is triggered when a person makes a direct application to Police Scotland for information about an individual whom they suspect may have a history of violent or abusive behaviour towards a previous partner.

This can be done by the person themselves or, for example, a concerned third party, such as a parent concerned about their child’s new partner. However, such a third party person would not ordinarily receive information about another person’s partner. It may be more appropriate for someone else to receive the information, such as the person themselves, or a person in a position to protect that person from the abuse.

The second entry pathway is ‘Power to Tell’. It is triggered when Police Scotland receives indirect information or intelligence about a person thought to be at risk and where, after appropriate checks are made, Police Scotland judges that a disclosure should be made to safeguard that person.
This scheme was rolled out nationally on 1 October 2015 and in its first year of operation received 1044 applications – 590 Right to Ask and 454 Power to Tell – with approximately 40% receiving a disclosure of information.

As a result of information provided under the ‘Right to Ask’ element, in November 2016, a male aged 54, from Fife, became the first person to be convicted. He was previously unknown to the police. The application and concerns raised triggered an investigation into this male and subsequent charges relating to domestic abuse and damage – one of the offences happened 30 years earlier.

Applications to DSDAS can be made online (go to the ‘Contact Us’ section of the website) or via 101 or at a police station front counter.

Joint Protocol between Police Scotland and COPFS: The [domestic abuse] Joint Protocol between Police Scotland and COPFS was revised in December 2016. Staff from both organisations worked together to revise its content to ensure it remains current and fit for purpose. Changes include the definition of domestic abuse, speaking with children, reporting of cases, counter allegations and special measures for vulnerable witnesses.

First Responder / Investigators Training: Revised ‘domestic abuse’ training materials have been developed for Service Centre staff to assist them when taking the initial call / report of a domestic abuse incident. Work is also ongoing to finalise domestic abuse training for both first line managers and trainee detectives.

Stalking Behaviours: Work continues to improve the Police Scotland response to all stalking victims, including those within a ‘domestic’ relationship (i.e. partners or ex-partners). The additional ‘stalking’ resources currently under development include an online reporting mechanism, an appropriate risk assessment tool and an improved case reporting system to the Procurator Fiscal (PF).

Domestic Abuse – Convictions: Over the last year the DATF based in the North, East and West have been carrying out various investigations which have resulted in the conviction (in recent months) of a number of serial domestic abuse perpetrators. These include:
Section 1

- **DATF North – Highland and Islands and Fife Divisions**: On 16 August 2016, a male was convicted of a number of serious sexual and physical assaults against 4 different women including current and ex-partners. This was a protracted investigation that resulted in the male, upon conviction, being sentenced to 9 years imprisonment and life on the sex offenders register.

- **DATF East – Lothians and Scottish Borders Division**: On 19 August 2016, a male was convicted of a number of serious physical assaults against two ex-partners. Following protracted enquiries, the male, upon conviction, was sentenced to 8 years imprisonment.

- **DATF West – Greater Glasgow and Ayrshire Divisions**: On 20 July 2016, a male was convicted of a significant number of serious sexual and physical assaults against 3 of his then partners over a 17 year period. He was sentenced to 5 years in prison, with an Order for Lifelong Restriction imposed.

**Domestic Abuse Campaign**: Police Scotland’s 2015-16 Festive Campaign against Domestic Abuse – ‘Love Doesn’t Control’ launched on Friday 18 December 2015, with the focus on ‘Coercive Control’. The campaign sought to raise the understanding of the public and of police officers / staff that Coercive Control is a pattern of controlling and abusive behaviour which seeks to take away someone’s liberty or freedom and strips away their sense of self.

**Increase in convictions for gender based violence**: Our partnership approach to tackling gender based violence has resulted in more convictions for domestic abuse and sexual offences, as evident in the statistics for Criminal Proceedings in Scotland, released on 23 Feb 2016, which showed a marked increase in the number of convictions for “breach of the peace”, up by 13 per cent in 2014-15 to 15,580. This was driven by offences with a domestic abuse aggravator within the breach of the peace category, particularly for offences such as stalking or threatening and abusive behaviour.
Child Abuse

Public Protection: National Child Abuse Investigation Unit (NCAIU): Child abuse in all its forms is a key priority for Police Scotland. All children have a right to protection against physical / sexual abuse and exploitation and Police Scotland’s absolute commitment to keeping children safe remains steadfast. Child sexual exploitation involves a young person under the age of 18 being manipulated, forced, pressured or coerced into taking part in a sexual act in exchange for something.

The NCAIU is located in four areas across Police Scotland – Livingston, Dalmarnock, Inverness and Aberdeen – and engages with children and young people from all backgrounds with differing needs that may include a range of disabilities.

Examples of the extensive work undertaken by our skilled and experienced staff in this highly specialised and sensitive aspect of policing are detailed below:

Online Child Sexual Abuse: It is generally accepted that the internet is now a natural part of most children’s lives and to them, an entirely ‘normal’ means of communication. Yet, it can expose them to those who seek to sexually abuse and exploit children.

Tackling child sexual abuse in all its forms is a priority for Police Scotland and targeting sexual predators who prey online to sexually abuse children is part of daily activity. For example:
Case Study – Protecting Children

Operation LATTISE, implemented during June – July 2016, was a high profile operation with proactive community engagement to raise awareness, gather community intelligence, provide a better understanding on the subject of Child Sexual Exploitation (CSE) and identify areas for improvement. It was also the first Police Scotland operation specifically intended to tackle this threat on a national basis and focused on five key areas of online child sexual abuse:

• Distribution, sharing and possession of images depicting child sexual abuse;
• Online grooming of children for sexual purposes, including child sexual exploitation;
• Online or webcam sexual extortion of children;
• Live streaming of child sexual abuse; and
• International / Specialist investigations.

The operation comprised a series of proactive investigations and enforcement activity across all policing divisions. These investigations were undertaken and managed by a Senior Investigating Officer (SIO) appointed by the relevant Local Policing Division or within the National Child Abuse Investigation Unit (NCAIU).

Named contacts were responsible for coordinating the activity within their respective divisions following liaison with the appointed SIO and the NCAIU contact.

Outcomes include:

• The identification of more than 500 children, aged between 3 and 18 years, who were either victims or potential victims of online predators;
• The recovery of more than 30 million images of abuse;
• The arrest and charging of 77 people;
• The assessment of over 100,000 chat logs; and
• The libelling of more than 390 charges, including: rape, sharing indecent images of children, grooming for sexual purposes and sexual extortion.

Many of the investigations are still ongoing and Police Scotland remains committed to doing everything in its power to prevent children being abused, to target predators and to reduce the risk to children.
Scottish Government’s Action Plan on Child Sexual Exploitation: Our National Child Abuse Investigation Unit contributed to the development and launch of the Scottish Government’s media campaign, to tackle the issue of CSE. The campaign launched in January 2016, was the first of its kind in the UK, and it highlighted how to spot the warning signs of CSE. The TV advert ran alongside outdoor advertising and partnership work with Police Scotland; Local Authorities; Barnardo’s Scotland; NSPCC Scotland; ChildLine; and Children 1st.

It was one of a range of actions the Scottish Government and partners are taking forward. These include: peer education; a new framework for Child Protection Committees; consistent information collection; improving understanding of the scale of CSE; and specialist support to child abuse investigations.

Police Scotland also worked with the Scottish Government to develop the national CSE Action Plan. It will be delivered in partnership across communities to reduce the risk to children by continually developing tactics that assist the detection and disruption of offending behaviour, in particular the continued threat posed online. For more information and guidance on Child Sexual Exploitation please view www.csethesigns.scot.

Police Scotland has continued this proactive fight to prevent CSE by implementing its first campaign in October / November 2016, mainly using electronic / social media platforms. Child sexual exploitation accounted for 33 per cent of our Unit’s resource hours between April 2015 and February 2016.
Section 1

Sexual Offences

The National Rape Investigation Unit (NRIU): The investigation of rape and serious sexual offences remains a priority for Police Scotland. Our NRIU which is supported by dedicated Divisional Rape Investigation Units (DRIU) in each of the policing divisions continues to provide a localised service to communities across Scotland.

In 2015, we reported on the creation of the National Rape Task Force (NRTF) as a significant positive development in response to this issue. The Unit’s two professional Teams, located in Aberdeen and Glasgow, focus on Investigation and Review respectively. They have continued to provide a dedicated, specialist response to rape enquiries to help ensure that our investigations remain victim focussed.

The on-going partnership work with COPFS and victim support agencies remains crucial to continued progress towards a more holistic service to victims that is tailored to their particular need. For example:
Case Study – Rape Crisis National Advocacy Project

The Rape Crisis National Advocacy Project was established in January 2016 to better support victims. It enables every Rape Crisis Centre in Scotland to have a dedicated Support and Advocacy Worker, in addition to the Domestic Abuse and Sexual Assault Team in West Lothian.

Collectively they provide support to victims of sexual violence who have engaged, or are considering engaging, with the police and criminal justice system following a sexual offence. There is a critical link between the victim, police and COPFS / Victim Information and Advice (VIA) service.

A strategic stakeholder board involving Rape Crisis Scotland, Police Scotland and COPFS has been established and meets quarterly to discuss and resolve any identified issues / concerns.

The Scottish Centre for Crime and Justice Research evaluated the project. The findings from its interim report in October / November 2016 will help inform the project’s future direction.

Sexual Offence Liaison Officer (SOLO) Training: Police Scotland has a commitment to ensure that ‘victims of gender-based violence are confident that the police are responsive to their needs’. It is recognised, however, that historically our response to this important subject did not always meet the needs or expectations of the victims, and that the attrition rate in rape cases remains unacceptably high.

To address these concerns, the existing training course was revised, with specialist staff input, and the Police College of Scotland given responsibility to co-ordinate and deliver all national courses. Clear governance structures are also now in place with central oversight and co-ordination of the SOLO provision across Scotland sitting with the National Rape Task Force.

The National SOLO Co-ordinator provides the liaison between the 13 Divisional SOLO Co-ordinators and the Specialist Crime Division Training Co-ordinators. This ensures appropriate
candidate selection and continual review of the operational SOLO cadre.

The role of the SOLO is accepted as crucial to rape / sexual assault investigations and we remain committed to ensuring that these officers receive qualitative training to a national standard and ongoing effective support from Police Scotland.

Evidence of increase in Rape and Sexual Assault Convictions: According to the statistics for Criminal Proceedings in Scotland released on 23 Feb 2016, there was an 8% increase in the overall number of convictions for sexual offences. This in part was said to reflect a 13% increase in the number of people proceeded against for such offences and includes a 40% rise in the number of convictions for "rape and attempted rape" and a 16% increase in convictions for sexual assault.

The Cabinet Secretary for Justice Michael Matheson said “...initial feedback from Police Scotland shows a real impact in building confidence in reporting has been made by the introduction of the National Rape Taskforce.”

The former Lord Advocate Frank Mulholland QC said: “The number of convictions for rape, attempted rape and domestic abuse are at the highest for a decade. There were double the number of rape and attempted rape convictions last year than there were ten years ago. It is extremely encouraging that more victims have had the confidence to come forward to report these crimes.”

Whilst these positive figures are welcome, it is recognised that by far the highest number of not guilty and not proven verdicts still relate to cases of rape and attempted rape. Police Scotland will continue to work with partners to improve the justice response for victims.

4  www.gov.scot/stats/bulletins/01199
Bail Strategy for Rape: In order to keep victims safe and informed, work continues to develop a robust Bail Strategy for Rape. The proposal, developed in partnership with key stakeholders, incorporates three distinct phases: i) Victim Notification Process (VIA); ii) Victim Risk Assessment Process; and iii) Perpetrator Management Process.

Survivor Engagement: Feedback is provided by Rape Crisis Scotland at the start of a survivor’s engagement with Police Scotland. Discussions are ongoing with Rape Crisis Scotland, Police Scotland and COPFS to expand the content of feedback to include other parts of the Criminal Justice process in relation to service delivery, satisfaction rates and other areas which would assist in problem profiling rape and sexual crime across Scotland.

First Responder Training: Revised training material has been developed for C3 Division to assist staff within Contact Centres when taking the initial telephone report of a sexual crime. It will also be part of Probationer Training at the Scottish Police College and delivered during course work and tested operationally within practical exercises. Work is progressing to develop training for frontline officers / police staff which will be delivered locally by officers experienced in investigating rapes / sexual offences.

Self-Referral Process: Work continues in the North East Division to roll-out the Self-Referral Process at the Aberdeen Sexual Health Village. This work has been shared with the Equally Safe Justice Board Adult Victims of Sexual Crime group in order to progress delivery. Discussion and work continues in various stages of progress in Forth Valley, West Lothian and Inverness.

National Rape Task Force Review: During 2016 our National Rape Task Force Review Team carried out a holistic review of Police Scotland’s divisional response to rape. The outcomes will be used to help ensure that future reviews are ‘intelligence led’ and thematic with particular focus on feedback from support agencies / survivor groups. This will enable continuous improvements in our response to rape / sexual offences.

National Rape Prevention Campaigns: In October 2016, our 2015 Rape Awareness Campaign “We can Stop it” won a prestigious award at the Scottish Creative Awards for Best TV / Cinema Commercial for £20,000 or less category.
Section 1

The hard hitting commercial, produced in collaboration with the Leith Agency, was shown in cinemas across Scotland and shared online via our social media platforms. It features the message: “A kiss isn’t a green light to do what you want. Sex without consent is rape”.

The campaign was a perpetrator focused approach to tackling rape, challenging behaviours and attitudes towards sexual assault as well as raising awareness of what consent is. To view the commercial please visit http://www.wecanstopit.co.uk

Our National Rape Task Force and Corporate Communications Department will continue to work collaboratively to help ensure that future messages of this campaign recognise the issue of male rape, an equally important but significantly under reported sexual crime that is often overlooked in media campaigns.

Honour Based Violence and Other Harmful Traditional Practices

The terms honour crime and honour based violence (HBV) cover a variety of incidents or crimes of violence (mainly but not exclusively against women), including physical abuse, sexual violence, abduction, forced marriage (FM), imprisonment and murder, where the person is being punished by their family or community. They are punished for actually, or allegedly, undermining what the family or community believes to be the correct code of behaviour.

It exists in all communities – although more evident in some cultures than others – and is recognised as a sensitive subject that has many forms and requires equally sensitive responses to tackle the issues.

In 2015 we told you about the development of Police Scotland guidance on HBV, FM and Female Genital Mutilation (FGM). Over the past two years Police Scotland has continued to work with key partners to prevent these recognised forms of gender-based violence and violation of the human rights of women and girls. For example:

Our Public Protection Support department has reviewed and updated its HBV training in relation to a range of relevant roles within this area of business.

In 2015 a HBV, FM and FGM conference involving key partners was hosted by Police Scotland. A further conference will take place in 2017 to focus on community engagement.
Forced Marriage: A Forced Marriage is defined as a marriage conducted without the full and free consent of both parties and where duress is a factor. Coercion can be physical, verbal, psychological or threatening conduct, harassment or other means, or to knowingly take advantage of a person’s incapacity to consent to marriage or to understand the nature of marriage. Forced marriage cannot be justified on religious grounds.

Police Scotland is supporting a Scottish Government evaluation of agencies’ front line awareness of Forced Marriage. The Forced Marriage Research Project has conducted interviews with our officers and staff from Area Control Rooms (ACRs), local policing and public protection in 3 areas of command.

Female Genital Mutilation (FGM): FGM comprises all procedures involving the partial or total removal of the female external genitalia or other injury to the female genital organs for cultural or non-medical reasons.

Police Scotland has contributed to the Scottish Government’s ‘National Action Plan to Prevent and Eradicate Female Genital Mutilation (FGM) 2016 – 2020.’

This plan aims to ensure that healthcare workers, teachers and other professionals are better equipped to spot the signs of girls and women at risk. It will do this through prevention, protection, and by providing services and support.

The plan is informed by research, experience of other countries, engagement with partners in all sectors and the experiences of communities, service providers and those who have been or are at risk.
Case Study – Preventing FGM

During 2015, Police Scotland began an FGM awareness-raising campaign to increase public awareness and that of airline and airport staff at key airports across Scotland.

During 2016, a range of partnership agencies, including Scottish Government, were involved in implementing Phase 2 of this campaign and covered school holiday periods. The main focus was on airport staff awareness with over 20,000 members of airport and air company staff being targeted.

Police officers also participated in a number of FGM awareness-raising events. For example: A Zero Tolerance to FGM at the Scottish Parliament; Violence Against Women – hosted by African Women in Scotland; and Operation Limelight – run by the Metropolitan Police Service and the ‘My Voice’ research project using a peer approach to gather information about FGM affected communities.
Human trafficking and Prostitution

**National Human Trafficking Unit (NHTU):** Our National Human Trafficking Unit has continued to implement an effective, coordinated, and proactive response to human trafficking (HT) incidents across Police Scotland.

The Human Trafficking and Exploitation (Scotland) Act 2015 was introduced on 31 May 2016. It creates the new single offence of human trafficking and a new offence of slavery, servitude and forced or compulsory labour. It strengthens our efforts to tackle trafficking and guarantees support for victims.

Police and the courts have new powers to confiscate and seize property used for human trafficking. The Act also allows the courts to impose longer sentences for other crimes which involve trafficking, or where trafficking is committed by a public official, or the victim is a child.

This clarity and strengthening of the criminal law around trafficking and exploitation will help provide police and prosecutors further tools to track down and prosecute criminals. It is however recognised that legislation alone will not stop trafficking.

The Scottish Government’s Human Trafficking and Exploitation Strategy aims to help increase public awareness, training of frontline staff, and engagement with businesses so that they can more easily spot the signs of potential trafficking and exploitation. Police Scotland is a key contributor to this Strategy.
Case Study – Preventing Human Trafficking

As a result of a large-scale investigation and joint operational activities, a Romanian organised criminal network involved in trafficking of Romanian victims for the purpose of sexual exploitation in Scotland was dismantled. Police Scotland worked with Romanian National Police and other agencies, supported by Eurojust (a European Union agency dealing with judicial co-operation in criminal matters) and European police agency Europol to achieve this outcome.

The Romanian authorities deployed police officers and a prosecutor in the UK during the action day on 8th April 2016. Police Scotland officers were supported on the ground by Europol experts. The activities resulted in four house searches; the arrest of one suspect; the referral to the Prosecutor’s Office of a number of other suspects; and the safeguarding of eight potential trafficking victims. Also, cash, mobile telephones and other valuable items were seized.

The operation was preceded by extensive and complex investigations and analytical support. This support included facilitating information exchange and analysis, organising operational meetings at Europol and delivering real-time cross-checks of all data gathered in the course of the field action.

This operation led to the signing of a Joint Investigation Team (JIT) agreement with Romanian Police, prosecutors and Crown Office Procurator Fiscal Service (COPFS) to help facilitate investigations in both Scotland and Romania. The signing of a JIT is significant in that it allows the sharing of evidence that can be used in Scottish Courts and has helped to establish an excellent working relationship between the National Human Trafficking Unit and the Romanian Organised Crime Brigade.

Other partners included TARA, Routes Out, and various police departments within Glasgow, such as Public Protection Unit, and local policing.
Section 1

Prostitution: Our Prostitution Policy provides direction to operational officers to ensure that a corporate and consistent approach is delivered towards individuals involved in prostitution. It is founded on Human Rights legislation and brings it in line with two Scottish Government strategies; Equally Safe, a Scotland-wide strategy to prevent and eradicate violence against women and girls, and Letting our Communities Flourish, the strategy for tackling serious and organised crime. Policy principles include:

• The safety and wellbeing of individuals forced, exploited or coerced into prostitution;
• The safety and wellbeing of communities; and
• The investigation and prosecution of those who abuse, coerce, exploit or purchase sex in contravention of current legislation.

Where possible and working closely with local partners, the Prostitution Policy promotes a victim centred response and focuses on resolving the bigger issues, such as, localised cases of human trafficking, organised crime and violent crime – including sexual violence.

An awareness-raising presentation is currently under development to support the Prostitution Policy.
Section 1

National Ugly Mugs (NUM): National Ugly Mugs (NUM) is a UK wide scheme which allows individuals involved in prostitution to report concerns about clients who may be a danger to others. The aim of the scheme is to prevent crimes and reduce the risk of harm by gathering intelligence directly from individuals, projects, establishments and online sites, to enable early identification and detection of perpetrators.

Members of the scheme can also consent for information to be shared via NUM to Police. Police Scotland recognises the value of the scheme and have successfully used its established communication network to pass on safety information and advice during high profile investigations.

Victim Support Services: The practice of automatically referring victims of certain crimes to Victim Support Scotland (VSS) with an offer to opt out has been replaced.

The Victims’ Rights (Scotland) Regulations 2015, implemented on 23 December 2015, requires the provision of information to victims of crime via the Victims’ Care Card which records the basic elements of the crime or offence reported. It also contains other information (e.g. the name of the investigating officer, the right to request the presence of a person of their choice or a legal representative during statement interview and support available to victims). The card is available in an electronic format and in 19 languages.

The decision to be referred to VSS remains with the victim or appropriate next of kin. Criminal enquiries such as domestic abuse and sexual offences will be given further consideration at the point of offering support to victims and the most appropriate specialist support services identified.

This is seen as a positive change that respects the right of the victim to choose to opt in and seek support and should result in a more positive experience of the policing processes.
Appropriate Adult Service
(Outcome 5: Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive).

Appropriate Adults (AA) are specifically trained individuals who provide a communications support service to a victim, witness or suspect where he or she is assessed as having issues related to mental ill health, learning disability, dementia, acquired brain injury etc. This support is seen as crucial to ensuring that individuals requiring this service are treated fairly and with respect and dignity.

The new Criminal Justice (Scotland) Act 2016 enables duties to be placed on a person or persons to provide appropriate adult services, to oversee the quality and delivery of those services, to make recommendations, and to provide training.

Currently, the way Appropriate Adult Services are delivered and funded varies across Scotland. Procedures are in place to enable our staff to use these different arrangements. However, we are committed to working with the Scottish Government to help identify an effective and sustainable single model.
Section 1

1.3 Operational Support
(Relevant to all Outcomes and Mainstreaming Equality)

Like the Specialist Crime Division, our Operational Support Division (OSD) also has a number of business areas that provide the essential support needed by local policing initiatives. It considers all reasonable adjustments required to ensure that our staff and members of the public are not disadvantaged by the equipment used or policy / practice implemented.

OSD has made good progress in embedding equality within its business areas which will help to contribute to all Equality Outcomes.

For example:

- Equality and Diversity (E&D) Groups meet quarterly and have representation from the various business areas within this division; the Scottish Police Federation; and our People and Development Department;

- An Equality and Diversity action plan is produced by each business area which aligns to the Police Scotland higher level Equality Outcomes;

- Workshops have been carried out across different divisional areas to encourage interest for roles in OSD to address under-representation;

- A mentor scheme has been established to particularly address under-representation of female officers; and

- Active involvement is maintained in the Scottish Women’s Development Forum Executive Committee and its Specialist Posts Sub Group.

The examples provided below demonstrate just some of the recent operational initiatives undertaken by this division.

Football Co-ordination Unit for Scotland (FoCUS):

This Unit promotes and coordinates a consistent and effective approach to policing football across Scotland. It focuses on tackling disorder and offensive behaviour, including Sectarianism. Our staff also proactively seek to address known issues and concerns related to different aspects of football, as evident below.
Case Study – Equal access for disabled football supporters

To address accessibility concerns, Police Scotland and the Chair of the Football Safety Officers Association for Scotland (FSOAS) met with the Scottish Disabled Supporters Association (SDSA) to discuss issues they were experiencing at football grounds around the country in relation to access by buses and cars.

The SDSA provided a list of all 42 Scottish Premier Football League (SPFL) clubs and highlighted those that did or did not facilitate their particular needs. FoCUS conducted significant liaison with all SPFL Divisions and their clubs. As a result, all 13 clubs, where the SDSA had identified an issue, committed to offering some sort of improvement.

All 42 SPFL clubs confirmed their assistance to the SDSA where possible and welcomed ongoing dialogue. FoCUS also asked that SPFL Divisions consider all processes and facilities for disabled people at their respective clubs. In response, Aberdeen Football Club has stated that it will amend its ticket uplift arrangements.

This was a positive exercise with lasting benefits. The SDSA were very pleased with the efforts made by Police Scotland generally and FoCUS specifically. It has enabled SPFL clubs and Divisions to consider access issues during the pre-season preparations and to ensure that it remains part of the overall agenda.

The SDSA were provided with direct contacts at each senior club to enhance their ongoing cooperation. This work has now progressed to the stage whereby it only requires ongoing maintenance.

Roads Policing Unit: The work of our Road Policing Unit (RPU) is not all about charging people who commit motoring offences. Where a need is identified, officers from the local RPU engage proactively to address safety concerns and educate and encourage drivers of all ages and backgrounds to drive safely and responsibly.
Case Study – Road Safety Initiative for Older Drivers

In May 2016, following an increase in serious road crashes involving older adults as drivers or as pedestrians, Police Scotland Renfrewshire and Inverclyde Division’s Roads Policing Unit held a multi-agency road safety event in Greenock Town Hall. It was aimed at the elder community and intended to provide support and road safety advice with a view to reducing casualties in the area involving this group.

In order to ensure appropriate delivery, advice was sought from colleagues in Hampshire Constabulary who coordinate similar events in England regarding elderly drivers. Subsequently, a number of interactive briefings were arranged. The format included presentations aimed at the older adult community about their responsibilities, particularly as drivers in terms of medical and legal issues and signposts to relevant sources of support.

The presentation recognised that there are concerns around independence for our older community members and so the advantages and positives of driver improvement assessments were highlighted.

Partners included NHS doctors, who provided information on the driver assessment scheme run by the NHS and the processes for referral by General Practitioners (GPs) and Driver and Vehicle Licensing Authority (DVLA). After the event the audience had an opportunity to participate in interactive tests, such as reaction time and eyesight etc.

Foreign Criminals on UK Roads: In November 2015, with officers from across Europe, Police Scotland assisted in launching a campaign targeting foreign criminals using Scotland’s road network.

There are an estimated 350,000 foreign-registered vehicles on UK roads at any one time. During this week of action Automatic Number Plate Recognition (ANPR) checks on both UK and foreign-plated vehicles were carried out and the cameras immediately told police if the car was uninsured or linked to criminality, such as human trafficking, drugs etc.

A similar operation in summer 2015 resulted in the detection of 354 road traffic offences and arrest of 11 offenders. These operations are intended to target criminals, not the communities these offenders are from, so that all our communities feel safe and secure and that human trafficking is prevented.
1.4 Contact, Command and Control (C3)

(Outcome 5: Everyone in Scotland is able to contact the police when they require our assistance and this experience is positive)

C3 Division is a national business area which is responsible for providing Service Centre and Area Control Room services on behalf of Police Scotland.

In most instances, Service Centre staff will be the first point of contact for members of the public who wish to report an incident to the police or otherwise access police services. In 2015, C3 Division staff were responsible for dealing with approximately 4 million public contacts, arising primarily through the 101 non-emergency and the 999 emergency telephone lines, together with other methods of contacting the Police.

In addition to dealing with public contacts, C3 Division is responsible for managing and coordinating the initial police response to the wide variety of incidents that are reported to Police Scotland, typically around 4500 incidents each day.

In April 2013, when C3 Division assumed the above responsibilities, it inherited 10 Area Control Rooms (ACRs) and 9 Service Centres at locations around Scotland. Although these provided a range of alternate methods of contact the service provision was inconsistent nationally, and was often based on outdated technologies, many of which were rarely used.

Since then, Police Scotland has been working to improve both accessibility for people who experience barriers to communication and our response to vulnerability. The reduction in the number of contact centres and the successful introduction in 2013 of a Single Non Emergency Number 101 have enabled the removal of the many different – and often hard to remember – local numbers.

We are currently at an early stage of the procurement process to replace outdated technologies at all retained sites with modern systems to help ensure sustainability of the business area and to enhance operational effectiveness.
In addition, a number of C3 Division’s Standard Operating Procedures (SOPs) are being reviewed and consolidated to ensure all procedures and processes are fit for purpose. The revised Contact, Command and Control SOP includes significantly enhanced guidance regarding recognising and prioritising the police response to vulnerability. This is provided as an interim measure in advance of the introduction of a more formalised risk and vulnerability model, as recommended by HMICS in its Assurance Review of Police Scotland Call Handling published November 2015.

The SOP directly addresses Police Scotland’s procedures at the first point of contact for both emergency and non-emergency public contacts, arising from across Scotland. An Equality and Human Rights Impact Assessment is underway to ensure that appropriate consideration is given to the SOP’s potential impact(s) – directly or indirectly – on any particular group(s) within the community and / or on individuals’ rights and freedoms.

Where an adverse impact is identified in respect of any section of the community, every effort will be made to mitigate the effects, in consultation with relevant stakeholders.

Much consultation and community involvement has already helped to identify areas of concern and informed our improvement plans going forward.
Case Study – Your Say, Your Way Consultation Workshop

In order to identify barriers which may discourage or prevent people from contacting Police Scotland, a series of ‘Your Say, Your Way’ workshops were held during the spring of 2015 at locations around Scotland. These were delivered by C3 and Safer Communities in partnership with the Scottish Disability Equality Forum. They were positively evaluated by the over 200 participants which included individuals and disability groups, advocacy organisations and those who work to improve access for people with a range of language and communication needs.

The existing methods of contact were tested and areas for improvement discussed. Staff with multi-lingual / BSL skills helped to facilitate communication where needed.

To address the issues identified around text-relay service, Police Scotland tested a direct contact text system for Deaf, deafened and hard of hearing communities in the Fife area. Work is ongoing to roll this system out nationally.

C3 Division also convened a partnership Vulnerability Pathways Working Group to look at how Police Scotland systems can record an individual’s communication needs and make it available to Service Centre staff at point of contact. This will help to provide a tailored service on each contact made.

An accessibility action plan has been developed by C3 Division and will be implemented with support from Safer Communities and Scottish Disability Equality Forum to address the issues identified at the events.
Confidence in the Police Survey Results:
On 18 May 2016, the Scottish Government published an analytical report in relation to public confidence in the Police. The report drew on three major population surveys commissioned by the Scottish Government. The report indicates how confident people feel in relation to police response to calls, dealing with incidents as they happen and investigation of incidents.5

Summary findings from the survey show that:

- 58.4% of adults are likely to have high confidence across all police functions. The remaining are split between three groups:
  - i) Response confidence (to respond to calls, deal with incidents as they occur and investigate incidents, 13.6%);
  - ii) Resolution confidence (to solve crimes and catch criminals, 12%); and
  - iii) Those who lack confidence across all functions (16.1%);
- Those aged 75 and over have the highest occupancy of the high confidence group, at 66.3%;
- Women are more likely than men to have high confidence in Police;
- People with long-term limiting conditions are less likely to report having high confidence in the police than those without (55.0% compared with 59.5%), and more likely to report low confidence (19.4% compared with 15.0%);

• All ethnic groups except White: Scottish, all respondents born outside of Scotland and those identifying as Muslim or “Other Christian” are more likely than the majority reference groups to report high confidence in Policing;  
• Respondents who identified as Church of Scotland are more likely to have resolution confidence and less likely to have response confidence than the majority Group; and  
• Confidence in Policing is tied to deprivation, with those in less deprived areas more likely to report high confidence.

We accept that the figures above suggest more needs to be done in order to improve our diverse communities’ confidence in Police Scotland. It is reassuring however, that some groups such as those 75 and over and minority ethnic groups, who often experience barriers to accessing services, appear to indicate a higher level of confidence in comparison to other people.

We will examine the above findings and consider what specific actions we can take to help improve confidence in our service delivery.
Section 2 – Local Policing

(Local Relevant to all Outcomes and Mainstreaming Equality)

Local policing remains fundamental for tailored service delivery and effective problem solving at a local level to prevent crime and improve community safety and wellbeing.

We currently have 13 geographically located policing divisions, all of which have well established structures for engagement and partnership work within the 32 local authority areas in Scotland. Our Local Policing Plans set out the policing priorities and key objectives for local areas and are supported by ‘Ward Plans’.

These divisions work actively in a range of partnerships comprising the statutory, business and voluntary / community sectors – often taking the lead role. They all have a remit to tackle hate crime and / or address other diversity issues. Disability organisations and representatives are partners in a number of these groups.

Since our last report, each of these divisions have been involved in a significant level of activity in their respective areas which have contributed to the progress towards achieving our Equality Outcomes and mainstreaming of equality. Some divisions / divisional staff have even gained recognition for their efforts from near and afar. Examples of good practice are provided throughout this section from across Scotland.

Response to Hate Crime in Edinburgh:

On 15 December 2015, a critical incident was declared by our Edinburgh Division due to an increase in attacks on Muslim women and children after the Paris terrorist events. A multi-agency meeting including COPFS, City of Edinburgh Council, and community representatives was held to consider ways to address these concerns.
As a result, a series of hate crime awareness inputs were provided across the city focusing on female minority ethnic groups. This resulted in an increase in direct reporting and information sharing between minority communities and the police officers involved.

The inputs were also delivered to university establishments in the city which have diverse student populations. This was a fully inclusive process which helped to develop community relations, improve accessibility to police, and reduce incidents of prejudice in the area.

**Key findings:**

- Confidence and satisfaction declining – below national average;
- Good approach to consultation;
- Weaknesses in training and development;
- Good approach to equalities – making progress towards the achievement of most of Police Scotland’s Equality Outcomes;
- Good strategic partnerships;
- Often police dealing with vulnerable people who may be better served by other agencies;
- Reducing number of calls for service from public – but nature of calls changing – 13.1% increase in calls reporting vulnerability – suicide / self-harm related; and
- Refocusing on prevention – moving away from enforcement only approach.

**HMICS Local Policing Inspection of Edinburgh Division:** This inspection, carried out between January and July 2015, aimed to assess the state, effectiveness and efficiency of local policing in Edinburgh Division.

Evidence was gathered from 'a range of sources including surveys of stakeholders and councilors involved in local scrutiny of policing; a review of data, strategies, policies and procedures; observation of community council meetings and of divisional processes and meetings, including those done in partnership with other agencies; and over 75 interviews and focus groups.'
Good practice examples noted:

- Effective consultation – HMICS considers that the ‘scale and range of consultation adopted by the division... has ensured that the priorities for the division reflect the priorities of its communities.’

- Preventing violent behaviour – ‘The division’s ‘Think Twice’ initiative which aims to prevent crimes that present a risk to public safety and are linked to the night time economy by banning offenders from entering certain areas within the city centre.’

- Care in custody – Detainees generally well treated by professional and respectful staff; and Gender issues recognised and generally well managed.

The increase in calls reporting vulnerability is seen as an encouraging sign of level of confidence to report and improved access to our services. Our strengthening partnerships will help ensure that vulnerable callers receive appropriate support from those best equipped to help them. The findings from this inspection will be considered as part of the future divisional plans.
Case Study – Tackling Sectarian Hate Crime

In June 2016 Lanarkshire Division, supported by the anti-sectarian organisation Nil by Mouth, the Scottish Football Association (SFA) and North Lanarkshire Leisure organised the inaugural ‘Kiss Bigotry Goodbye’ football festival. Both Catholic and non-denominational schools from across North and South Lanarkshire took part in a tournament and received educational inputs between matches. The event was a great success, educating young people on the issue of sectarianism as well as breaking down barriers in a fun sporting environment.

The division also carried out a number of other activities in 2016, including:

- Actively engaging with licensed premises in the area to promote the issue as unacceptable and encouraging them to join the campaign against sectarianism;
- Every new officer joining the division and all Police Scotland Youth Volunteers were given an input about challenging sectarianism and the Police Scotland zero-tolerance approach to hate crime as well as preventative and educational work on-going to tackle the issue; and
- Joint workshops were delivered in local schools to ensure young people were properly educated about the effects of sectarianism to help them make the choice not to engage in this type of behaviour, whether in person or online.

These efforts were recognised in July 2016 with a ‘Champions of Change’ award presented to Police Scotland by Nil by Mouth for challenging sectarianism and raising awareness of the issue in its communities.
Section 2

Choices for Life Community Engagement Programme:
This is a Scotland wide positive partnership initiative to address identified gaps in community engagement. It aims to educate young people about issues that affect them, such as online safety, alcohol, drugs and tobacco and to give them the information they need to make informed and safe choices in life.

For example:

- In our Highland and Islands Division, during March 2016, officers delivered the programme in several local secondary schools throughout the Western Isles, Shetland Isles, Orkney Isles, Wick and Thurso. These events enabled positive messaging to be delivered to around 1500 children, across all year groups;
- The online safety messaging was further reinforced by partners Ethical Hackers from Abertay University who used real life case studies from the audience to demonstrate online vulnerabilities. This innovative partnership between officers and the Hackers to deliver the programme proved extremely successful, with the children fully engaged due to the examples being real life;
- A number of age specific courses and anti-harm events were run in all the schools in our Lanarkshire Division. The program included an anti-tobacco event which required the schools to enter a competition to design a poster to highlight the harms associated with tobacco. The winning posters came from Glencryan Primary, a special needs school, and were displayed in Cumbernauld Town Hall. The awards ceremony for the Choices for Life anti-tobacco event took place within Glencryan School, Cumbernauld where the children were presented with awards for their posters; and
The ‘Be-smart’ peer mentoring cybersecurity programme was developed in partnership with an IT security company and is part of the Choices for Life programme. The training is currently being piloted within Argyll and West Dunbartonshire, Highlands and Islands, and Fife with a national roll-out planned for January 2017. It gives both adult and youth mentors the skills they need to teach their communities about being safe online. Over 100 people, including youth workers, school children, voluntary groups and local authority staff have completed the training and are now able to deliver these sessions to their peers with confidence.

National Bogus Caller Campaign:
‘Operation Monarda’ is a periodic crime prevention initiative involving public, private and third sector organisations to help minimise risk and prevent harm to those who may be vulnerable to doorstep crime. The latest Operation Monarda materials were launched in September 2015. This campaign takes place throughout Scotland. An example of local impact has been provided from our Dumfries and Galloway (D&G) Division:

Since 2014, eight ‘No Cold-Calling Zones’ have been established across D&G. They are generally aimed at areas with a high density of elderly and other vulnerable people, some with disabilities or dementia related illnesses. These Zones have led to a marked reduction in reports of residents being subject to bogus workmen crime. A local Royal Bank of Scotland branch hosted two events in the region with police officers providing advice to customers on various types of frauds. This helped to identify several scams at an early stage. The campaign is complemented by the recent launch of the Trusted Trader Scheme led by D&G Council, Trading Standards and Police Scotland. The scheme provides a directory of firms which have been rated locally as providing a fair service.

Police Scotland works to enhance community cohesion alongside our partners. This is undertaken at both national and local levels.
Case Study – ‘Grey Space’ Community Tension Monitoring in Renfrewshire and Inverclyde Division

In order to fill a recognised gap in effective community engagement in their Division, Police Scotland officers proactively sought to establish a partnership with key stakeholders from the Renfrewshire and Inverclyde areas to enable issues affecting local communities to be discussed and addressed.

After discussions with various agencies, establishments and groups in the area, the ‘Grey Space’ group was formed and has been meeting since May 2016. It monitors community tensions across Renfrewshire and Inverclyde. Those involved include a local Catholic Church, Church of Scotland and Mosque; Buddhist, LGBT and Polish communities; West College Scotland; University of West of Scotland (including corporate and student body and academic research staff); the ‘I Am Me’ charity; and both local authorities. The group acts as:

• a forum for inter community discussion in Renfrewshire and Inverclyde and a support mechanism for other members in the event of a significant crisis incident that may impact on their community;

• a mechanism to cascade, within their communities, useful information and materials which the police or local authorities provide from time to time;

• a forum for members to provide an update on changes to the composition of their communities, and likely impacts this might bring to other communities within Renfrewshire and Inverclyde; and

• an outreach body to newly established or hard to reach / engage communities within Renfrewshire and Inverclyde.

During the early development stages Police Scotland agreed to act as Chair for the Group (until the Group determines an alternative approach) and provides a consistent secretariat for the group. In the longer term, this partnership is expected to help develop good relations between different communities by encouraging mutually supportive and positive attitudes. It will also help to monitor the ‘community temperature’ i.e. potential for community tensions enabling a timely police response.
With Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) communities, during August – December 2015, our Greater Glasgow Division Safer Communities sought comments from LGBTI people who lived, worked or socialised within the Greater Glasgow area to establish why LGBTI hate crime was under reported. Views were also captured from LGBTI people attending the PRIDE event in Glasgow in August which included visitors from all over Scotland.

The results highlighted that there were many different reasons – similar to Equality Network’s national survey in October 2016 mentioned earlier – for not reporting. Some did not have confidence in the criminal justice processes as a whole. The lack of awareness of Third Party and On-line Reporting options was also noted.

As a result, actions identified included: A need for more proactive relations with sections of the LGBTI community not already engaged; more staff awareness raising / training regarding LGBTI issues / terminology; and targeted marketing of the Third Party and On-line Reporting facilities within the LGBTI community. A number of these have already been implemented with others planned for future action. With Dumfries Academy and other partners, in April 2015 our Dumfries and Galloway Division held a ‘Sleeping Giants’ engagement event to address concerns about the children’s discriminatory and bullying language and behaviour towards each other in school, in the wider community and online using social media. Topics included: LGBTI issues; disability harassment; and hate crime and bullying, including cyber bullying. The event was very well received and evaluated by the school and students.

With COPFS’ East syndicate, joint open public meetings were held with the LGBTI community to discuss and inform the Criminal Justice System. Meetings took place on 30th September 2016 in Edinburgh and 7th December 2015 in Scottish Borders with a number of people engaged in positive dialogue.

With Perth College, work is underway to prevent hate crime on campus. Discussions are ongoing with Perth College, which is a part of the University of Highlands and Islands (UHI) group. The aim is to make a joint video to highlight what hate crime is and how to report it using different methods. With migrants and refugees, work is ongoing to promote community cohesion.
Case Study – “Uniting Nations in Scotland”

In 2013, Glasgow Division Police officers helped Syrian refugees, who felt isolated and unsure of the law of their new country, to form the Uniting Nations in Scotland (UNIS) group and linked them to other local ‘Scottish’ groups to assist community integration. Now, UNIS also has asylum seekers / refugees from a number of other countries including Sudan, Eritrea, Somalia, Iraq and Syria.

In order to fill the identified gap in the refugees' knowledge of the law in Scotland, Police Scotland, COPFS and New College Lanarkshire worked together and in consultation with UNIS to produce ‘A Guide to Scots Law’.

The booklet was launched in March 2016 and is currently available in: English, Amharic, Arabic, Farsi, Lithuanian, Oromo, Polish, Russian, Simplified Chinese, Tigrinya and Urdu. It can be downloaded in any of the 11 languages from: http://www.copfs.gov.uk/in-your-community/in-your-community
To mark the Refugee Festival 2015, Syrian refugees, with assistance from the Scottish Refugee Council and UNIS, produced a ‘Celebrating Together Book’ which recounts the refugees’ past experiences and new life in Scotland. It also recognises the role of the Glasgow Division Safer Communities team in helping to change their perceptions of the police in a positive way; making them feel safer. (Copies of the book are available from the Scottish Refugee Council and UNIS).

Team member PC Dario D’Andrea, in particular, was honoured at the festival with a Refugee Spirit Award for his work with and commitment to the refugee community. This is the first time that a police officer has been presented with this award.

Also, Chief Inspector Alastair Muir, who has been with the group since 2013 was recently awarded a trophy from UNIS for “empowering and continued support to refugees”. Mrs Ahlam Souidi, UNIS Founder and Chairperson commented:

“I strongly believe that the prerequisite for any form of effective policing is placing communities at the heart of Police work ...Alastair has played a leading role in removing ...the perceived barrier of the uniform often felt within the refugee and asylum community due to negative experiences faced in their home countries...”

Involvement continues with regular attendance and provision of information and advice on many topics in response to individual requests. This ongoing positive engagement has included co-hosting of an event during Refugee Week, which helped to motivate several Churches to host and fund a number of events, including two Ceilidhs, Summer Fairs and a visit to a Safari Park.

This positive community engagement example is recognised in the Scottish Government’s New Scots Refugee Integration Strategy report for 2017.

With Sensory Centre, Falkirk, our local community officers in Forth Valley Division work to provide a link between police and those with sensory disabilities. The intention is to make it easier for people to report crimes or get advice in a familiar environment and in their preferred method. Key messages are shared via the centre’s newsletter, campaigns and as news articles on internet radio stations for disabled people.
With taxi companies, as chair of the Hate Incident Multi Agency Partnership (HIMAP) in Dundee, officers worked to establish a Safe Places scheme and offer training to drivers on keeping themselves and others safe. Particular focus is on people with disabilities and consideration is being given to an accreditation scheme for taxi drivers and companies.

With bus companies, a Safe Zone bus service has been developed in Dundee. A bus is parked on three nights a week, in the same spot to provide a safe place for people under the influence of alcohol, lost, have no means of getting home or those that fear for their safety. This service has been advertised across disability organisations in Dundee.

With anti-cyber bullying partners, ongoing awareness raising of cybercrime / bullying is implemented in local areas. For example, our staff in Greater Glasgow Division identified the need for better awareness of cyber bullying and arranged Stay Safe Online training for their staff that will enable them to deliver workshops.

A Child Sexual Exploitation (CSE) related police enquiry within Glasgow in August 2016 resulted in a positive outcome due largely to effective community engagement with the help of several partner agencies such as health, education and COPFS. This engagement is expected to continue going forward.

At a local level, where a human trafficking concern is identified, divisions work with local partners to identify potential victims and premises at an early stage to prevent exploitation by Serious and Organised Crime Gangs. For example, ‘Operation Hottah’ is a multi-agency operation targeting human trafficking and Houses of Multiple Occupancy in our Highland and Islands Division. Partners included Trading Standards, Immigration Enforcement, Environmental Health, Licensing Standards and Her Majesty’s Revenue and Customs.

Officers honoured at African Diaspora Awards: In April 2016 two police officers were given recognition awards by African Forum Scotland. The 2016 African Achievement Awards Scotland saw Inspector Amar Shakoor (Police Recruitment Dept) commended for services to the community.

A victim’s positive experience of police response led to Detective Constable Cameron Walker (Lothians and Scottish Borders Division) being commended for his professionalism and dedication.
following a housebreaking in March 2015 which led to an early arrest and the victim’s property being returned.

Recognition for service to communities: Inspector Mo Boyle from our Ayrshire Division was recognised for her service to communities at the British Association of Women in Policing Awards in Manchester in June 2016. Mo’s enthusiasm, passion and her commitment to serving local communities were recognised as significant factors in supporting reductions in violent crime and making the area a safer place to live, grow up and visit.

‘Safest Cities in the UK’ Survey: Residents in Scotland’s three biggest cities feel the safest in the UK, according to a survey published on 23 February 2016. New York based consulting firm, Mercer, found Aberdeen, Glasgow and Edinburgh to be the most secure in Britain in a survey that looked at the quality of living in 230 cities worldwide.

The Mercer organisation ranked all cities on a range of criteria including internal stability, the effectiveness of law enforcement, crime levels and the nation’s relationship with other nations. Aberdeen, Edinburgh and Glasgow ranked at number 44 in the world for personal safety – ten places ahead of the nearest other UK city, Birmingham.

We view this positive positioning as an outcome of the significant level of proactive community engagement, collaborations and preventive / community safety initiatives implemented by Police Scotland throughout the year.
Section 3 – Processes – Mainstreaming Equality

3.1 Equality and Human Rights Impact Assessment (EqHRIA)

Assessing impact on equality of our policies and practices is a statutory duty. All of our national policies, procedures, guidance, organisational change projects, significant operations / events, strategies etc. are assessed for their potential impact in relation to our statutory equality duties.

In 2015 we reported that the joint Police Scotland / Scottish Police Authority (SPA) Equality Impact Assessment (EIA) processes were under review. We identified the need to make the process less bureaucratic; more rights based and accountable; and to provide better support and training to those undertaking an EIA.
Case Study – Promoting a rights-based approach

In order to improve accountability and to ensure that policies and practices were fair and lawful, Police Scotland / SPA jointly agreed to proactively introduce an assessment of human rights impact into their existing EIA process.

This significant strategic change effectively ended the long established practice of considering these two subjects in isolation and resulted in the development of an integrated Equality and Human Rights Impact Assessment (EqHRIA) process. The new approach was introduced in June 2016 as a 12 month pilot to test its operational effectiveness and legal compliance with the positive duties under Equality Act 2010 and Human Rights Act 1998.

The new EqHRIA procedures and related forms and guidance document were developed in consultation with key stakeholders and experts, including the Scottish Human Rights Commission (SHRC) and Professor James Harrison, an international Human Rights expert from Warwick University. The Scottish Prison Service’s experience of implementing a similar approach was also considered.

Two bespoke seminars, developed and delivered in partnership with SHRC, helped to raise initial staff awareness and understanding. Over a hundred members of Police Scotland / SPA staff in leadership and policy roles attended. The aim was to educate managers so they could better understand potential impacts of their decisions and provide appropriate support for EqHRIA authors within their respective areas of responsibility.

To up-skill policy developers / reviewers, proactive informal awareness-raising and bespoke training sessions were delivered to a number of business areas throughout 2016. In addition, for the longer term, a formal training programme was developed which will be delivered by the Force’s Training and Development Department.
We are indebted to the SHRC for their valuable contribution to the development of our EqHRIA process and delivery of the training tailored to meet our specific needs. This partnership is likely to remain important in the future as we seek to learn more about Human Rights impacts alongside equality, a more familiar subject.

SHRC has commented that Police Scotland may be the first police force in the UK, possibly Europe and beyond, to proactively introduce this wider assessment, and considers it to be an example of best practice.

Going forward, to make further improvements we have an ongoing commitment to:

- Monitor and review EqHRIs to help improve the quality of assessments;
- Make arrangements for capturing and reviewing mitigating actions to ensure that any actions identified have actually been implemented; and
- Provide formal EqHRIA training to all relevant staff, at national and divisional/departmental level to ensure that assessments are carried out in a timely and meaningful manner and not as a retrospective ‘tick box’ exercise.
3.2 Training Design

Case Study – Training Design Quality Assurance

Police Scotland Training Quality Assurance Team proactively integrated equality and human rights considerations into its Training Design Quality Assurance process. This was done by including a new section in the training programme design specification template, under Police Scotland Values and Ethics, requiring the training designer to say how equality, diversity and human rights issues have been considered.

The Force Values and Ethics are built on the human rights duty, so it was seen as good business to make explicit this natural connection between equality and human rights in order to encourage a rights based approach to training development.

Where there is any doubt, the training designers are advised to speak to Police Scotland Equality and Diversity practitioners to seek guidance as to whether a full EqHRIA might be required.
3.3 Community Impact Assessment (CIA)

Community tensions can increase as a result of spontaneous incidents such as a murder in a local community, a terrorist attack abroad or something that may appear less serious but has an impact, such as a spate of fire raisings in a particular area. Tensions can also be anticipated in relation to future planned police activity or events such as the policing of a high profile football match or a demonstration.

The community impact assessment (CIA) process is a tool designed to assess such risks, and remove or reduce the impact. It sits alongside and complements both the Equality and Human Rights Impact Assessment (EqHRIA) and the Critical Incident Management (CIM) processes. It guides officers to systematically consider all the issues and record all relevant information, decisions made and any actions taken.

Our CIA process was reviewed in 2015 resulting in a new template, procedures and a system which enables officers throughout Scotland to share information nationally. The revised procedures were tested during a number of challenging national incidents over the past year and the process and template are being further amended.
Case Study – Brussels Terrorist Attack

In March 2016 several explosions occurred in Brussels resulting in a number of deaths. The blasts were terror related. It was quickly realised that although the incident had occurred abroad, there would be a direct impact on a number of communities in Scotland. A national CIA was therefore immediately started and a number of actions taken which included:

- Reassuring communities through effective community engagement and messaging, giving consideration at all times to the social, cultural, racial and religious needs of others;
- Providing appropriate safety, security and welfare advice to any person, community or organisations identified as potentially being at increased risk;
- Monitoring community tensions, taking effective action to counter any hate crime; and
- Implementing a co-ordinated communications strategy to provide suitable counter narratives to extremist propaganda and minimise any potential increase in community tensions.

Working with key partners, a number of communities and / or stakeholders were identified as being at risk of potential harm. The CIA process was used to assess the potential risk and likelihood of something happening to that community. Actions were then decided for each identified community to mitigate the assessed risk. In relation to one such community some of the identified actions included:

- Using high visibility police patrols around that community’s religious establishments, providing public reassurance and identifying any criminal or antisocial behaviour targeted towards vulnerable premises;
- Using high visibility patrols around iconic sites and vulnerable business premises, which were potential targets due to their symbolic position or association with a religious / faith group or foreign country;
- Daily monitoring of all hate crimes / incidents, with all lines of enquiry pursued;
- Escalating community tension concerns to the Diversity Unit for review; and
- Consulting extensively during period of heightened tension and providing accurate and timely reassurance messages tailored to individual communities.

The above approach and the CIA tool enabled a quick, comprehensive response to an unexpected incident, allowing Police Scotland to reduce community tension in an effective and professional manner.
3.4 Stop Search

Our Stop and Search Improvement Plan continues to help make further changes in preparation for the introduction in April 2017 of a Code of Practice under the Criminal Justice (Scotland) Act 2016. The Code will mean that officers will no longer be able to conduct consensual searches.

In June 2015, Police Scotland launched an enhanced National Stop and Search Database. Since then, we have seen an 85% reduction in the volume of stop and searches from June 2015 to March 2016 when compared to the same period in 2014/15. The ratio of consensual to statutory searches has changed from 70:30 in 2013/2014, to 5:95 in April-June 2016.

Our National Stop and Search Unit ensures that every entry submitted to the database is fully reviewed and where necessary, audited and that all stop and search data is published on a quarterly basis in an open and transparent manner.

The Code will stipulate that senior officers with area or force-wide responsibilities must also monitor the broader use of stop and search activity and ensure that any disproportionate use is identified and appropriate action taken.

Our Analysis and Performance Unit produces quarterly equality monitoring data at a national level. It is proposed that this data will be reported on at a local authority level to assist senior officers in ensuring searches are not discriminatory.

We have engaged with academics through the Research and Evaluation Operational Review Group (REORG) and acknowledge the adverse impacts of the practice of stop and search on children and young people.

The Stop and Search Improvement Plan has already reduced the level of searches on children and young people, falling faster than the national average across all age groups. However we recognise that there is still a higher proportion of searches carried out on children and young people.

The National Stop and Search Training which was launched in September 2016, to prepare all officers for the introduction of the Code will seek to further address this issue through a specific section in the training on children and young people.

We will continue to engage with partners and stakeholders to ensure that the use of stop and search is lawful, proportionate, justifiable and accountable.
3.5 Procurement

All procurement activity is undertaken by Police Scotland procurement officers in accordance with Scottish Procurement Regulations and the EU principles of transparency, fairness and equality of treatment. All contracts greater than £50,000 in value are advertised on the Scottish Government’s Public Contracts Scotland portal which is intended to help increase opportunities to a wider supplier base.

Where possible, equality and diversity considerations are built into how we procure our goods and services, so that the specific needs of our diverse workforce are met.

We do this by producing each contract in partnership with our client departments to address any specific needs. For example: line spacing / paper colour for notebooks for staff with dyslexia and / or vision impairment; sit / stand chairs, height adjustable tables / desks; uniform clothing with long or short sleeves; and equipment options for different body shapes for male and female officers.

We also engage with the marketplace and potential contractors and remind them of their legal obligations, including equality. For example:

All contract terms and conditions include discrimination and equality and the contractors are required to declare criminal convictions and other potential infringements of legislation such as environmental, social and labour laws;

Tenders may be drafted to include lots (that can be sub-contracted) which may be more attractive to small minority ethnic contractors;

- We can also reserve a contract for a supported business (a contractor whose main aim is the social and professional integration of disabled and / or disadvantaged people and where at least 30% of its employees reflect these groups). The Scottish Government’s framework listing of supported businesses has been used by Police Scotland in the past; and

- We can impose a community benefit requirement in major contracts valued greater than £4 million.
Case Study – Educating Contractors

Sodexo is a global services provider and is a Police Scotland contractor. Members of their staff are based in our buildings and have access to our internal communications system (intranet).

A number of joint training events with Sodexo and other suppliers were implemented to build expertise and awareness of the duty to consider award criteria and conditions in relation to public procurement.

The 2016 “Global diversity” award was won by Sodexo UK and Ireland. Its successes in 2015 include:

- an 18% increase globally in the representation of women on the executive committee to 43%;
- more than 2,000 women on mentoring programmes;
- 14 gender networks globally; 9 LGBT networks globally, representing 65% of Sodexo’s workforce across 5 continents; and
- achieving 9th in the Global Workplace Pride Index 2015.
The commitment and determination of Our People has been critical in ensuring that we have been able to deliver a single national police service for the whole of Scotland. We have continued to deliver operational and specialist policing; provide access to national resources on a consistent basis across the country; achieve significant financial savings; reduce duplication and inefficiencies; and maintain the local service provided to our communities across Scotland.

In 2013, we identified two Equality Outcomes (6 and 7) specifically focused on Our People and Our organisation. This part of the report provides a flavour of some of the key pieces of work in respect of these two outcomes that have been progressed since our first report in 2013. This work supports our commitment to mainstream equality and diversity to ensure that our workforce can deliver a successful policing service to the people of Scotland. Whilst much has been achieved, there is still work to do. This report includes equality and diversity employment monitoring information to support and evidence progress linked to the key pieces of work illustrated.

All data provided in this report was extracted from Police Scotland internal systems and databases and represents what was available at the time of collection. However, it should be noted that due to the significant change underway at the time of reporting and the disparate legacy systems and HR practices in use, 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.

Please note that the Scottish Police Authority (SPA) will publish their own equality and diversity employment monitoring information for those who work within the SPA.
Employment Monitoring Methodology

The data presented within this report is to highlight what Police Scotland looks like in terms of the workforce, including those who work for us, staff who leave us and individuals who apply to join. It also shows where progress has been made in achieving our Equality Outcomes.

The equality and diversity data has been gathered and collated as follows:

- The data collected is at 31 March 2016 or where relevant for the period 1 April 2015 to 31 March 2016.
- Data comparisons for police officers and special constables have been made against the 28 February 2013 data, as published within the first Equality and Diversity Mainstreaming Report. Where data is unavailable for that timeframe, this will be indicated and the timeframe used as the comparison will be identified.
- Data comparisons for police staff have been made against the 31 March 2014 as published within the 2015 Equality and Diversity Mainstreaming Progress Report. This is due to the datasets being added together for staff working within Police Scotland and SPA and no meaningful comparison can be made.
- Where data comparisons have been made against the 2012/2013 datasets for recruitment, this has also been compared to the 2013/2014 dataset. This is because of the differing processes in place when the legacy data was collated and the more recent data demonstrates the progress and work being undertaken by Police Scotland.
- The equality and diversity data within this report is 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 wish to identify their information on one or more of the protected characteristics.
- The “unknown” option is used when no information has been provided 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.
- Figures are based on headcount and include those on a temporary contract but do not include agency workers.
OUTCOME 6:
We have a workforce that is reflective of our communities to increase trust and confidence in the police.

There have been a number of initiatives progressed over the past four years in respect of recruitment, retention, promotion, training and lateral development to specialist posts that have positively impacted on our equality and diversity profile.

In respect of recruitment, the main focus of our work to progress this outcome has continued to be on police officer roles. There have been fewer opportunities in relation to the recruitment of police staff due to the restructuring programme that has involved a significant reduction in police staff numbers.

We recognise that it is critical that we recruit, retain and deploy the best possible police officers, police staff and special constables in every role if we are to achieve our mission of Keeping People Safe.
Recruitment

In January 2015, Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) produced a Joint Research Paper – Policing Ethnic Minority Communities in Scotland. The report identified that the Scottish minority population has almost doubled since the 2001 Scotland Census and it is predicted that this figure will double again by the 2021 Scotland Census.

One of the key findings of this report was that “Research participants felt that increasing the number of Black and Minority Ethnic (BME) officers was seen as the most important equality outcome for Police Scotland and saw addressing this as the single biggest factor which would help improve confidence and trust in policing amongst ethnic minority communities in Scotland”.

This research concluded “the world of work is still not representative of the communities and peoples of Scotland” and urged the Scottish Government to demonstrate a long term commitment to tackling this.

The SPA / Police Scotland Recruitment Modernisation Project was established in April 2015 to review and make recommendations in respect of police officer, special constable and police staff recruitment.

The review of police officer recruitment is complete and a number of recommendations relating to strategic, policy and working practices have been made. Some of these have already been implemented. For example:

**Proactive Action Recruitment Team:**
A national proactive recruitment team, represented in all three command areas in Scotland, has been developed. Initially, in order to inform communities that Police Scotland were recruiting, the team worked in partnership with a number of external organisations such as Skills Development Scotland and Careers Transition Partnership and attended recruitment events such as, jobs fairs, religious establishments and International Women’s Day.

The work has now moved to a three phase approach namely; outreach, engagement and recruitment. As part of this process, a “positive contact slip” was used at recruiting events to enable a personal follow up contact to enable a personal follow up contact with people who showed an interest in becoming a police officer.
In respect of BME recruitment, work has also been carried out with the Scottish Police Muslim Association (SPMA) to design a questionnaire that SPMA can use to gauge people’s perceptions about policing.

Supporting Ethnic Minority Police staff in Equality in Race (SEMPER) Scotland have also supported this work and unveiled their latest strategy document in August 2016, outlining their vision and values for the future to aid efforts to inspire an inclusive and diverse police workforce. It states “We will engage with minority ethnic individuals and groups, in particular young adults, through dialogue, coaching and mentoring, prior to joining the police service, during the recruitment process and throughout the span of their career with the aim of ensuring the police service is fully representative of society in Scotland”.

Contact was made with West Midlands Police (WMP) to consider its approach to recruitment from within BME communities and a benchmarking visit was organised.

Picking up on WMP’s good practice, our existing candidate briefing sessions that are delivered in police buildings across Scotland, were taken into the Southside of Glasgow as an initiative to help increase the team’s engagement with the BME community. These events were delivered in partnership with SPMA, British Telecom and the Scottish Ambulance Service. As a result, since early 2016 significantly more of those who attended candidate briefing sessions were from the BME community.

Positive measures taken by WMP to support BME candidates through the recruiting process (e.g. closed Facebook page, and interview experience days) were also noted.

This relationship has enabled Police Scotland to advertise its police officer recruitment opportunities on WMP’s closed Facebook page resulting in interest from several candidates, who as a result of the cut backs in police officer recruitment in England and Wales have submitted applications to Police Scotland.
Case Study – Positive Action Practitioners Alliance

The support of WMP has led to the creation of a Positive Action Practitioners Alliance (P.A.P.A.) as a mechanism for UK police diversity recruitment practitioners to share best practice around recruitment from BME communities. The group meets on a quarterly basis; its inaugural meeting was hosted by Police Scotland in April 2016.

The group comprises representatives from West Midlands Police, Avon and Somerset Constabulary, Metropolitan Police, Greater Manchester Police, Cambridgeshire Constabulary, Gwent Police and the Police Service of Northern Ireland.

Other Positive Action Work

Work has also been undertaken with West of Scotland Regional Equality Council (WSREC) on the skills Police Scotland are looking for from prospective candidates and through their employability program a number of people have been identified.

Also, in an effort to attract more Muslim women, who wear the hijab, into operational policing we have introduced the hijab head scarf as an optional part of Police Scotland uniform. Police officers and staff have always had the option to wear religious headwear but the official adoption in August 2016 is expected to help encourage women from Muslim communities, who wear the hijab, who may previously not have seen policing as a career option.

Our national policy on uniform and appearance for police officers involved significant consultation with staff associations and allows other religious and cultural dress to be agreed, subject to health and safety considerations.

Fahad Bashir, former Chair of the Scottish Police Muslim Association, said: “This is a positive step in the right direction, and I am delighted that Police Scotland is taking productive steps in order to ensure that our organisation is seen to be inclusive and represents the diverse communities that we serve across Scotland. No doubt this will encourage more women from Muslim and minority ethnic backgrounds to join Police Scotland.”
Part 2

Ongoing Progress in Recruitment

Work continues with various grassroots organisations that have supported us and provided advice on approaching a range of communities and introducing them to policing. This has ensured that we adapt our approach accordingly.

Community based organisations and associated media have been very supportive and have promoted the work of the Proactive Action Recruitment Team through community radio and television networks and social media. The team members have engaged with various community groups and promoted the police officer recruitment process at community venues and places of worship.

They are also working to increase applicants from Lesbian, Gay, Bisexual and Trans (LGBT) communities and have attended many events / initiatives, including Gay Pride where they provided information on the roles of police officer and special constable.

We have a dedicated recruitment ‘truck’ that is used for recruitment events on a national basis.

We continue to advertise vacancies on Pink Jobs and “Starting Out”. LGBT Health and Wellbeing host Police Scotland Recruitment adverts on their social media pages and within their two e-bulletins, Village Voices and T Monthly. One of the Diversity Recruitment Officers undertook the LGBT liaison officer training and thereafter up-skilled other recruitment officers in order to improve engagement with local communities.

Work is ongoing to build relationships with a number of youth groups, mainly run by local councils and LGBT Youth Scotland, to provide information about our services and careers within Police Scotland. Recruitment teams also attended the Transgender People in Employment event in Glasgow in October 2016 (postponed from June).

In summary, we remain committed to having a workforce that is reflective of our communities and are making some positive progress. The strategy of a centralised team supporting geographic divisions to undertake their own recruitment activity appears to work well with general recruitment. The work done by the small Proactive Recruitment Team in developing relationships with key stakeholders is starting to generate applications.

However, there remains much to do and if progress is to be made evidence suggests that continued investment is required in this area.
Equality and Diversity Employment Monitoring Progress in Addressing Recruitment Data Gaps

The candidate management systems used to support the collection and reporting of all employment monitoring data for Police Scotland remain the same as before its formation on 1 April 2013.

These legacy IT systems are wholly reliant on manual data input processes. The absence of an end to end integrated and automated system makes the current processes inefficient and ineffective. It particularly hinders information sharing and recording of updates on every candidate, which is essential for accurate employment monitoring reporting.

An initial business case to procure an e-recruitment system has been approved by the Finance and Investment Board. It is currently being progressed with wider market assessment to identify a system that offers the requisite levels of information security, functionality and best value.

The new e-recruitment system will include integrated reporting tools designed to produce accurate, reliable, meaningful and configurable employment monitoring data. It will have restricted access, candidate profile areas to create user accounts with on-line support service, anonymous sifting functionality to mitigate potential for unconscious bias and modern interfaces with mobile technologies.
Equality and Diversity Employment Monitoring – Ethnic Origin

Ethnic Origin Workforce Profile
Due to some ethnic origin categories having very small numbers they have been categorised as follows – a full profile is available under Appendix A.

**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.

The Ethnic Origin profiles for police officers, police staff and special constables use the ethnic origin categories within the 2011 Scotland Census. Those from a BME background and those from a White Minority background are under-represented within Police Scotland.
Police Officers at 31 March 2016

The proportion of police officers who identify as BME remains static at 1%. However, the number has increased from 197 to 224 since 28 February 2013.

Pakistani is the most common ethnic origin for those identifying as BME.

When compared to 31 March 2014, the proportion of those from a White Minority background remains static at 1% with the number increasing from 220 to 251 at 31 March 2016.

White Other is the most common ethnic origin for those who identify as White Minority.

Police Staff at 31 March 2016

When compared to 31 March 2014, the proportion of police staff who identify as BME in 2016 remains static at 1% However, the number has increased from 65 to 69.

Pakistani and Indian are equally the most common ethnic origins for those who identify as BME.

The proportion of police staff who identify as White Minority remains static at 1%. However, the number has decreased from 59 to 47 in 2016 as overall numbers of police staff have declined.

White Other is the most common ethnic origin for those who identify as White Minority.
Part 2

Special Constables at 31 March 2016

The proportion and number of special constables who identify as BME has decreased from 1% (18) at 31 March 2014 to <1% (7) at 31 March 2016. Pakistani is the most common ethnic origin for those from a BME background.

When compared to 31 March 2014, the proportion of those from a White Minority background has decreased from 1% (12) to <1% (<5).

There is no common ethnic group for special constables who identified as White Minority.

Recruitment Profile by Ethnic Origin for 2015/2016

We are unable to link the applicants who are offered an appointment and who are newly appointed as a police officer or special constable and for this reason they have been analysed as two separate elements of the recruitment process.

The data for police staff recruitment was provided in a format that included both SPA and Police Scotland vacancies. The profile has been analysed overall and includes those who applied for both SPA and Police Scotland roles.
Applications Received between 1 April 2015 and 31 March 2016

**Police Officers** – The percentage and number of BME applicants has varied since the creation of Police Scotland. 4% (230) of applications submitted for the period 2012/2013 were from those who identified as BME. The proportion and number of applications decreased for the period 2013/2014 to 2% (79). For the period 2015/2016, the proportion and number of those identifying as BME has increased to 3% (127).

There is no comparable data for the period 2012/2013 for those who identified as White Minority. 3% (86) of applications submitted...
for the period 2013/2014 were from those identifying their ethnic origin as White Minority. The proportion of those identifying their ethnic origin as White Minority has decreased to 2% for the period 2015/2016, however, the number has increased to 117.

Pakistani was the most common BME ethnic origin and Polish was the most common White Minority ethnic origin for those applying for this reporting period.

**Police Staff** – Data comparisons from 2012/2013 and 2013/2014 are unavailable.

Pakistani was the most common BME ethnic origin and White Other was the most common White Minority ethnic origin for those submitting an application.

**Special Constables** – The percentage and number of BME special constable applicants has also varied. 2% (18) of applications submitted for the period 2012/2013 were from those who identified as BME. The proportion and number of applications increased for the period 2013/2014 to 5% (46). However, due to an overall drop in recruitment, there has been a decrease for the period 2015/2016 to 4% (12).

There is no comparable data for the period 2012/2013 for those who identified as White Minority. 2% (17) of applications submitted for the period 2013/2014 were from those identifying their ethnic origin as White Minority. The proportion of those identifying their ethnic origin as White Minority has increased to 4% for the period 2015/2016, however, the number has decreased to 12, which is linked to an overall drop in recruitment.

Pakistani and Indian were equally the most common BME ethnic origin and Polish was the most common White Minority ethnic origin for those submitting an application form for this reporting period.
Part 2

Offer of Appointment between 1 April 2015 and 31 March 2016

**Police Officers** – There has been an increase in the proportion and number of those from a BME background offered appointment from 1% (<5) for the period 2013/2014 to 2% (16) for the period 2015/2016. There has been a similar increase for those from a White Minority background being offered appointment from 1% (6) for the period 2013/2014 to 2% (17) for the period 2015/2016.

There is no comparable data for 2012/2013. Pakistani was the most common BME ethnic origin and Polish was the most common White Minority ethnic origin for those offered appointment for this reporting period.

**Police Staff** – Data comparisons from 2012/2013 and 2013/2014 are unavailable. Pakistani was the most common BME ethnic origin and White Other was the most common White Minority ethnic origin for those offered an appointment.

**Special Constables** – There has been a decrease in the proportion and number of those from a BME background offered appointment from 2% (<5) for the period 2013/2014 to 0% (0) for the period 2015/2016.

There is no comparable data for 2012/2013. Polish was the most common White Minority ethnic origin for those offered appointment for this reporting period.
Newly Appointed Staff between 1 April 2015 and 31 March 2016

**Police Officers** – The proportion and number of newly appointed probationary constables who identified their ethnic origin as BME has varied since the creation of Police Scotland. 2% (8) of those newly appointed for the period 2012/2013 identified their ethnic origin as BME compared to <1% (<5) for the period 2013/2014. For the period 2015/2016, the proportion of those identifying as BME has increased to 1% (13).

There is no comparable data for 2012/13 and 2013/14 for those who identify as White Minority.

Mixed or Multiple Ethnic Group was the most common ethnic origin for those identifying as BME and Other White Ethnic group was the most common for those identifying as White Minority.

**Police Staff** – Compared to the year 2013/14, the proportion of newly appointed police staff from a BME background has increased from 0% (0) to 2% (8).

There is no comparable data available for those from a White Minority background.
Special Constables – The proportion and number of newly appointed special constables who identified their ethnic origin as BME has varied since the creation of Police Scotland. 2% (<5) of those newly appointed for the period 2012/2013 identified their ethnic origin as BME, this was also the trend for the period 2013/2014. For the period 2015/2016, there has been a decrease 0% (0).

There is no comparable data available for those from a White Minority background.

Promoted Posts Profile by Ethnic Origin as at 31 March 2016

Police Officers – The proportion of those who are in a promoted post and who are from a BME or White Minority background is reflective of the overall Police Officer Ethnic Origin Workforce profile.

When compared to 31 March 2014, the number of BME police officers in a promoted post has increased from 28 to 37 and the number of White Minority police officers in a promoted post has increased from 26 to 29. There is no comparable data for 2013.

Police Staff – It is not possible to analyse police staff promotions as grading structures have not yet been harmonised.

See page 161, Staff Pay and Reward Modernisation Project.
Leavers Profile by Ethnic Origin between 1 April 2015 and 31 March 2016

The proportion of those from a BME or White Minority background who left the organisation is proportionate to the overall Ethnic Origin Profile for police officers, police staff and special constables.

Police Officers – The proportion and number of leavers identifying as BME remains static at 1%, increasing slightly from 9 to 10, when compared to the reporting period 2012/2013. The proportion and number of leavers identifying as BME when compared to the reporting period 2013/2014 has increased from <1% (<5).

There is no data comparison for those from a White Minority background.

The most common reasons for leaving for those from a BME and White Minority background was resignation. This was also the trend for the reporting periods 2012/2013 and 2013/14 for those from a BME background.
Part 2

**Police Staff** – The proportion and number of leavers identifying as BME has decreased from 2% (13) for the reporting period 2012/2013 to 1% (11) for the reporting period 2013/2014 and 1% (<5) for the reporting period 2015/2016. There is no data comparison for those from a White Minority background for 2012/2013 and 2013/2014.

The most common reasons for leaving for those from a BME and White Minority background was resignation for the current reporting period of 2015/2016. This was also the trend for those identifying their ethnic origin as BME for the reporting period 2012/2013. Redundancy was the most common reason for leaving for those who identified as BME for the reporting period 2013/2014. There was no comparable data for 2012/2013 and 2013/2014 for those who identified as White Minority.

**Special Constables** – The proportion and number of leavers identifying as BME, has decreased from 3% (8) for the reporting period 2012/2013 to 2% (<5) for the reporting period 2013/2014 and 1% (<5) for the reporting period 2015/2016. There is no data comparison for those from a White Minority background.

The most common reason for special constables leaving for those from a BME background was to join as probationary constables and for those from a White Minority background the most common reason was resignation for 2015/2016. There was no single most common reason for leaving for 2012/2013 and 2013/2014 for those who identified as BME. There was no comparable data for 2012/2013 and 2013/2014 for those who identified as White Minority.
Equality and Diversity Employment Monitoring – Religion or Belief Religion or Belief Workforce Profile

The format of the Religion or Belief data differs from that published in 2013 due to the variances in legacy force/agency equality and diversity employment monitoring. Since 2014, the categories have been presented in the format below to enable more meaningful analysis to be carried out and to benchmark against the 2011 Scotland Census.

Due to some religion or belief categories having very small numbers they have been categorised as All Other Religions, which includes those who have self-classified as Buddhist, Hindu, Jewish, Muslim and Sikh – a full profile is available under Appendix B.

The Religion or Belief profiles for police officers and police staff follows the trends identified for the working population within the 2011 Census Scotland.

The 2011 Scotland Census data identifies the link between age and religion or belief, whereby No Religion or Belief was the most common response for all age groups up to the 45-49 age band, whilst from age bands 50-54 upwards, Church of Scotland was the most common response. This trend is reflected within the workforce profiles, recruitment and leavers profiles for police officers, police staff and special constables.

Police Officers at 31 March 2016

When compared to 31 March 2014, there has been an increase in the proportion and numbers of those identifying as None for police officers.

For those who Choose not to Disclose, there has been a decrease in the number for police officers.

For those who categorise as Other Religions, the most common religion for police officers is Muslim, with no change in the number at 58.

The proportion of those who are categorised as Other Religions remains static for police officers.
Police Staff at 31 March 2016

When compared to 31 March 2014, there has been an increase in the proportion and numbers of those identifying as None for police staff.

For those who Choose not to Disclose, there has been a decrease in the proportion and number for police staff.

The proportion of those who are categorised as Other Religions remains static for police staff.

For those who categorise as Other Religions, the most common religion for police staff is Muslim, with an increase in the number from 17 to 20.

Special Constables at 31 March 2016

When compared to 31 March 2014, there has been an increase in the proportion and numbers of those identifying as None for special constables.

For those who Choose not to Disclose, there has been a decrease in the number for special constables.

The proportion of those who are categorised as Other Religions remains static for special constables.

For those who are categorised as Other Religions, there no common religion or belief for special constables.
Recruitment Profile by Religion or Belief for 2015/2016

Applications Received between 1 April 2015 and 31 March 2016

The religion or belief profile for those applying to Police Scotland follows the trend of the 2011 Scotland Census and the overall staff workforce profiles, with younger applicants more likely to identify as None. For those with Other Religions, Muslim is the most common religion identified for police officers, police staff and special constables.

**Police Officers** – When compared to the year 2013/2014, the proportion of those identifying as Other Religions remains the same at 2% with an increase in the number of application forms received from 52 to 88. There has also been an increase in the number of Muslim applicants from 28 to 64.

**Police Staff** – Data comparisons from 2013/2014 are unavailable.

**Special Constables** – When compared to the year 2013/2014, the proportion of those identifying as Other Religions has reduced from 3% (31) to 2% (6) for those submitting an application form. There has been a reduction in the number of forms from Muslim applicants from 18 to <5.
Offer of Appointment between 1 April 2015 and 31 March 2016

The religion or belief profile for those who are offered appointment to Police Scotland follows the trend of the 2011 Scotland Census and the overall staff workforce profiles, with younger applicants more likely to identify as None.

For those with Other Religions, Muslim is the most common religion identified for police officers, police staff and special constables.

Police Officers – When compared to the period 2013/2014, the proportion of those who were offered appointment and identified as Other Religions has decreased from 1% (<5) to <1% (<5). There has been an increase in the number of those who are Muslim who are offered appointment from 0 to <5.

Police Staff – Data comparisons from 2013/2014 are unavailable.

Special Constables – When compared to the period 2013/2014, the proportion of those who were offered appointment and identified as Other Religions remains static at 0%.
Newly Appointed Staff between 1 April 2015 and 31 March 2016

The most common religion or belief for both police officers and police staff who were newly appointed was None. For police officers who identified as Other Religions there was no common religion, however, for police staff it was Muslim. Due to the large proportion of unknown data for special constables, no meaningful analysis can be made.
Promoted Posts Profile by Religion or Belief at 31 March 2016

Police Officers – The religion or belief profile of those in promoted posts does not reflect the overall Police Scotland Religion or Belief Profile. There are more police officers in promoted posts who identify as Church of Scotland and a lower proportion of those identifying as None when compared to the overall Religion or Belief Profile.

However, it is reflective for those identifying as Roman Catholic, Other Christian and Choose not to Disclose.

When compared to 31 March 2014, the proportion of those who are in a promoted post and who identify their religion or belief as None has increased from 28% (1102) to 31% (1188).

Police Staff – It is not possible to analyse police staff promotions as grading structures have not yet been harmonised.

See page 161, Staff Pay and Reward Modernisation Project.
Leavers Profile by Religion or Belief between 1 April 2015 and 31 March 2016

- Police Officer
- Police Staff
- Special Constable

The trends identified for police officers and police staff show that those retiring from the organisation are more likely to identify as a Christian religion (in particularly Church of Scotland) than those identifying as Other Religions or having No Religion or Belief.

The most common religion or belief for those resigning is None. This links in with the age trends identified within the 2011 Scotland Census.

There is a high proportion of unknown data for special constables, however, the information that is recorded follows the trend of the 2011 Scotland Census and the Special Constable Religion or Belief Workforce Profile.
Part 2

Sex

Celebrating 100 Years of Women in Policing

2015 marked the 100th anniversary of the first British female police officer to be given powers of arrest. The centenary provided an opportunity for Police Scotland to celebrate the contribution made by women determined to advance themselves, push boundaries and win equal status for women in British policing. It also enabled the recognition of the diverse mix of roles women perform in Police Scotland today.

Jean Thomson is widely acknowledged as Scotland’s first female police officer. She worked in the Volunteer Women’s patrols established in Dundee during the First World War. At the end of the war in 1918, Jean was appointed as a ‘police sister’, working four hours a day. In fact, she worked full time, patrolling, interviewing and escorting women and girls and writing reports. She visited pubs too, but always with a male officer.

Deputy Chief Constable Rose Fitzpatrick (Local Policing) said “Today, no rank or role is unobtainable to women in Police Scotland. It is a testament to the hard work of colleagues in Police Scotland that our women officers are being held up as examples of female role models to the next generation, and I hope it encourages women of all ages, including those still in education, to consider a career in policing”.


Equality and Diversity Employment Monitoring – Sex

Sex Workforce Profile at 31 March 2016
For police officers and special constables there is under-representation of females within Police Scotland and for police staff there is under-representation of males.

Police Officers at 31 March 2016
The proportion and number of female police officers has increased from 28% (5079) at 28 February 2013 to 30% (5223) at 31 March 2016.

Police Staff at 31 March 2016
Compared to 31 March 2014, the proportion and number of male police staff has decreased from 38% (2217) to 37% (1982).
Part 2

Special Constables at 31 March 2016

The proportion of female special constables has decreased from 37% (505) at 28 February 2013 to 34% (280) at 31st March 2016.

Comparison by Sex with Other Police Forces

The table below identifies how Police Scotland compares with police forces in England and Wales and the Police Service of Northern Ireland (PSNI) at 31 March 2016.

<table>
<thead>
<tr>
<th></th>
<th>Police Scotland</th>
<th>England &amp; Wales</th>
<th>PSNI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td>Police Officers</td>
<td>30%</td>
<td>70%</td>
<td>28.6%</td>
</tr>
<tr>
<td>Police Staff</td>
<td>63%</td>
<td>37%</td>
<td>60.7%</td>
</tr>
<tr>
<td>Special Constables</td>
<td>34%</td>
<td>66%</td>
<td>30.9%</td>
</tr>
</tbody>
</table>
Recruitment Profile by Sex
Applications Received in the year 1 April 2015 to 31 March 2016

**Police Officers** – The proportion of applications received from females increased from 26% to 27%, when compared to the period 2012/2013. However, the number decreased from 1359 to 1296. Overall, the number of applications decreased for both male and females.

When compared to the period 2013/2014, the proportion of applications received from females decreased from 28% to 27% but the number increased from 883 to 1296. Overall, the number of applications increased for both males and females.

**Police Staff** – Data comparisons from 2012/2013 and 2013/2014 are unavailable for those who submitted applications.

**Special Constables** – The proportion and number of applications received from females has decreased from 37% (393) to 29% (95), when compared to the period 2012/2013.

When compared to the period 2013/2014, the proportion and number of applications received from females continued to decrease from 34% (309) to 29%. Overall, the number of applications submitted has decreased for both males and females.
Part 2

Offer of Appointment 1 April 2015 to 31 March 2016

**Police Officers** – When compared to the period, 2013/2014, the proportion of females who were offered an appointment remains the same at 30% but the number has increased from 154 to 296. Overall, the number of males and females offered appointment increased.

**Police Staff** – No data comparisons available for those who were offered appointment.

**Special Constables** – When compared to the period 2013/2014, there has been a reduction in the proportion and number of females who were offered appointment from 32% (41) to 24% (24). The number of male special constables offered appointment has increased from 68% (54) to 76% (75).
Newly Appointed in the year 1 April 2015 to 31 March 2016

**Police Officers** – The proportion of newly appointed female probationary constables has decreased from 35% to 31%, however the number has increased from 176 to 288 when compared to the period 2012/2013.

When compared to the period 2013/2014, the proportion and number of newly appointed female probationary constables has increased from 30% (150) to 31% (288). Overall, the number of both male and females has increased since the period 2012/2013.

**Police Staff** – When compared to the period 2013/2014, the proportion of newly appointed male police staff has decreased from 42% to 28%, however the number has increased from 19 to 112. Overall, the number of both males and females has increased.

**Special Constables** – The proportion and number of newly appointed female special constables has decreased from 38% (71) to 25% (18), when compared to the period 2012/2013.

When compared to the period, 2013/2014, the proportion and number of newly appointed female special constables has decreased from 36% (57) to 25%. Overall, the number of newly appointed male special constables has also decreased.
Promoted Posts Profile by Sex at 31 March 2016

17% of all female police officers and 24% of all male police officers are in a promoted post at 31 March 2016, compared to 15% of all female police officers and 25% of all male police officers in a promoted post at 28 February 2013.

There has also been an increase in female police officers in the ranks of superintendent and above, increasing from 13% (30) at 28 February 2013 to 20% (34) at 31 March 2016. However, there has been an overall reduction in the number of those in the ranks of Superintendent and above.

29% of those in a temporary promoted post are female and 71% are male compared to 22% of those in a substantive promoted post who are female and 78% who are male.

Police Officers – The proportion and number of those who are in a promoted post and who are female has increased from 20% (779) at 28 February 2013 to 23% (892) at 31 March 2016.

Police Staff – It is not possible to analyse police staff promotions as grading structures have not yet been harmonised.

See page 161, Staff Pay and Reward Modernisation Project.
Leavers Profile by Sex at 31 March 2016

**Police Officers** – The proportion and number of female police officers leaving has increased from 18% (115) for the period 2012/2013 to 23% (218) for the period 2015/2016.

It has been identified that male and female police officers are likely to exit the organisation for different reasons with female police officers more likely to resign and male police officers more likely to retire.

**Police Staff** – When compared to the period 2013/2014, the proportion of male police staff leaving the organisation has increased from 34% to 42%, however, the number has decreased from 322 to 182. Overall, the number of police staff leaving has decreased for both male and female police staff, this is likely to be linked to Redundancy being the most common reason for leaving during 2013/2014 compared to Resignation being the most common reason for leaving during the period 2015/2016.

It has been identified that male police staff proportionately are more likely to retire whereas females are more likely to resign.
Part 2

Special Constables – The proportion of female special constables has decreased from 40% for the period 2012/2013 to 38% for the period 2015/2016. However, the number has increased from 109 to 114. The reasons for leavers were put into broad categories due to inconsistencies across legacy forces and for this reason comparison cannot be made by reason against the 2012/2013 period. Overall, the number of both male and female special constable leavers has increased. Resignation is the most common reason for leaving for both male and female special constables.

Leavers by Service Profile at 31 March 2016

Police Officer
Female police officers who leave have shorter lengths of service than male police officers.

There would appear to be no significant difference in the average length of service of male and female police officers who resign. The average length of police service on resignation is seven years (eight years for female police officers and seven years for male police officers).
Male police staff who leave have shorter lengths of service than female police staff.

There would appear to be no significant difference in the average length of service of male and female police staff who resign. The average length of service on resignation is seven years (seven years for female police staff and eight years for male police staff).

The average length of service on Redundancy is 15 years, 17 years for female police staff and 12 years for male police staff.
**Part 2**

**Special Constables**

The average length of service of those leaving the special constabulary to join as a probationary constable is two years (two years for female special constables and three years for male special constables).

There would appear to be no significant difference in the average length of service of male and female special constables who resign. The average length of service on resignation is seven years (seven years for female special constables and six years for male special constables).
Sexual Orientation

In 2015, we reported that Stonewall Scotland, a charity that works to achieve equality and justice for Lesbian, Gay, Bisexual, and Transgender (LGBT) people, was a strategic partner for Police Scotland.

Police Scotland has continued to build on this relationship and our commitment to LGBT people within the workplace and the communities we serve remains a focus. We have entered the Stonewall Workplace Equality Index (WEI) Top 100 UK Employers for the past three years. In 2015, we sat at 119th in the UK; in 2016 the service was ranked at 83 and was also awarded the title of “Most Improved” Employer. In January 2017, Police Scotland was ranked 20th in the Stonewall Workplace Equality Index (WEI) Top 100 UK Employers, a leap of 99 places in just three years is a significant achievement.

In October 2015, Stonewall delivered a number of in-house professional development events for the inaugural groups of LGBT Allies and Role Models. These groups then came together at a reunion event to examine ways of working together for the benefit of all colleagues.

In June 2016, we launched the force wide LGBT Allies scheme. The Allies network is made up of over 100 LGBT officers and staff and non-LGBT colleagues, working together with a common goal of creating a positive workplace culture where LGBT staff can feel fully included and supported. Allies commit to demonstrating positive behaviours mirroring the force values of integrity, fairness and respect and to provide a source of support for LGBT colleagues.

A bespoke Police Scotland intranet space has been developed to allow the momentum to be maintained around the work undertaken in relation to Stonewall and LGBT equality. Profiles and contact details for Role Models and Allies are posted here to encourage wider involvement across the force area.

The Gay Police Association (GPA) Scotland and National Trans Police Association (NTPA) representatives continue to support the ongoing work in relation to Stonewall.

Also, a “By Your Side” event was held in August 2016 with the GPA and NTPA to pilot a reverse mentoring session involving representatives from both organisations along with Role Models and Allies.
Case Study – “By Your Side”

The “By Your Side” day was designed to allow a safe space for issues to be raised and explored, with Gay Police Association (GPA) colleagues delivering personal accounts of their careers within the police service. The group took part in an interactive Question and Answer session with Role Models and GPA members answering questions covering topics such as preferred terminology, expectations of Allies, rainbow flags, trans inclusion and Pride marches.
Equality and Diversity Employment Monitoring – Sexual Orientation

Sexual Orientation Workforce Profile at 31 March 2016

The workforce profiles for police officers, police staff and special constables identifies that the proportion of staff within Police Scotland who are willing to identify their sexual orientation.

The information provides that those identifying Lesbian, Gay or Bisexual (LGB) are a younger demographic when compared to those who are Heterosexual or those who Choose not to Disclose for all staff groups. The information also identifies that female police officers and special constables are more likely to identify their sexual orientation as LGB. However, male police staff are more likely to identify their sexual orientation as LGB than female police staff.

It is difficult to benchmark the equality and diversity monitoring information for Police Scotland due to the variations in the context of how the information is collected as this protected characteristic is not measured within the 2011 Scotland Census.
Equality and Diversity Mainstreaming

Part 2

Police Officers at 31 March 2016

The proportion and numbers of police officers identifying their sexual orientation as LGB has increased from 2% (382) at 28 February 2013 to 3% (454) at 31 March 2016.

Police Staff at 31 March 2016

The proportion of police staff identifying their sexual orientation as LGB remains the same at 2% but the numbers have increased from 99 at 28 February 2013 to 113 at 31 March 2016.

Special Constables at 31 March 2016

The proportion and number of special constables has decreased from 4% (56) at 28 February 2013 to 3% (26) at 31 March 2016.
Recruitment Profile by LGB between 1 April 2015 and 31 March 2016

There are no data comparisons available for 2013/2014 for those newly appointed.

Police Officers – When compared to the period 2013/2014, the proportion of those submitting an application who have identified as LGB has increased from 4% (119) to 5% (222). The proportion of those who identified as LGB and were offered appointment remains the same at 4%. However, the number has increased from 18 to 44.

A higher proportion of newly appointed female probationary constables identified as LGB compared to newly appointed male probationary constables.

Police Staff – There is no comparable data available for the period 2013/2014. A higher proportion of newly appointed male police staff identified as LGB compared to newly appointed female police staff.
Part 2

Special Constables – When compared to the period 2013/2014, the proportion of those who identified as LGB who submitted an application has increased from 4% to 7%. However, the number has reduced from 37 to 24. The proportion of those who identified as LGB and who were offered appointment has increased from 2% to 3%, with the number remaining <5. The number of applications submitted and the number offered appointment has reduced overall for special constables.

Promoted Posts by Sexual Orientation at 31 March 2016

Police Officers – The proportion of those in a promoted post who have identified as LGB is lower than the overall police officer sexual orientation profile at 3%.

When compared to 31 March 2014, the proportion of those who are in a promoted post and have identified as LGB remains the same at 2%. However, the number has increased from 69 to 81.

Police Staff – It is not possible to analyse police staff promotions as grading structures have not yet been harmonised.

See page 161, Staff Pay and Reward Modernisation Project.
Leavers Profile by Sexual Orientation at 31 March 2016

The trends identified from this reporting period show that there would appear to be no disproportionality in the reasons for those who identify as LGB when compared to those who identify as Heterosexual for police officers, police staff and special constables.

**Police Officers** – The proportion of police officer leavers who identify as LGB is lower than the overall Police Scotland sexual orientation workforce profile. The most common reasons for leaving for police officers who are LGB or Heterosexual was retirement.

**Police Staff** – The proportion of police staff who identify as LGB is reflective of the Police Scotland sexual orientation workforce profile. The most common reason for leaving for LGB and Heterosexual police staff was resignation.

**Special Constables** – The proportion of special constable leavers who identify as LGB is lower than the overall Police Scotland sexual orientation workforce profile. The most common reason for LGB and Heterosexual special constables was resignation closely followed by joining Police Scotland as a probationary constable.
Equality and Diversity Employment Monitoring – Transgender Identity

Transgender Identity Profile at 31 March 2016

Police Scotland were unable to provide a profile for staff who currently or previously considered themselves as Transgender for the first Equality and Diversity Mainstreaming Report in 2013 and this data gap has been addressed in order to identify any trends in the future.

The question that Police Scotland currently asks within the Equality and Diversity Employment Monitoring Form is:

“Do you currently or have you previously considered yourself as transgender?”

Consultation was carried out with the Scottish Transgender Alliance to ensure that the question was compliant with current guidance.

The information on the right includes police officers, police staff and special constables due to very small numbers of those who have advised they are Transgender.
Diversity Consultation and Participation

**Diversity Staff Associations (DSA):** Police Scotland has continued to build and strengthen their relationship with Diversity Staff Associations namely:

- Central and Eastern European Police Association (CEEPA) This new DSA was created in 2015, CEEPA has been instrumental in developing relations between Police Scotland and the emerging Polish and Eastern European community in Scotland.
- Christian Police Association – CPA
- Disability and Carers Association – DACA
- Gay Police Association Scotland – GPA
- Gypsy Roma Travellers Police Association
- National Trans Police Association – NTPA
- Scottish Police Muslim Association – SPMA
- Scottish Women’s Development Forum – SWDF
- Supporting Ethnic Minority Police staff for Equality in Race (SEMPER) Scotland

A review of the DSAs began in 2013, the aim was to enhance collaboration and collaborative work between all DSAs and Police Scotland.

The review focused on:

- Analysing the benefits of the DSA to their stakeholders;
- Providing recommendations how the DSA can be used to best effect to contribute more effectively to achieving equality of outcomes across policing in Scotland;
- Making recommendations for more equitable allocation of Police Scotland funding to diversity staff associations and establish consistent arrangements.
The relationship between Police Scotland and the DSAs was formalised through the signing of a Memorandum of Understanding in 2015.

Police Scotland has allocated each of the DSAs protected hours based upon their needs as identified by them. This has enabled DSAs to continue to support their members and also to contribute and support Police Scotland develop initiatives and activities to progress actions including the Staff Survey, the Association of Police Superintendents Scotland (ASPS) Conference, the Senior Leadership Conference and the Command Course.

The Chairs of the DSAs also meet every two months. This forum is frequently used as an opportunity for new and evolving areas of business to consult with the DSAs to ensure that their members’ needs and those of diverse communities in Scotland are considered in the development of business.
Case Study – Creation of Polish Police Scotland Facebook Page

As previously stated in January 2015, members of the Central and Eastern European Police Association (CEEPA) and others were supported by Police Scotland to develop a Polish language social media site intended to improve communication and engagement with the substantial Polish community in Scotland.

The group devised a ‘virtual’ team with the ability to develop and manage a year round interactive corporate Facebook page without the need to co-locate.

Longer-term positive outcomes include:

• National reach but with localism;
• Bespoke content delivering what is important to the Polish community;
• Building community confidence and encouraging reporting thereby keeping more people safe;
• Support to national events and initiatives;
• Increased engagement and confidence within the Polish community;
• Increased intelligence/community awareness;
• Forum for feedback and consultation;
• Build communication links with national and international organisations;
• Potential for expansion to support linked and relevant partnership messaging/agendas; and
• Investment in staff with relevant language skills.

Since going live the page has received an endorsement in a Scottish Parliament motion as well as messages of support from the Polish Embassy and from Polish nationals living in Poland.
Flexible/Agile Working: We have a number of initiatives involving diversity and statutory staff associations and partners including:

- Pregnancy / Maternity working group;
- Exit survey / process and analysis;
- Carer Positive Award work to progress from Engaged to Established level;
- Year of the Dad work including Dads Workshops and the Guide for Fathers;
- Carers Week (6-12 June 2016).

These work streams have been pulled under a Flexible / Agile Working banner that allows a strategic approach to progress a range of engagement, recruitment and retention activities, with individual and linked work streams and action plans for each area of work. Underpinning all of this is development work on Human Resources IT systems, which will allow related data capture. This group reports to the Equality and Diversity People and Development Subgroup on a quarterly basis.

Roadshows were held to inform police staff and police officers about the 2026 vision and strategy and feedback from our staff highlighted the importance of flexible working to ensure that Police Scotland will become an ever more effective and sustainable organisation.
Case Study – Carer Positive Employer

Police Scotland and the SPA submitted a joint application to Carer Positive (part of Carers Scotland) in respect of the entry level ‘Engaged Employer’ stage of the Carer Positive Award system in January 2016. Carer Scotland later confirmed that our application had been successful.

Police Scotland aims to submit an application to Carer Positive for Established Employer’ status in 2017. This will build upon the evidence previously submitted in the ‘Engaged Employer’ application.

Recent activities in this area include:

- Publicity during Carer’s Week 2016 – The Chief Constable said “Carer’s Week challenges us to reflect on the issues facing carers at work and to review the support we provide to them as they combine their valuable roles as both carers and employees”.

- On the 7th June 2016, The Chief Constable pledged to support carers in policing. An article pledging his support was communicated to all staff via the Police Scotland intranet and social media. Significantly, the Disability and Carers Association (DACA) reported a 20% increase in enquiries, as a result of this activity. This is significant as it illustrates both an action by the Force Executive in recognition of carers and a response from staff – “Good evidence of more than words on an application form”.

- Many carers have highlighted that one of the main problems they face is access to the various sources of information about the support available in relation to their employment and from the many external agencies. With this in mind, Police Scotland and the SPA developed a Carers intranet site, which pulls together lots of useful information, into one easy to access location and provides workplace case studies for consideration.
Equality and Diversity Employment Monitoring – Flexible Working

Flexible Working Profile at 31 March 2016

Progress has been made since 2013 to analyse part time and job share working by Sex, Disability and Ethnic Origin. However, it is not currently possible to identify the impact of the full range of flexible working options available as outlined within the Police Scotland Flexible Working SOP and how that links to the protected characteristics and the retention of under-represented groups. Work is ongoing to address these data gaps.

Trends that have been identified based on the equality and diversity monitoring that is currently undertaken:

- Female police officers and female police staff are more likely to carry out part time or job share working than male police officers or male police staff.
- The profile of those undertaking part time or job share working reflects the overall disability profiles and the overall ethnic origin profiles for both police officers and police staff.
- There would appear to be no difference in the proportions of those who have a disability and those who do not in relation to undertaking part time or job share working for both police officers and police staff.
- There would also appear to be no difference in the proportions of those who have identified their ethnic origin as BME or White Minority background undertaking part time or job share when compared to those from the other ethnic origin categories.
Police Officers at 31 March 2016

The proportion and number of female police officers undertaking part time or job share working has reduced from 17% (849) at 28 February 2013 to 16% (841) at 31 March 2016.

The proportion of male police officers undertaking part time or job share working remains the same at less than 1% with the number decreasing from 48 at 28 February 2013 to 44 at 31 March 2016.

When compared to 31 March 2014, the proportion and numbers of those who undertake part time or job share working and who have a recorded disability has reduced from 6% (51) to 2% (19).

When compared to 31 March 2014, the proportion and numbers of those who undertake part time or job share working from a BME background has increased slightly from <1% (5) to 1% (7). There is no comparable data at 31 March 2014 for those from a White Minority background.
Police Staff at 31 March 2016

The proportion of female police staff undertaking part time or job share working has reduced from 29% (1057) at 28 February 2013 to 26% (877) at 31 March 2016.

The proportion of male police staff undertaking part time or job share working has also reduced from 9% (199) at 28 February 2013 to 7% (129) at 31 March 2016.

When compared to 31 March 2014, the proportion of those who undertake part time or job share working and who have a recorded disability remains the same at 5%, with a slight decrease in the numbers from 59 to 52.

When compared to 31 March 2014, the proportion of those who undertake part time or job share working from a BME background remains the same at 1%, however the number has increased slightly from 10 to 12.

There is no comparable data at 31 March 2014 for those from a White Minority background.
Flexible Working Requests

Police Scotland is also unable to provide a profile on those who request flexible working and whether the requests are approved or refused and the reasons for refusal. This data was provided for the first Equality and Diversity Mainstreaming Progress Report in 2013 when legacy force / agency processes were still in place at the time the data was extracted.

A working group has been set up and is chaired by the Head of Resource Management to look at the issues and find solutions to them.
Age

Police Scotland Youth Volunteers

The Police Scotland Youth Volunteers Programme (PSYV) is a youth engagement programme, which aims to increase engagement with young people aged 10-18, break down barriers with communities who are traditionally difficult to engage with and promote positive role models.

The Programme grew from a commitment by Police Scotland to work in partnership with Young Scot and YouthLink Scotland to progress the recommendations that young people identified through the Your Future Your Police work.

This work brought together young people, the police service and the wider community to look at current practice and future possibilities. Findings from research highlighted the need for Police Scotland to recognise that negative associations with the police can have a detrimental effect on young people’s lives. For example, Levy et al 2014 found that young people classified as having a chronic pattern of offending (compared to less extreme categories of offending) had reduced commitment to and increased exclusion from school, coupled with increased adversarial contact with the police. Demographically they were more likely to be male and to live in the 25% most deprived areas.

Therefore, building positive relations between the police and young people; modelling pro-social behaviours, learning about community citizenship; developing positive recreational activities; providing opportunities to make a positive contribution to local communities and promoting self-control and commitment to the law are important drivers in reducing incidence of crime and having fewer victims of crime.

The PSYV in Scotland aims to:

- Promote a practical understanding of policing amongst all young people;
- Encourage the spirit of adventure and good citizenship;
- Support local policing priorities through volunteering;
- Give young people a chance to be heard; and
- Inspire young people to participate positively in their communities.
Since the project’s inception, we have collaborated on all phases of development to ensure that the programme is sustainable, meaningful and effective for young people across the whole of Scotland, as well as meeting national policy priorities. The intention is to promote a practical way for young people to understand policing by supporting us in their local area through volunteering. As part of this, young people are given a chance for their voice to be heard and encouraged to promote good citizenship.

The first phase of the programme was to develop five pilot groups in areas of recognised high deprivation in Glasgow, Edinburgh, Aberdeen, Dundee and East Ayrshire. These groups were trained in time to volunteer with Police Scotland at the Commonwealth Games in July and August 2014. Following this pilot phase and evaluation, the programme was rolled out to an additional nine groups, covering Police Scotland’s 13 geographic divisional areas.

This has resulted in steady growth throughout 2015 with new groups now fully established in Alloa, Paisley, Cumbernauld, Inverness, Livingston, Dumbarton, Dunfermline, Stranraer and Fraserburgh.

Additional funding was received to increase numbers to 35 groups. September 2015 saw the four new groups launched (an additional group in Edinburgh North, Glasgow East and a group in the Arbroath area of Angus) and the ongoing development of a PSYV within Polmont Young Offenders Institution. A further group is currently being developed in the Shetland Isles, where a Group Coordinator has been appointed and Adult Volunteers are actively being recruited.
Case Study – Police Scotland Youth Volunteers

After asking the young people who were involved in the pilot of the programme how they felt:

- 33% more likely to agree with the statement ‘Police listen and respond to views of young people’;
- 30% of people were more likely to agree with the statement ‘Police understand young people’s problems in the area’;
- 76% of young people said it helped them in becoming an adult;
- An increase of 16% in how the young people felt about themselves;
- An increase of 10% in young people’s determination to succeed;
- 87% of young people said it helped them at school;
- An increase of 24% in people’s confidence after joining PSYV; and
- An increase of 12% in motivation to learn.
Equality and Diversity Employment Monitoring – Age

Age Workforce Profile at 31 March 2016

The most common age group for police officers and police staff reflects the trends of the 2011 Census Scotland. For special constables the most common age group is a younger demographic when compared to the working population identified within the 2011 Census Scotland.

Police Officers at 31 March 2016

When compared to 31 March 2014, the average age of a police officer remains the same at 38, with the ages of staff ranging between 18 and 61.

Police Staff at 31 March 2016

The average age of a member of police staff is 45 with the ages ranging between 18 and 82. There is no data comparison at 31 March 2014.

Special Constables at 31 March 2016

When compared to 31 March 2014, the average age of a special constable has increased from 33 to 36, with the ages ranging from 18-69.
Recruitment Profile by Age

Applications Received between 1 April 2015 and 31 March 2016

Police Officers and Special Constables – When compared to the period 2013/2014, the 16-24 age group remains the most common age group from which to receive applications for the roles of police officer and special constables.

Police Staff – No data comparisons available for the period 2013/2014 for applications received.
Offer of Appointment between 1 April 2015 and 31 March 2016

**Police Officers** – When compared to the period 2013/2014, the 16-24 age group remains the most common age group for those being offered appointment, with an increase in the proportion and number from 47% (239) to 52% (517).

**Police Staff** – No data comparisons available for the period 2013/2014 for those offered appointment.

**Special Constables** – When compared to the period 2013/2014, the 16-24 age group remains the most common age group for those offered appointment.
Newly Appointed between 1 April 2015 and 31 March 2016

Police Officers – When compared to the period 2013/2014, the 25-34 age group continues to have the largest proportion of newly appointed probationary constables. The average age has reduced from 27 to 26 for both male and female probationary constables. The age of newly appointed police officers ranges between 18 and 49.

Police Staff – The age profile of newly appointed police staff is younger with a higher proportion of police staff falling within the 25-34 age group when compared to the period 2013/2014, where the most common age group was 45-54. The average age has reduced from 41 to 34. The age of newly appointed police staff ranges between 18 and 68.
**Special Constables** – When compared to the period 2013/2014, the 16-24 age group continues to have the largest proportion of newly appointed special constables. The average age has increased from 23 to 25 years’ old. The age of newly appointed special constables ranges between 18 and 50.

**Police Officers** – Those in promoted posts are in the most common age groups for the working population as identified within the 2011 Scotland Census.

When compared to 31 March 2014, there has been an increase in the proportion and the number of those in the 25-34 age group from 4% (214) to 7% (288).

The average age of a Sergeant is 43 (41 for females and 43 for males).

**Police Staff** – It is not possible to analyse police staff promotions as grading structures have not yet been harmonised.

*See page 161, Staff Pay and Reward Modernisation Project.*
Leavers Profile by Age between 1 April 2015 and 31 March 2016

**Police Officers** – Similar trends are identified in the data for the period 2013/2014, showing that the most common age group for those resigning is the 25-34 age group with an average age of 34 and the most common age group for those retiring is the 45-54 age group.

**Police Staff** – The most common age group for leavers has changed from 45-54 to 55-64 when compared to the period 2013/2014. The 25-34 age group was the most common for those resigning with an average age of 39.

**Special Constables** – The most common age group for those resigning is 25-34, which differs to the profile when compared to the period 2013/2014, where there were equal proportions between the 16-24 and 25-34 age groups. There has been an increase in the proportion and number of those in the 16-24 age group leaving the special constabulary to join as probationary constable from 3% (<5) to 54% (43).
Pregnancy and Maternity

Scottish Women’s Development Forum (SWDF) Pregnancy and Maternity:
The SWDF is a diversity staff association, which assists and supports Police Scotland and the SPA to provide a positive working environment and acts as a consultative body regarding equality within the organisation. In December 2015, it presented the outcomes of its research concerning the perceptions and experiences of police officers and staff during pregnancy and maternity. The recommendations and proposed actions were agreed and endorsed by the Police Scotland Executive and SPA Human Resource and Remuneration Committee (HRRC).

Former Director of People and Development, John Gillies said “This is an important piece of research carried out by the Scottish Women’s Development Forum and it highlights areas of improvement required within Police Scotland and the SPA”.

The retention of our female officers and staff is a key priority for Police Scotland and this initiative is a further step in achieving this goal. Its success will be reviewed and monitored over the next two years with regular updates submitted to the SPA People Committee (formerly HRRC) for consideration and review.
The activities carried out during 2016 include:

- The Adoption, Maternity and Paternity SOP has been reviewed, revised and published. New Maternity Toolkit and Risk Assessment Guidance have been produced and will support line managers and staff through every aspect of the process. All the information is available on the intranet and will be regularly updated with useful links and guidance materials;

- Training Learning and Development have developed a bespoke three hour line manager’s awareness session ‘Let’s talk about… New and Expectant Parents’ this was piloted in Ayrshire Division in June 2016 and following successful evaluation will be rolled out nationally;

- Ayrshire Division has also trialled Keeping in Touch Day events, inviting prospective and new parents to hear from colleagues in Finance, HR, Resource Deployment and the SWDF. They receive an update from the division about what is going on in their area and any organisational changes to look out for when they are off on Maternity or Paternity leave;

- A number of divisions have identified Single Points of Contact for officers and staff who are off on maternity leave to ensure the right level of contact and support is provided during their absence from work; and

- The SWDF are now part of the national working group set up to examine Flexible and Agile Working within the organisation which hopes to introduce improved methods of requesting, recording and approving flexible working arrangements within Police Scotland and the SPA.
Equality and Diversity Employment Monitoring – Pregnancy and Maternity

Pregnancy and Maternity Profile

The analysis undertaken identified that for the last three years, the figures would appear to be consistent in the proportion of police officers and police staff who are on maternity leave at any given time and who are on either paid or unpaid maternity leave during a specific reporting period.

There are no significant differences in the average age or average lengths of service for police officers and police staff who are on maternity leave.

Work is ongoing to ensure that in the future data will be able to identify trends relating to the retention of police officers and police staff particularly in relation to the flexible working, career development opportunities and the types roles those on maternity undertake on their return to work.

Police Officers
Part 2

Police Staff

- The average length of service of staff on maternity leave is 8 years.
- 44% (64) of those staff were still on maternity leave at 31 March 2016.
- 56% (82) of those who had a period of maternity leave had returned to work by 31 March 2016.
- 4% (146) of female police staff were on maternity leave between April 2015 and March 2016.
- 0% left the organisation either during or at the end of their maternity leave.

The average age of staff on maternity leave is 34.
Overview of Organisational Change Activity

Over the past four years, Police Scotland and the SPA have implemented a programme of organisational change across all business areas. This has resulted in many of our functions achieving a single operating model by consolidating best practice from the models used in legacy forces. However, there remain a number of functions or departments that are continuing to progress this first stage organisational change activity. These areas mainly include those taking their plans forward on a phased basis (e.g. ICT) or to migrate risks associated with move to a new national model in one step.

There are also a number of areas of business that have yet to move forward with plans to formally achieve a single national operating model.

Whilst one of the drivers for organisational change was and still remains, the requirement to make budgetary savings, the main focus to date has been to develop staffing models from legacy structures to support the requirements of the national police service.

All of these organisational change activities have been subject to an Equality Impact Assessment (EIA) or an Equality and Human Rights Impact Assessment (EqHRIA). These have been supported by People and Development Equality and Diversity Advisors and Safer Community Equality and Diversity Advisors, through provision of general advice, assistance and quality assurance. This joint work ensures that consideration is given to impact of organisational change on our communities and our workforce.

We are currently mapping out the next phase of organisational change; this will take Police Scotland from the reform phase to one that is focused on true service transformation – one that delivers a longer term sustainable operating model.

Staff Pay and Reward Modernisation Project

Following the creation of Police Scotland, employment of all police staff (non police officers) from the eight legacy forces and two organisations (Scottish Police Services Authority (SPSA) and Scottish Drug Enforcement Agency (SCDEA), transferred to the Scottish Police Authority (SPA) as the employer. However, responsibility for police staff who work within Police Scotland has been devolved to the Chief Constable with SPA remaining the employer.
As a consequence, circa 6,700 members of staff were transferred to the SPA whilst retaining their existing contracts of employment. This created an organisation operating across nine sets of legacy terms and conditions and associated policies (SCDEA operated under SPSA terms) in addition to the new interim SPA terms and conditions. This also created other issues in terms of varied rates of pay for the same or similar roles.

The intention of the Staff Pay and Reward Modernisation project is to ensure that all SPA / Police Scotland staff will be employed under common Terms and Conditions of Employment (including Pay and Benefits) rather than their existing legacy or interim SPA arrangements. It will ensure fairness and equity for Terms and Conditions of Employment including a standard working week, standard leave and public holidays and a common approach to pay and grading roles.

The vision for the project is that the SPA / Police Scotland will be a responsible employer in fulfilling their statutory obligations through being:

- **Modern** – An organisation that has an agile and flexibly deployed workforce where staff feel motivated, empowered and valued;
- **Fair and Equitable** – An organisation that has a fair, equitable and affordable pay policy and appropriate terms and conditions that support policing priorities; and
- **Sustainable** – A sustainable organisation that attracts, retains and develops skills, experience and talent.

The Staff Pay and Reward Modernisation Project will be built on three main work streams encompassing:

- Single Pay and Grading Structure;
- Common Set of Principle Terms and Conditions; and
- Common Set of People and Development Policies.
These work streams will be supported by ongoing work encompassing:

- Communications and Engagement Plan;
- Equality and Human Rights Impact Assessments; and
- Quality Assurance.

The progress of this significant piece of work is subject to onward governance and scrutiny from the SPA People Committee and Full Board and the Police Scotland Improvement Board for project resource related matters.

Voluntary Redundancy / Early Retirement (VR / ER)

In tandem with the Organisational Change programme, the SPA approved terms for a Voluntary Redundancy / Early Retirement scheme, which currently runs until 31 March 2017.

A report on VR / ER is submitted on a regular basis to the SPA People Committee (formerly HRRC). The report submitted on 2 September 2016 highlighted that since 1 April 2013 to beginning of March 2016 a total of 1,136 VR / ER release have been accepted by staff.

Equality and diversity data shows that over the last three years in which a VR / ER scheme has been in operation, trends have been stable. Police Staff posts are female dominated and as such there is an anticipated and reflected higher number of female VR / ER leavers to male leavers.

For the foreseeable future organisational change will persist and trends will continue to be monitored.

SPA / Police Scotland Policy landscape

Since 1 April 2013, a total of 43 people related policies/Standard Operating Procedures (SOPs) have been consolidated and published for SPA / Police Scotland workforce effectively replacing the various arrangements in place across legacy forces/agencies. In addition, a further 17 policies are currently being developed.

We recognise the need to ensure that the work to develop and/or refresh policy in the future is aligned with the wider organisational development programme so that policy supports strategy.

All of the policies that have been introduced or are in development have undergone an EIA or EqHRIA.
Employee Relations Model and Framework

In order to deliver the very best policing services for our diverse communities, SPA / Police Scotland is reliant on positive relationships being developed directly with our workforce, thereby ensuring that all officers and staff are fully and actively engaged in Keeping People Safe.

People costs for SPA / Police Scotland equate to approximately 90% of the organisation’s total budget. Therefore, good employee relations are essential to the effective management of the organisation both in terms of successful human resources management and responsible financial management. It is particularly important to ensure that Employee Relations are proactively managed because policing is a monopoly provision and Scotland demands an effective, efficient and sustainable Policing Service.

Also, our people may remain within the SPA / Police Scotland for 35+ years dedicating their entire working lives to ensuring the provision of policing services for the public and they should feel proud of this significant contribution to the communities in which they live and serve.

The Police Scotland/SPA Employee Relations Model and Framework was approved by the SPA in 2015. The objectives of the model are to:

- Engender positive relationships so that all our people understand and are actively committed to Keeping People Safe and improving the safety and wellbeing of the people of Scotland;
- Create an environment where all our people can actively contribute to the improvement and delivery of positive outcomes that result in successful delivery of Keeping People Safe and improving the safety and wellbeing of the people of Scotland;
- Create an environment where the values of “integrity, fairness and respect” for Police Scotland and “accountability, integrity and respect” for the SPA are actively promoted and these values live both externally and internally within the respective organisations in every interaction;
Part 2

- Create an environment that promotes positive health and wellbeing outcomes for all our people; and
- Create an environment where our people have equality of opportunity to contribute throughout their career to the success of SPA / Police Scotland.

The purpose of the model and framework is to ensure that the principles of proactive employee engagement are embedded and that there is transparency around the current governance arrangements within the organisation in which employment related matters can be dealt.

Forums are in place at both a local and national level to deal with a range of employment related matters.

The framework outlines the purpose of each forum. This will help ensure that matters are dealt with at the most appropriate meeting, with relevant stakeholders present to resolve matters in a timely manner.

By outlining the wider governance arrangements, the organisation is transparent as to the route through which a specific matter can be escalated in case a wider stakeholder engagement or a corporate decision is necessary.
Equality and Diversity Employment Monitoring – Grievance

Grievance Profile between 1 April 2015 and 31 March 2016

The trends identified in the grievance profile, show that proportionately more female police officers and male police staff raised a grievance, which were concluded during this reporting period. It also identified that the age demographic was those in the older age groups. It was difficult to make any meaningful analysis based on the other protected characteristics due to small numbers.

Police Officer
Part 2

Police Staff

Overall, 16 concluded grievances were recorded for police officers and 15 concluded grievances were recorded for police staff. There were no recorded concluded grievances for special constables for this reporting period.
Equality and Diversity Employment Monitoring – Discipline

Police Staff Discipline Profile between 1 April 2015 and 31 March 2016

Overall, 29 concluded disciplinary proceedings were carried out for the identified reporting period. The profile of those who were subject to a disciplinary process is as follows:

- 55% were female police staff and 45% were male police staff.
- 75% were in the 55-64 age group.
- 14% have a recorded disability, although the number is less than 5.
- 79% identified their ethnic origin as White Scottish and 3% identified as Other White British. 3% of those subject to a disciplinary process identified their ethnic origin as BME and 3% identified their ethnic origin as White Minority. The datasets for all ethnic origins apart from White Scottish were less than 5.
- 24% identified their religion or belief as Church of Scotland and 24% identified as Roman Catholic. 21% identified as None and 21% identified as Choose not to Disclose. 7% identified their religion or belief as Other Religion.
- 0% identified their sexual orientation as LGB and 76% identified as Heterosexual.

Police Officers – There is a currently a data gap for police officers and special constables who are subject to disciplinary proceedings as this information is held on a separate IT system and is not linked to the HR system.

Attendance Management

Attendance management continues to be a key focus within the organisation. Ill health retirement (IHR) numbers related to police officers have remained broadly consistent over the last three years. A postings and transfers panel has been established to ensure that all opportunities for redeployment of Police Officers are considered, prior to the SPA making a decision in relation to IHR.

SPA / Police Scotland Exit survey

There has been limited information available for the reasons why officers and staff choose to leave the organisation and what their experience of Police Scotland has been.
Case Study – SPA / Police Scotland Exit survey

To address the issues around people leaving the organisation, work was undertaken to develop a process to capture information with any officer or member of staff leaving now being asked to complete a voluntary survey.

The Exit survey includes the Equality and Diversity Employment Monitoring Form providing the opportunity for staff to provide their equality and diversity personal information, this anonymous data will be captured and analysed to identify and respond to any trends to improve retention in the future.

The aim of the survey is to provide a greater understanding of why people leave SPA / Police Scotland, whether it is due to retirement, transfer, change of career or something else. The survey asks leavers to comment on a range of factors, which may have influenced their decision to leave.

In this way, any recurring issues being raised by our officers and staff can be addressed in an effort to make the organisation a better place to work.
Engaged and Valued workplace

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.

“Your Survey”
“Your Survey”, was the first joint organisation-wide opinion survey for SPA / Police Scotland, conducted from 18 May-15 June 2015, by independent survey provider, Axiom Consultancy (Scotland) Ltd. Your Survey included a section on Inclusion and Equality. Respondents were also invited to complete the Equality and Diversity Employment Monitoring form.

The purpose of the survey was to identify and measure current levels of officer, staff and special constable engagement across SPA / Police Scotland and for this to be used as a benchmark that could be tracked and monitored over time.

Nearly 12,000 responses (50.4%) were received, an extremely positive return rate when compared with other recent surveys conducted by similar size organisations. The survey findings were detailed in a full report and were published on 2 October 2015.

Axiom concluded that:
“The responses given were relatively consistent, showing similarities of opinions by age and gender and for the most part, ethnic group.

Whilst there were some differences of views between police officers and SPA / Police Staff, the main differences in opinion related to where the respondent worked, their length of service, line management responsibility and disability.

LGB police officers and staff tended to be the most positive of the protected characteristic groups, particularly in relation to being treated fairly at work (71% compared to 50% of disabled respondents, 47% of BME respondents, 61% of males and 63% of females).”
Relationships: In these questions, respondents rated their relationship with their peers, immediate team and line manager very positively. Respondents felt that they:

- Were treated with respect by their colleagues at work (83%);
- Enjoyed strong, positive relationships with their peers at work (78%);
- Were treated with respect by their line manager (77%); and
- Were treated fairly at work (61%).

There was also little difference in responses between males and females, indeed slightly more females than males thought they were treated fairly at work.

BME respondents were also as positive about their relationship with their colleagues and line manager as White respondents but slightly less positive about their relationship with their peers. The key issue for BME respondents appears to be that only 47% of them felt that they were treated fairly at work. This is considerably lower than the average for the Survey.

Whilst the majority of these respondents rated their relationships with colleagues, peers and line manager positively and 50% felt they were treated fairly at work, respondents with a disability were consistently lower in their rating of the equality and diversity questions than respondents without a disability.

Organisation: Overall, respondents were less positive about the organisation in terms of inclusion and equality, for example:

- Only 19% of respondents felt valued for the work they contribute;
- 21% believed that the actions of senior management in SPA / Police Scotland were consistent with the SPA / Police Scotland values;
- 39% thought that the policies and practices supported an inclusive workplace; and
- 45% of respondents stated that SPA / Police Scotland respected individual differences.

In relation to these questions about the organisation, SPA / Police Staff tended to be more positive than the police officers who responded to the Survey. Female respondents also tended to be slightly more positive than their male colleagues.
However, in each of these questions, BME respondents and those with a disability were consistently lower in their ratings than White respondents and those without a disability.

In response to views about the workplace, LGB respondents were considerably more positive than other protected characteristic groups, particularly in relation to the organisation respecting individual differences and policies and practices supporting an inclusive workplace. Nearly twice as many LGB respondents expressed positive views as BME respondents or those with a disability.

An improvement plan has been developed, which comprises of four themed action plans representing the key priorities which officers and staff believe will make a positive difference across the organisation. These include:

- Inspiring Leadership;
- Engaging and valuing each other;
- Our Voice; and
- “An exciting experience” seeking to make a positive difference across the organisation.

At the same time, a number of separate but interconnected development initiatives, which embrace our people and directly underpin the improvement plan, are ready for implementation. These initiatives also correlate and support the progression of recommendations from the recent Superintending Role Review.
Superintending Role Review –
(Superintending rank includes Superintendent and Chief Superintendent)

This review set out to examine the operating model, skills, support and training required across superintending ranks to ensure that the organisation remains sufficiently effective and resilient to deliver positive outcomes for the communities of Scotland, with a focus on the wellbeing of its workforce.

Case Study – Superintending Role Review

Working with internal and external stakeholders, the review sought to realise the following objectives:

• Promote continuous improvement in respect of leadership development, health and wellbeing, succession planning and business continuity;
• Build organisational capacity to enable the organisation to plan effectively for the future whilst further strengthening approaches to localism, prevention and collaboration;
• Secure best value for policing in Scotland through self-evaluation; and
• Ensure that Police Scotland maintains its ability to provide the best possible outcomes for the public.

Recommendations from the Superintending Role Review support the survey feedback and place strong emphasis on developing our senior leadership roles. Many of the recommendations go beyond operational changes and endorse building leadership capabilities to ensure senior officers are skilled, confident and equipped in leading the next stage of organisational change.

Whilst the recommendations emerging from this review are directed towards superintending ranks, it is recognised that they are likely to have a broad impact on the culture and practice across the wider service and on how Police Scotland delivers services to the public in the future.
Equality and Diversity Training

In March 2016, the Scottish Government published its “Race Equality Framework for Scotland (2016–2030)”. This framework has two specific goals for Police Scotland.

• Effective equality and intercultural competency training within initial training for the police workforce, combined with appropriate Continuous Professional Development (CPD) for those already in post; and

• Positive action to increase the number of minority ethnic entrants to the police workforce and to improve opportunities for development and promotion, to reflect the minority ethnic population of Scotland”.

A working group was established to identify the equality and diversity training and development requirements for SPA / Police Scotland. To date a revised “National Induction Course” for SPA/police staff is being delivered, which includes a one day classroom based equality and diversity input. Work continues to develop the other identified requirements.

Going forward there is a need to develop an equality and diversity strategic learning and education strategy with effective monitoring of training and evaluation processes. It is recognised that training is a single component of a strategic diversity learning and education program. An equality and diversity education strategy would also support learning being delivered in a variety of ways and would support the link between competence in diversity as critical to meeting operational needs and mainstreaming equality and diversity.
Performance Development Conversations (PDC)

Research indicates that a strong values-driven culture is critical to high organisational performance. Organisations, which place their values at the core of their business are more likely to achieve better performance and success.

Therefore, it is essential that any performance management process reflects our organisational values. Previously, Performance Development Review (PDR) was recognised as the primary process for appraisal, however, implementation has been sporadic, inconsistent and the system was generally perceived as being ‘compliance’ driven. Nonetheless, staff and officers favoured a well-designed appraisal process as being the cornerstone for motivating individual performance, gaining feedback, encouraging personal development and supporting the wellbeing of our workforce.

A newly designed appraisal framework, branded ‘PDC’ was introduced in 2016 and is a simple 4-step process to encourage regular face-to-face discussions between line managers and their staff. The PDC framework integrates our core values through establishing a common understanding of the key behaviours and attitudes that will be supported, valued and expected through everyone’s performance.

Equally, our values will underpin the appraisal process itself through encouraging line managers and staff to dedicate the necessary personal commitment and time to the process. It is recognised that whilst PDC advocates a more streamlined and simple process, the transition from being less task-orientated to being more people – focused will represent a significant cultural shift. It will need to be underpinned with effective communication, line manager support, and training to ensure successful implementation.
Leadership

Our first Leadership Strategy was implemented in August 2015 and aims to build leadership capacity at all levels, identify and develop current and future talent and ensure a culture of engaging leadership. Externally it provides an opportunity to maximise the principles of the Christie Commission 2011 and drive public sector collaborative leadership development.

The strategy clarifies how Police Scotland will identify and develop its leaders, create the right conditions for leadership to flourish and the priorities and plans for leadership development.

This is an inclusive strategy, covering all police staff and police officers and promotes equal access to opportunities for development across the whole organisation.

Progress on delivering the strategy is monitored through a Leadership Board, chaired by the DCC Designate, Mr Iain Livingstone, which includes senior officer sponsorship and representation from Statutory and Diversity Staff Associations, the SPA and Scottish Government.

The Leadership and Professional Development team continue to work collaboratively with partners and the wider public sector to develop innovative leadership development opportunities. This includes participation within:

- The Pioneer Programme, an innovative programme that seeks to create opportunities to systematically test and build the skills required for collaborative leadership, and use the learning from this to inform future development;
- The Scottish Coaching Collaboration; and
- The Leadership Exchange Programme, which aims to match 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 developing collaborative leadership with our partners and key stakeholders is outlined case study:
Case Study – Leadership for Outcomes Programme

Leadership for Outcomes is a collaborative leadership development programme involving participants from across the Justice Sector. It aims to develop senior collaborative leadership and offers opportunities to tackle some complex issues affecting the Justice Sector.

This programme also includes a learning exchange with United States partner organisation Police Executive Research Forum (PERF). The programme was originally piloted in 2014 and recently completed its second cohort in March 2016. This second programme incorporates lessons learned through three key changes:

- widening the background of participants within the programme cohort;
- reducing the projects covered by the group to one per group; and
- improving alignment with the United States engagement.

Each group within the cohort undertakes relevant research commissioned by the Justice Board. In 2016, one group undertook specific research on inequalities through a targeted project on ‘How can we deliver better outcomes through addressing the inequalities that exist across Scotland’s communities?’ The field research included a review of comparative projects across Scotland and work with partners in the United States to identify similar challenges, assess good practice and identify issues transferable to a Scottish environment.

The aim of the field research was two-fold; firstly, an opportunity to develop recommendations to help inform future policy development and secondly, to develop collaborative leadership skills critical for working at a senior leadership level. Each group presented their report and recommendations to the Justice Board in March 2016 and are now taking further development forward with sponsorship from a member of the Justice Board.
Talent Management

An example of inclusive talent management activity in Police Scotland is the development of a Mentoring Programme, working in collaboration with the SPA. It is open to everyone inclusive of police officers, police staff and special constables.

According to the Chartered Institute of Personnel and Development (CIPD), mentoring is one of the most used development activity chosen by organisations both public and private sectors. Mentoring is also recognised as an activity that supports under-represented staff, a number of the DSAs have agreed to promote the new Mentoring Programme to their members and assist with the development of the mentoring materials. UNISON, Scottish Police Federation and ASPS have also contributed in the development of the Mentoring Programme.

Future development includes the potential to link the programme with other organisations using mentoring such as the Scottish Government and NHS to provide a wider opportunity for collaboration.
Equality and Diversity Employment Monitoring – Promotion

Police Officer Promotion Profile between 11 April 2015 and 31 March 2016

The information below includes all promotions where officers have been promoted either on a temporary or substantive basis between 1 April 2015 and 31 March 2016. There are data gaps, which are currently being addressed to enable Police Scotland to be able to carry out equality and diversity employment monitoring for each stage of the National Police Promotion Process.

Age – The most common age group for those promoted was the 35-44 age group, which was also the trend for the period 2013/2014, followed by the 45-54 age group, which is reflective of the overall Police Scotland age workforce profile. 30% of those promoted to Sergeant were in the 25-34 age group. The average age on promotion to Sergeant was 38 for both male and female police officers.

Disability – When compared to the period 2013/2014, there has been a decrease in the proportion and number of those with a recorded disability from 2% (15) to 1% (9). 67% (6) of those with a recorded disability were promoted on a temporary basis.

Ethnic Origin – The profile of those who were promoted reflects the overall police officer ethnic origin profile. When compared to the period 2013/2014, the proportion and number of those promoted and who identify their ethnic origin as BME has increased from 0% to 1% (15). There was no comparable data for any of the other ethnic origin categories.

The average length of service on promotion to Sergeant is 12 years’ for those from a BME, White Minority and Other White British backgrounds compared to 13 years’ for those from a White Scottish background.

Religion or Belief – The most common religion or belief for those promoted is Church of Scotland, which was also the trend for the period 2013/2014. However, there has been an increase in the proportion of those identifying as None. This links into the findings from the 2011 Scotland Census and the link to age, this is particularly relevant as the ranks become more senior.

Sex – When compared to the period 2013/2014, there has been an increase in the proportion and number of female police officers who were promoted from 22% (185) to 26% (302). 28% of police officers promoted on a temporary basis were female and 72% were male compared to 23% of those promoted on a substantive basis who were female and 77% who were male.

The average length of service on promotion to Sergeant is 13 years’ for both male and female police officers.
### Sexual Orientation

When compared to the period 2013/2014, there has been an increase in the proportion and number of those promoted who identify their sexual orientation as LGB from 1% (7) to 2% (27).

The profile of those promoted does not reflect the overall Police Scotland sexual orientation profile and is likely to be linked to the age profile of those promoted.

### Police Staff Promotion Profile between 1 April 2015 and 31 March 2016

Police Scotland are unable to carry out equality and diversity monitoring in relation to police staff who are promoted on a temporary or acting basis and who are in receipt of acting up allowances. This is mainly due to the differences in legacy force/agency grading and the definition of what constitutes a temporary promotion for police staff.

Work is ongoing through the Staff Pay and Reward Modernisation Project to address inconsistencies, which are also linked to the variances in the legacy force payroll systems.
Health and Wellbeing

The Health and Wellbeing function is responsible for managing support services and developing strategy and initiatives in relation to wellbeing to help ensure that all our officers and staff are physically, emotionally, psychologically and spiritually healthy.

In order to provide holistic and effective services SPA / Police Scotland offer the following services:

- Since 1 April 2015, SPA / Police Scotland has provided clinical and emotional wellbeing support and service, through an external partnership with AXA PPP Healthcare (Employee Assistance Programme).
- Since 1 April 2015, SPA / Police Scotland has provided clinical and emotional support and service, through an external partnership with Optima Health (Occupational Health).
- Since 15 December 2014, SPA / Police Scotland has provided psychological and wellbeing support through the Trauma Risk Management (TRiM) Model / Team. The intended outcome of the TRiM SOP is to protect the physical and mental wellbeing of staff who have been exposed to traumatic operational incidents. It provides guidance in relation to a safe intervention of support and early identification of whether TRiM should be implemented following traumatic incidents.

The contract between these organisations and SPA / Police Scotland also contains a declaration from the provider that they will adhere to the terms of the Equality Act 2010. Should the provider default on any aspect of contract from an equality and diversity perspective then there is a mechanism contained within the contract for a variation of terms to be inserted, which would guarantee compliance.

Disability

A significant piece of work has being undertaken within SPA / Police Scotland following the removal of the legacy Occupational Health Units and the resultant changes to responsibilities and processes relating to the management of disability.

The People and Development Equality and Diversity team has undertaken a review of Police Scotland’s disability disclosure, assessment and reasonable adjustment process to ensure that the organisation is fulfilling its duties as an employer under the Equality Act 2010.

A short term working group with key stakeholders including the Disability and Carers Association was convened and a report outlining recommendations and findings will be forwarded to the Force Executive for progression.
Part 2

Equality and Diversity Employment Monitoring – Disability

Disability Workforce Profile at 31 March 2016

Data gaps have been identified, where there would appear to be differences across the organisation in relation to the recording of disability disclosure. This is likely to be attributable to the differences in the recording mechanisms, processes and arrangements in place within legacy forces prior to the creation of SPA / Police Scotland, which now no longer exist.

The recommendations from the disability working group, seek to achieve consistency across the organisation. This work includes identifying clear processes and procedures with easy to understand guidance for both line managers and staff and to develop a consistent recording mechanism utilising the functionality on SCOPE.

Training has also been designed for line managers, which will be rolled out as part of Line Managers training. Once these revised processes are in place and communicated to staff, it is likely that there will be an impact in the figures reported for those who have a disability.

Police Officers at 31 March 2016

The proportion and number of police officers who have identified they have a disability has decreased from 3% (568) at 28 February 2013 to 2% (358) at 31 March 2016.

There has also been an increase in the proportion and numbers of those choosing not to disclose from 3% (467) at 28 February 2013 to 5% (952) at 31 March 2016.
Since 31 March 2014, the proportion of police staff who have identified they have a disability remains the same at 5%. However, the number has reduced from 310 to 283.

The proportion of special constables who have a recorded disability remains the same at less than 1%, however the number has decreased from 9 at 28 February 2013 to <5 at 31 March 2016.

There has been a decrease in the proportion and numbers of those choosing not to disclose from 4% (55) at 28 February 2013 to <1% (7) at 31 March 2016.
Disability Recruitment Profile
Applications Received between 1 April 2015 and 31 March 2016

During the period 2012/2013, 2% of police officer applicants and 2% of special constable applicants identified they had a disability. This was recorded using legacy force systems, which links into the issues identified above.

Police Officers – When compared to the period 2013/2014, there has been an increase in the proportion of applications received where the applicant has identified they have disability increasing from <1% (15) to 1% (33).

Police Staff – 2% (172) of applications received were from those who disclosed they had a disability. Data for the other categories of No and Choose not to Disclose are unavailable. There is no comparable data for the periods 2012/2013 and 2013/2014.

Special Constables – When compared to the period 2013/2014, there has been an increase in the proportion of applications received where the applicant has identified they have a disability increasing from 1% to 2%. However, the number has decreased from 8 to 6.
Part 2

Offer of Appointment between 1 April 2015 and 31 March 2016

Police Officers – When compared to the period 2013/2014, the proportion of those who have identified that they have a disability at the offer of appointment stage of the process has decreased from 3% (18) to 1% (9).

Police Staff – 1% (5) of those who were offered appointed had disclosed a disability. Data for the other categories of No and Choose not to Disclose are unavailable. There is no comparable data for the periods 2012/2013 or 2013/2014.

Special Constables – When compared to the period 2013/2014, the proportion of those who have identified a disability at the offer of appointment stage of the process has increased from 0% to 1% (<5).
Part 2

Newly Appointed Staff between 1 April 2015 and 31 March 2016

**Police Officers** – The proportion of newly appointed probationers for the period 2012/2013 with a recorded disability was 1% (5). When compared to 2013/2014, the proportion of newly appointed probationers with a disability recorded on SCOPE remains the same at less than 1% (<5).

**Police Staff** – When compared to the period 2013/2014, the proportion of newly appointed police staff with a recorded disability has increased from 0% to 3% (12).

**Special Constables** – The proportion of newly appointed special constables has decreased from <1% (<5) during the period 2012/2013 to 0%. 
Promoted Posts by Disability at 31 March 2016

Police Officers – When compared to 31 March 2014, the proportion of those with a disability in a promoted post has reduced from 3% (106) to 2% (81).

Police Staff – It is not possible to analyse police staff promotions as grading structures have not yet been harmonised.

See page 161, Staff Pay and Reward Modernisation Project.
Disability Leavers Profile at 31 March 2016

**Police Officers** – The proportion of leavers with a recorded disability has decreased from 9% for the period 2012/2013 to 6% for the period 2015/2016. However, the number remains more or less the same decreasing slightly from 58 to 57.

The most common reason for those leaving who had a recorded disability was Retirement on Medical grounds. The proportion of those resigning with a recorded disability was proportionate to the overall disability workforce profile at the dates of comparison for 2012/2013, 2013/2014 and 2015/2016.

**Police Staff** – When compared to the period 2013/2014, the proportion of leavers with a recorded disability remains the same at 6%. However, the number has decreased from 56 to 25.

The most common reason for those leaving who had a recorded disability was Resignation or Retirement on Medical Grounds compared to the period 2013/2014 where the most common reason for leaving was Redundancy.

**Special Constables** – The proportion of leavers with a recorded disability remains the same at 0% when compared to the period 2012/2013.
Part 3

Police Scotland Equal Pay Statement 2017

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

We are 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.

We are committed to the principle of equal pay on the grounds of sex, disability and race for all our police officers and 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 bias from pay systems we are:

- Eliminating discrimination, harassment, victimisation and any other prohibited conduct;
- Advancing equality of opportunity; and
- Promoting positive relationships amongst staff and the wider community.

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

It is important that police officers and 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 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 have developed a national Job Evaluation Scheme as part of wider modernisation strategy that will allow us to implement a single pay and grading structure as soon as practically possible. This underpins a commitment to increase fairness and transparency in all remuneration and reward practices.

The Pay and Grading Team of SPA / Police Scotland are currently undertaking a complex data gathering exercise relating to police staff to identify issues in terms of the gender pay gap. Gender pay gap data will continue to be used to inform the development of a new pay and grading structure for police staff, so that SPA / Police Scotland can reinforce and improve their committed position on equal pay.

Police officer pay is established by the Police Negotiating Board (PNB). Although we do not determine the pay systems for police officers, we are committed to identifying and taking appropriate actions within our control to support pay equality. Any findings out with our control will be notified to PNB.
Part 3

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 (page 193).

Our objectives are to:

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

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

- Continue to progress our Staff Pay and Reward Modernisation Project to ensure that we are an organisation that has a fair, equitable and affordable pay policy and appropriate terms and conditions that support policing priorities;
- Evaluate each role using a single analytical job evaluation scheme in establishing pay for members of staff;
- Identify, examine and address occupational segregation where it is found;
- Provide training and guidance for those involved in determining pay and the job evaluation process;
- Continue to engage with ‘Close the Gap’, a partnership initiative working in Scotland on gender equality;
- Continue to improve communications through the use of the intranet and roadshows, informing police officers and police staff of how reward practices work and how their own reward is determined;
- Respond to grievances and other concerns on equal pay; and
- Continue to consult with trade union representatives to discuss and agree changes to reward policy, where appropriate.
Gender Pay Gap

The data used to calculate the Gender Pay Gap was based upon staff in post at March 2016. The gender pay gap is determined as the difference between men’s and women’s average hourly earnings (excluding overtime).

Gender Pay Gap – Police Officers

The gender pay gap for police officer base pay (excluding allowances and overtime) is 4.1%. This increases to 5.8% when calculated to include all allowances.

There has been a decrease in the police officer base pay (excluding allowances and overtime) figure of 4.3%, which was published in 2015. This may be due to the following reasons:

- 84% of those who retired are male and 16% were female;
- 69% of male leavers retired compared to 44% of female leavers;
- 49% of female leavers resigned compared to 25% of male leavers;
- since 2013, the proportion and number of females in promoted posts has increased from 20% (779) to 23% (892); and
- those who are joining as a probationary constable will earn less than those who have retired.

There is no comparison for the gender pay gap including all allowances for 2015.
Part 3

Gender Pay Gap – SPA / Police Staff

The gender pay gap information presented in 2015 included both SPA and police staff and for comparison purposes has been presented in the format outlined below.

The gender pay gap for SPA/police staff base pay (excluding allowances and overtime) is 12.0%. This increases to 13.0% when calculated including shift allowance and weekend working allowance.

This is a decrease in the SPA / Police Staff gender pay gap since 2015 when the gender pay gap for staff base pay (excluding allowances and overtime) was 12.9%.

<table>
<thead>
<tr>
<th>Gender Pay Gap</th>
<th>Base Pay</th>
<th>Base Pay + Allowances</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPA Staff</td>
<td>10.4%</td>
<td>13.9%</td>
</tr>
<tr>
<td>Police Staff</td>
<td>12.5%</td>
<td>13.1%</td>
</tr>
<tr>
<td>All Staff</td>
<td>12.0%</td>
<td>13.0%</td>
</tr>
</tbody>
</table>

Implementation of the 2015-2016 pay policy (the Scottish Government’s commitment to a living wage for staff under its direct control benefits and a minimum £300 pay uplift for those earning £21,000 or less) can be seen to benefit both men and women at the lower end of the salary scale. As many of those employees are women, the targeted measures protect them from pay restraint and in many cases provide a positive benefit.

The policy has helped in reducing the gender pay gap as it has increased the overall base levels of pay for those at the lower end where there is a higher concentration of women.
**Equal Pay (Race and Disability)**

Our current datasets also provide us with baseline information on the distribution of officers and staff in relation to Race and Disability. These will be used for future trends and monitoring. The numbers in these groups are relatively small but the actions being taken to support our commitment to equal pay will help address any anomalies.

**Occupational Segregation**

Occupational segregation refers to the clustering of gender type, racial group and disability categories, into different levels of work (vertical segregation) and into different types of work within each level (horizontal segregation).

**Vertical Segregation – Police Officers**

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

<table>
<thead>
<tr>
<th>Rank</th>
<th>Female %</th>
<th>Male %</th>
<th>Recorded Disability %</th>
<th>No Recorded Disability %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constable</td>
<td>32</td>
<td>68</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sergeant</td>
<td>23</td>
<td>77</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspector</td>
<td>23</td>
<td>77</td>
<td>2</td>
<td>98</td>
</tr>
<tr>
<td>Chief Inspector</td>
<td>22</td>
<td>78</td>
<td>2</td>
<td>98</td>
</tr>
<tr>
<td>Superintendent</td>
<td>19</td>
<td>81</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Superintendent</td>
<td>20</td>
<td>80</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC, DCC, CC</td>
<td>21</td>
<td>79</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>70</strong></td>
<td><strong>2</strong></td>
<td><strong>98</strong></td>
</tr>
</tbody>
</table>
The ratio of female police officers in promoted posts (rank of sergeant and above) has increased from 20% to 23% when compared to the figures published in 2013. The proportion of those in a promoted post with a recorded disability is reflective of the overall police officer disability profile at 2%. The proportion of those in a promoted post from BME or White Minority background is reflective of the overall police officer ethnic origin profile at 1%.
Vertical Segregation – Police Staff

The tables below show the percentage of police staff at each salary group:

<table>
<thead>
<tr>
<th>Salary Band</th>
<th>Female %</th>
<th>Male %</th>
<th>Recorded Disability %</th>
<th>No Recorded Disability %</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 – &lt;25k</td>
<td>69</td>
<td>31</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>25k – &lt;35k</td>
<td>52</td>
<td>48</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>35k – &lt;45k</td>
<td>38</td>
<td>62</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>45k – &lt;55k</td>
<td>41</td>
<td>59</td>
<td>6</td>
<td>94</td>
</tr>
<tr>
<td>55k – &lt;65k</td>
<td>33</td>
<td>67</td>
<td>7</td>
<td>93</td>
</tr>
<tr>
<td>65k – &lt;75k</td>
<td>57</td>
<td>43</td>
<td>7</td>
<td>93</td>
</tr>
<tr>
<td>75k+</td>
<td>33</td>
<td>67</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
<td><strong>37</strong></td>
<td><strong>5</strong></td>
<td><strong>95</strong></td>
</tr>
</tbody>
</table>
The breakdown in the tables above do not reflect the workforce profile for sex, which is 63:37, by each of the salary bands, with a higher proportion of female police staff in the 15-25k band and a lower proportion for the rest of the salary bands.

The disability workforce profile of 5% is reflective in the 15-25k, 25-35k and 35-45k salary bands. The 15-25k and 45-55k salary brackets are reflective of the ethnic origin workforce profile for police staff.
Horizontal Segregation

Work is ongoing to identify horizontal segregation among police officers and police staff, this includes partnership working with diversity staff associations and addressing issues identified. 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.

### Horizontal Segregation – Police Officers

<table>
<thead>
<tr>
<th>Division</th>
<th>Female %</th>
<th>Male %</th>
<th>Recorded Disability %</th>
<th>No Recorded Disability %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact, Command and Control</td>
<td>37</td>
<td>63</td>
<td>4</td>
<td>96</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>32</td>
<td>68</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>30</td>
<td>70</td>
<td>10</td>
<td>90</td>
</tr>
<tr>
<td>Custody</td>
<td>25</td>
<td>75</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>Licensing Violence Reduction</td>
<td>32</td>
<td>68</td>
<td>1</td>
<td>99</td>
</tr>
<tr>
<td>Local Policing</td>
<td>31</td>
<td>69</td>
<td>2</td>
<td>98</td>
</tr>
<tr>
<td>Operational Support</td>
<td>15</td>
<td>85</td>
<td>2</td>
<td>98</td>
</tr>
<tr>
<td>Specialist Crime</td>
<td>28</td>
<td>72</td>
<td>1</td>
<td>99</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>70</strong></td>
<td><strong>2</strong></td>
<td><strong>98</strong></td>
</tr>
</tbody>
</table>
### Occupational Segregation

<table>
<thead>
<tr>
<th>Department</th>
<th>White Scottish %</th>
<th>Other White %</th>
<th>White Minority %</th>
<th>BME %</th>
<th>Choose not to Disclose %</th>
<th>Unknown %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact, Command and Control</td>
<td>86</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>85</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>&lt;1</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>91</td>
<td>7</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Custody</td>
<td>87</td>
<td>7</td>
<td>1</td>
<td>&lt;1</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Licensing Violence Reduction</td>
<td>83</td>
<td>11</td>
<td>&lt;1</td>
<td>1</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Local Policing</td>
<td>83</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Operational Support</td>
<td>84</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Specialist Crime</td>
<td>84</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>&lt;1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>83</strong></td>
<td><strong>9</strong></td>
<td><strong>1</strong></td>
<td><strong>1</strong></td>
<td><strong>4</strong></td>
<td><strong>1</strong></td>
</tr>
</tbody>
</table>

Occupational segregation has been identified within some specialist divisions/departments and these areas of the business have created Equality and Diversity Working Groups to address the issues of under representation and take appropriate actions through positive action initiatives, improved communication and marketing about the skills and training required for specific roles.
Horizontal Segregation – Police Staff

The tables below identify the proportions across each function:

<table>
<thead>
<tr>
<th>Department</th>
<th>Female %</th>
<th>Male %</th>
<th>Recorded Disability %</th>
<th>No Recorded Disability %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact, Command and Control</td>
<td>71</td>
<td>29</td>
<td>6</td>
<td>94</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>59</td>
<td>41</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>66</td>
<td>34</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>Custody</td>
<td>34</td>
<td>66</td>
<td>4</td>
<td>96</td>
</tr>
<tr>
<td>Licensing Violence Reduction</td>
<td>97</td>
<td>3</td>
<td>3</td>
<td>97</td>
</tr>
<tr>
<td>Local Policing</td>
<td>76</td>
<td>24</td>
<td>7</td>
<td>93</td>
</tr>
<tr>
<td>Operational Support</td>
<td>65</td>
<td>35</td>
<td>5</td>
<td>95</td>
</tr>
<tr>
<td>Specialist Crime</td>
<td>48</td>
<td>52</td>
<td>4</td>
<td>96</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
<td><strong>37</strong></td>
<td><strong>5</strong></td>
<td><strong>95</strong></td>
</tr>
</tbody>
</table>
### Part 3

<table>
<thead>
<tr>
<th>Department</th>
<th>White Scottish %</th>
<th>Other White British %</th>
<th>White Minority %</th>
<th>BME %</th>
<th>Choose not to Disclose %</th>
<th>Unknown %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact, Command and Control</td>
<td>89</td>
<td>6</td>
<td>&lt;1</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>86</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>91</td>
<td>5</td>
<td>1</td>
<td>&lt;1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Custody</td>
<td>89</td>
<td>6</td>
<td>1</td>
<td>&lt;1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Licensing Violence Reduction</td>
<td>79</td>
<td>9</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Local Policing</td>
<td>90</td>
<td>7</td>
<td>&lt;1</td>
<td>&lt;1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Operational Support</td>
<td>89</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Specialist Crime</td>
<td>84</td>
<td>9</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>7</strong></td>
<td><strong>1</strong></td>
<td><strong>1</strong></td>
<td><strong>3</strong></td>
<td><strong>&lt;1</strong></td>
</tr>
</tbody>
</table>

The ratio of females within Local Policing, Licensing Violence Reduction and Contact Command and Control are proportionately higher than the overall police staff profile of 63%. The ratio of males in Custody, Specialist Crime and Corporate Services are higher than the overall staff profile of 37%. On the basic analysis split by departments, there are no common types of role carried out by those from a BME or White Minority background or those with a recorded disability, with a wide variety of roles carried out. However, for male and female police staff there would appear to be occupational segregation in some of the departments and the functions they perform.

Any clustering information identified in this analysis and the ongoing monitoring of organisational change impacts will help to inform the Staff Pay and Reward Modernisation Project.
Part 4
Appendices
### Appendix A – Ethnic Origin

<table>
<thead>
<tr>
<th>Ethnic Origin</th>
<th>Total</th>
<th>%</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>White – Scottish</td>
<td>14569</td>
<td>83%</td>
<td>4494</td>
<td>10075</td>
</tr>
<tr>
<td>White – English</td>
<td>985</td>
<td>6%</td>
<td>276</td>
<td>709</td>
</tr>
<tr>
<td>White – Northern Irish</td>
<td>272</td>
<td>2%</td>
<td>55</td>
<td>217</td>
</tr>
<tr>
<td>White – Welsh</td>
<td>57</td>
<td>&lt;1%</td>
<td>16</td>
<td>41</td>
</tr>
<tr>
<td>White – Other British</td>
<td>194</td>
<td>1%</td>
<td>45</td>
<td>149</td>
</tr>
<tr>
<td>White – Irish</td>
<td>89</td>
<td>&lt;1%</td>
<td>22</td>
<td>67</td>
</tr>
<tr>
<td>White – Gypsy/Traveller</td>
<td>11</td>
<td>&lt;1%</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>White – Polish</td>
<td>32</td>
<td>&lt;1%</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>White – Other</td>
<td>119</td>
<td>1%</td>
<td>36</td>
<td>83</td>
</tr>
<tr>
<td>Mixed or Multiple Ethnic Group</td>
<td>66</td>
<td>&lt;1%</td>
<td>16</td>
<td>50</td>
</tr>
<tr>
<td>Asian – Pakistani</td>
<td>45</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>41</td>
</tr>
<tr>
<td>Asian – Indian</td>
<td>26</td>
<td>&lt;1%</td>
<td>7</td>
<td>19</td>
</tr>
<tr>
<td>Asian – Bangladeshi</td>
<td>5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Asian – Chinese</td>
<td>17</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>13</td>
</tr>
<tr>
<td>Asian – Other</td>
<td>12</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>11</td>
</tr>
<tr>
<td>African – African</td>
<td>21</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>19</td>
</tr>
<tr>
<td>African – Other</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Caribbean or Black – Caribbean</td>
<td>12</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>8</td>
</tr>
<tr>
<td>Caribbean or Black – Black</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Caribbean or Black – Other</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Other Ethnic Group – Arab</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Other Ethnic Group – Other</td>
<td>12</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>11</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>727</td>
<td>4%</td>
<td>138</td>
<td>589</td>
</tr>
<tr>
<td>Unknown/Not Recorded</td>
<td>260</td>
<td>1%</td>
<td>84</td>
<td>176</td>
</tr>
</tbody>
</table>
### Police Staff

<table>
<thead>
<tr>
<th>Ethnic Origin</th>
<th>Total</th>
<th>%</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>White – Scottish</td>
<td>4664</td>
<td>88%</td>
<td>2976</td>
<td>1688</td>
</tr>
<tr>
<td>White – English</td>
<td>292</td>
<td>5%</td>
<td>165</td>
<td>127</td>
</tr>
<tr>
<td>White – Northern Irish</td>
<td>18</td>
<td>&lt;1%</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>White – Welsh</td>
<td>18</td>
<td>&lt;1%</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>White – Other British</td>
<td>36</td>
<td>1%</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>White – Irish</td>
<td>12</td>
<td>&lt;1%</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>White – Gypsy/Traveller</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>White – Polish</td>
<td>6</td>
<td>&lt;1%</td>
<td>5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>White – Other</td>
<td>38</td>
<td>1%</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>Mixed or Multiple Ethnic Group</td>
<td>10</td>
<td>&lt;1%</td>
<td>7</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Asian – Pakistani</td>
<td>17</td>
<td>&lt;1%</td>
<td>14</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Asian – Indian</td>
<td>17</td>
<td>&lt;1%</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>Asian – Bangladeshi</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Asian – Chinese</td>
<td>12</td>
<td>&lt;1%</td>
<td>10</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Asian – Other</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>African – African</td>
<td>5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>African – Other</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Caribbean or Black – Caribbean</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Caribbean or Black – Black</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Caribbean or Black – Other</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Ethnic Group – Arab</td>
<td>&lt;5</td>
<td>0%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Other Ethnic Group – Other</td>
<td>&lt;5</td>
<td>0%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>138</td>
<td>3%</td>
<td>63</td>
<td>75</td>
</tr>
<tr>
<td>Unknown/Not Recorded</td>
<td>37</td>
<td>&lt;1%</td>
<td>25</td>
<td>12</td>
</tr>
</tbody>
</table>
### Special Constable

<table>
<thead>
<tr>
<th>Ethnic Origin</th>
<th>Total</th>
<th>%</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>White – Scottish</td>
<td>536</td>
<td>64%</td>
<td>174</td>
<td>362</td>
</tr>
<tr>
<td>White – English</td>
<td>55</td>
<td>7%</td>
<td>16</td>
<td>39</td>
</tr>
<tr>
<td>White – Northern Irish</td>
<td>6</td>
<td>1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>White – Welsh</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>White – Other British</td>
<td>33</td>
<td>4%</td>
<td>10</td>
<td>23</td>
</tr>
<tr>
<td>White – Irish</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>White – Gypsy/Traveller</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>White – Polish</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>White – Other</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Mixed or Multiple Ethnic Group</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Asian – Pakistani</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Asian – Indian</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Asian – Bangladeshi</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian – Chinese</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asian – Other</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>African – African</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>African – Other</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Caribbean or Black – Caribbean</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Caribbean or Black – Black</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Caribbean or Black – Other</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Ethnic Group – Arab</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Ethnic Group – Other</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Unknown/Not Recorded</td>
<td>187</td>
<td>22%</td>
<td>70</td>
<td>117</td>
</tr>
</tbody>
</table>
## Appendix B – Religion or Belief

### Police Officer

<table>
<thead>
<tr>
<th>Religion or Belief</th>
<th>Total</th>
<th>% profile</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>7113</td>
<td>41%</td>
<td>2357</td>
<td>4756</td>
</tr>
<tr>
<td>Church of Scotland</td>
<td>4875</td>
<td>28%</td>
<td>1357</td>
<td>3518</td>
</tr>
<tr>
<td>Roman Catholic</td>
<td>2103</td>
<td>12%</td>
<td>680</td>
<td>1423</td>
</tr>
<tr>
<td>Other Christian</td>
<td>521</td>
<td>3%</td>
<td>131</td>
<td>390</td>
</tr>
<tr>
<td>Muslim</td>
<td>58</td>
<td>&lt;1%</td>
<td>5</td>
<td>53</td>
</tr>
<tr>
<td>Buddhist</td>
<td>34</td>
<td>&lt;1%</td>
<td>5</td>
<td>29</td>
</tr>
<tr>
<td>Sikh</td>
<td>14</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>11</td>
</tr>
<tr>
<td>Jewish</td>
<td>12</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>11</td>
</tr>
<tr>
<td>Hindu</td>
<td>8</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Other</td>
<td>197</td>
<td>1%</td>
<td>34</td>
<td>163</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>2329</td>
<td>13%</td>
<td>560</td>
<td>1769</td>
</tr>
<tr>
<td>Unknown/Not Recorded</td>
<td>275</td>
<td>2%</td>
<td>86</td>
<td>189</td>
</tr>
</tbody>
</table>

### Police Staff

<table>
<thead>
<tr>
<th>Religion or Belief</th>
<th>Total</th>
<th>% profile</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>1906</td>
<td>36%</td>
<td>1230</td>
<td>676</td>
</tr>
<tr>
<td>Church of Scotland</td>
<td>1816</td>
<td>34%</td>
<td>1127</td>
<td>689</td>
</tr>
<tr>
<td>Roman Catholic</td>
<td>712</td>
<td>13%</td>
<td>472</td>
<td>240</td>
</tr>
<tr>
<td>Other Christian</td>
<td>154</td>
<td>3%</td>
<td>86</td>
<td>68</td>
</tr>
<tr>
<td>Muslim</td>
<td>20</td>
<td>&lt;1%</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Buddhist</td>
<td>8</td>
<td>&lt;1%</td>
<td>5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Sikh</td>
<td>8</td>
<td>&lt;1%</td>
<td>5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Jewish</td>
<td>5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Hindu</td>
<td>10</td>
<td>&lt;1%</td>
<td>6</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Other</td>
<td>64</td>
<td>1%</td>
<td>36</td>
<td>28</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>555</td>
<td>10%</td>
<td>306</td>
<td>249</td>
</tr>
<tr>
<td>Unknown/Not Recorded</td>
<td>71</td>
<td>1%</td>
<td>55</td>
<td>16</td>
</tr>
</tbody>
</table>
### Special Constable

<table>
<thead>
<tr>
<th>Religion or Belief</th>
<th>Total</th>
<th>% profile</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>264</td>
<td>32%</td>
<td>87</td>
<td>177</td>
</tr>
<tr>
<td>Church of Scotland</td>
<td>195</td>
<td>23%</td>
<td>56</td>
<td>139</td>
</tr>
<tr>
<td>Roman Catholic</td>
<td>68</td>
<td>8%</td>
<td>19</td>
<td>49</td>
</tr>
<tr>
<td>Other Christian</td>
<td>13</td>
<td>2%</td>
<td>&lt;5</td>
<td>11</td>
</tr>
<tr>
<td>Muslim</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Buddhist</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Sikh</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>0</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Jewish</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hindu</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>&lt;5</td>
<td>&lt;1%</td>
<td>&lt;5</td>
<td>&lt;5</td>
</tr>
<tr>
<td>Choose not to Disclose</td>
<td>29</td>
<td>3%</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Unknown/Not Recorded</td>
<td>256</td>
<td>31%</td>
<td>101</td>
<td>155</td>
</tr>
</tbody>
</table>
### Appendix C – Terminology

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASPS</td>
<td>Association of Scottish Police Superintendents</td>
</tr>
<tr>
<td>BSL</td>
<td>British Sign Language</td>
</tr>
<tr>
<td>CEEPA</td>
<td>Central and Eastern European Police Association</td>
</tr>
<tr>
<td>C3</td>
<td>Contact, Command and Control</td>
</tr>
<tr>
<td>COPFS</td>
<td>Crown Office Procurator Fiscal Service</td>
</tr>
<tr>
<td>CSE</td>
<td>Child Sexual Abuse</td>
</tr>
<tr>
<td>CPA</td>
<td>Christian Police Association</td>
</tr>
<tr>
<td>DACA</td>
<td>Disability And Carers’ Association</td>
</tr>
<tr>
<td>DACU</td>
<td>Domestic Abuse Coordination Unit</td>
</tr>
<tr>
<td>DAIU</td>
<td>Domestic Abuse Investigation Units</td>
</tr>
<tr>
<td>DCC</td>
<td>Deputy Chief Constable</td>
</tr>
<tr>
<td>DSA</td>
<td>Diversity Staff Associations</td>
</tr>
<tr>
<td>DSDAS</td>
<td>Disclosure Scheme for Domestic Abuse Scotland</td>
</tr>
<tr>
<td>EHRC</td>
<td>Equality and Human Rights Commission</td>
</tr>
<tr>
<td>ER</td>
<td>Employee Relations</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 (Scotland)</td>
</tr>
<tr>
<td>HBV</td>
<td>Honour Based Violence</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>HMICS</td>
<td>Her Majesty’s Inspectorate of Constabulary in Scotland</td>
</tr>
<tr>
<td>HRRC</td>
<td>Human Resources and Remuneration Board</td>
</tr>
<tr>
<td>IHR</td>
<td>Ill Health Retirement</td>
</tr>
<tr>
<td>LGBT</td>
<td>Lesbian, Gay, Bisexual and Transgender</td>
</tr>
<tr>
<td>MATAC</td>
<td>Multi-Agency Tasking and Coordination</td>
</tr>
<tr>
<td>NCAIU</td>
<td>National Child Abuse Investigation Unit</td>
</tr>
<tr>
<td>NISAG</td>
<td>National Independent Strategic Advisory Group</td>
</tr>
<tr>
<td>NRTF</td>
<td>National Rape Task Force</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>PAPA</td>
<td>Positive Action Practitioners Alliance</td>
</tr>
<tr>
<td>PDC</td>
<td>Performance Development Conversations</td>
</tr>
<tr>
<td>PSED</td>
<td>Public Sector Equality Duty</td>
</tr>
<tr>
<td>PSYV</td>
<td>Police Scotland Youth Volunteers Programme</td>
</tr>
<tr>
<td>SEMPER</td>
<td>Supporting Ethnic Minority Police staff for Equality in Race</td>
</tr>
<tr>
<td>SOLO</td>
<td>Sexual Offence Liaison Officer</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>SCDEA</td>
<td>Scottish Drug Enforcement Agency</td>
</tr>
<tr>
<td>SG</td>
<td>Scottish Government</td>
</tr>
<tr>
<td>SHRC</td>
<td>Scottish Human Rights Commission</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<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>
</tr>
<tr>
<td>SPSA</td>
<td>Scottish Police Services Authority</td>
</tr>
<tr>
<td>SWDF</td>
<td>Scottish Women’s Development Forum</td>
</tr>
<tr>
<td>TPR</td>
<td>Third Party Reporting</td>
</tr>
<tr>
<td>VR / ER</td>
<td>Voluntary Redundancy / Early Retirement</td>
</tr>
<tr>
<td>WEI</td>
<td>Workplace Equality Index</td>
</tr>
<tr>
<td>WMP</td>
<td>West Midlands Police</td>
</tr>
<tr>
<td>WSREC</td>
<td>West of Scotland Regional Equality Council</td>
</tr>
</tbody>
</table>
Publication Information

You can contact us using the details below for more information on this report, or to request it in other formats, or to arrange for an officer or member of police staff to meet with you to explain any areas of the report that you would like clarified.

Contact Details
Equality and Diversity Unit
Safer Communities
Equality and Diversity
Scottish Crime Campus
Craignethan Drive
Gartcosh
G69 8AE

Email: DiversityUnit@scotland.pnn.police.uk

Telephone: CALL YOUR LOCAL POLICE 101 IN AN EMERGENCY ALWAYS CALL 999

Web: http://www.scotland.police.uk/contact-us/contact-us-form

Twitter: @policescotland
Facebook: www.facebook.com/policescotland

Your View Counts
Your view counts and is valued – this is the message behind Police Scotland’s online public survey which helps shape policing priorities throughout the country.

The survey allows communities to tell the police what’s important to them – and to do so at a time which is convenient to anyone taking part as it is open all year round.

To take part in the survey please visit:


Minicom Service
This service is for the deaf, deafened, hard of hearing or speech impaired callers who can call us on 1 800 1101.