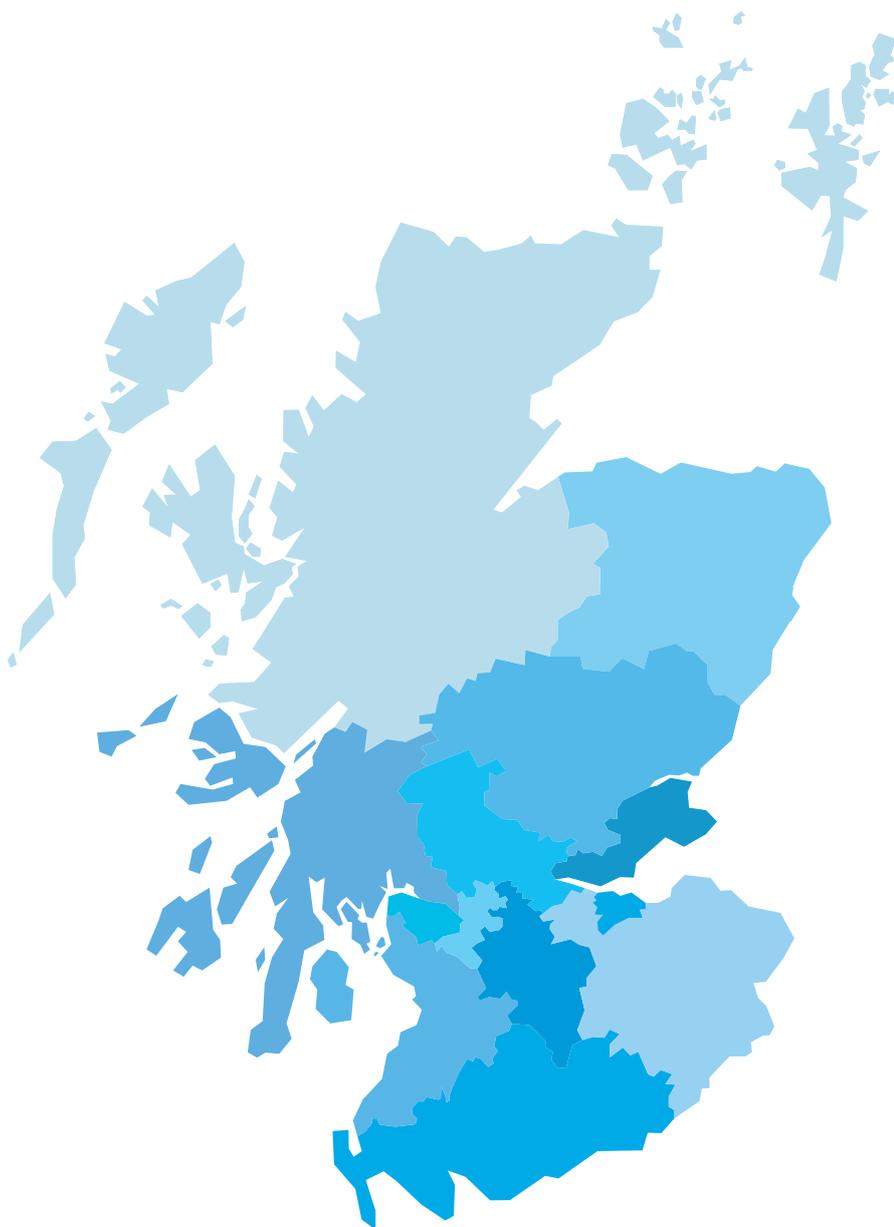


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Equality and Diversity  
Equality Outcomes

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# 2017/21



**POLICE  
SCOTLAND**  
Keeping people safe

# Foreword



It gives me great pleasure to present Police Scotland's Equality Outcomes for 2017-2021.

These Outcomes are being published in fulfilment of our duty under the Equality Act 2010 to prepare and publish Equality Outcomes at four yearly intervals.

Police Scotland recognises and values difference. Diversity enriches both our communities and our organisation and gives us the potential to be more creative and dynamic. With this in mind, these Outcomes will help to shape policing over the coming years and they are aligned with the broad objectives I have set for long-term excellence in policing: protecting the public; localism and serving diverse communities; culture and performance; and creating a sustainable operating model. Our ten year 'Policing 2026' strategy details how this will be achieved.

In developing these Outcomes, there has been consultation and engagement with a wide range of stakeholders across Scotland as well as internally with our staff, Statutory and Diversity Staff Associations.

I am confident that these objectives, achieved through ongoing and meaningful engagement both internally and externally, will help ensure Police Scotland continues its commitment to providing a service that is designed around people as individuals, ensuring their safety and security and treating everyone with Integrity, Fairness and Respect – our core values.

A handwritten signature in black ink, reading 'Phil Gormley'.

Phil Gormley, QPM  
Chief Constable

# Introduction



## Meeting the Needs of a Diverse Society

Successful organisations recognise and value difference. Diversity enriches organisations and gives them the potential to be more creative and dynamic. Whether it is exploring new forms of community engagement to identify people's needs, or considering how to get the best from our staff through flexible working conditions, equality & diversity issues are at the core of our business.

**Our Purpose:** To improve the safety and wellbeing of people, places and communities in Scotland

**Our 2026 Vision:** Sustained excellence in service and protection

**Our Values:** Integrity, Fairness and Respect



## The Equality Act 2010

The Equality Act 2010 imposes an equality duty on 'public authorities' that requires us, 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.

To help us meet the general equality duty, there is a specific duty to prepare and publish a set of equality outcomes at four yearly intervals and report on progress to achieve them every two years.

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

This document contains Police Scotland's equality outcomes for 2017-2021.



## Shaping our Equality Outcomes

Police Scotland's previous equality outcomes were developed and published at the very inception of Police Scotland. During the intervening four years, we have learned a great deal from working with partner agencies and community organisations regarding the equality & diversity challenges facing Scotland.

We have conducted a wide consultation programme to inform our equality outcomes for the coming years. We wrote to and met with a range of organisations and stakeholders to seek their views about whether our previous equality outcomes should be retained or changed.

Our equality outcomes for 2017-2021 have been shaped by consultation; engagement; national research reports and surveys; our own databases and monitoring information; staff associations; equality groups and networks; partner organisations and professional knowledge and experience.

The Scottish Government's strategic priorities for the police have been considered and clear linkage identified. The Strategic Police Priorities reflect the contribution that policing can make to achieving the Government's National Outcomes, including its outcomes for equality. The following section provides more information.



## Strategic Police Priorities set by Scottish Government

The Strategic Police Priorities set by Scottish Government reflect our communities' collective expectations for policing and form the foundation of the planning system for our police services. They have been developed following an extensive programme of engagement with individuals, communities, and public and third sector partners across Scotland.

Whilst set out under discrete headings, the seven strategic Police Priorities are closely related and interdependent:

**Localism** – Ensure that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.

**Inclusion** – Ensure our police service is accessible and responsive to the needs of all people in Scotland.

**Prevention** – Ensure our police service works to protect people by preventing crime and reducing fear of crime through communication, education, innovation and partnership working.

**Response** – Focus policing on improving the wellbeing of individuals and communities by tackling crime and responding to and investigating incidents effectively and efficiently.

**Collaborative Working** – Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.

**Accountability** – Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.

**Adaptability** – Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

A full account of the Strategic Police Priorities set by Scottish Government (published 05/10/2016) can be found at: <http://www.gov.scot/Publications/2016/10/4326>

An Analysis Report of the public consultation on the Strategic Police Priorities can be found at: <http://www.gov.scot/Publications/2016/10/4775>

## **Police Scotland Equality Outcomes 2017- 2021**

Our Equality Outcomes for 2017–2021 are set out on the following pages. For each outcome we have provided the evidence base that informed the identification of that outcome, along with indicators of key activities generated by that outcome, and measures of progress.





## OUTCOME 1

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

#### Evidence base:

- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Preliminary analysis of results of survey of LGBTI people's experiences of hate crime (Equality Network 25/10/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Response to the Independent Report on Marches, Parades and Static Demonstrations in Scotland (Scottish Government 04/10/2016);
- Recorded Crime in Scotland 2015-16 (Scottish Government 27/09/2016);
- Analysis of results from 2015 Scottish Household Survey (Scottish Government 27/09/2016);
- Report of Independent Advisory Group (IAG) on Hate Crime, Prejudice and Community Cohesion (Scottish Government 23/09/2016);
- Crime & disabled-people - measures of disability-related harassment (EHRC research report-103 – 06/09/2016);
- Review of Evidence on Hate Crime and Prejudice (SCCJR report for Scottish Government IAG by Maureen McBride Sept 2016);
- Causes & motivations of hate crime (EHRC research report 102 - 29/07/2016);
- Prejudice & unlawful behaviour - Exploring the levers for change (EHRC research report 101 29/07/2016);
- Hate Crime in Scotland 2015-16 (COPFS 10/06/2016);
- Tackling Hate Crime - press release re new figures on hate crime 2015-16 (Scottish Government 10/06/2016);
- Religiously Aggravated Offending in Scotland 2015-16 (Scottish Government 10/06/2016);



- Charges under Offensive Behaviour at Football Act 2015-16 (Scottish Government 10/06/2016);
- Commission welcomes rise in LGBT hate crime reports - press release (EHRC Scotland 10/06/2016);
- Insights into key equality outcomes across Scotland (Scottish Government website 18/05/2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- Police Scotland investigation into the murder of Mr Asad Shah and subsequent murder trial of Mr Tanveer Ahmad (2016);
- Race Equality Framework for Scotland 2016-2030 (Scottish Government 21/03/2016);
- Race Equality Framework for Scotland evidence paper - community cohesion & safety CRER/ Scottish Government March 2016);
- Scottish Crime & Justice Survey 2014-15 Main findings (Scottish Government 15/03/2016);
- Racist Incidents recorded by the Police in Scotland 2013-14 (Scottish Government 24/11/2015);
- Police Scotland Hate Crime Awareness campaigns Oct 2016 and Sept/Oct 2015;
- The Scottish LGBT Equality Report (Equality Network June 2015);
- Tackling sectarianism and its consequences in Scotland - final report of the Advisory Group on Tackling Sectarianism in Scotland (Scottish Government May 2015);
- Access & Inclusion: A Report on Hate Crime in Scotland's Deaf Community (British Deaf Association/ Scottish Government 2015);
- Analysis of Equality Results from the 2011 Census, including Ethnicity, Religion, and Disability (Scottish Government 14/10/2014);
- Your Services Your Say report (Stonewall Scotland 2014);
- What you need to know about becoming a Third Party Reporting Centre (HateCrimeScotland.org 2014);
- Manifesto for change: progress report 2013 - steps taken to address disability related harassment (EHRC 01/12/13).
- Homophobic Hate Crime - Scotland Cornerstone Document (Stonewall 2013).



**Activities:**

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

**Measures:**

- The number of reported hate crimes and aggravations by prejudice (racial, religious, disability, homophobic and transphobic) increases, indicating an increased rate of reporting.
- Public surveys show that confidence of diverse communities to report hate crime is increasing.
- Public surveys show diverse communities' confidence in the police service.



## OUTCOME 2:

**All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs: to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.**

### Evidence base:

- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Analysis of Scottish Household Survey 2015 (Scottish Government 27/09/2016);
- Report of Independent Advisory Group (IAG) on Hate Crime, Prejudice and Community Cohesion (Scottish Government 23/09/2016);
- Review of Evidence on Hate Crime and Prejudice (SCCJR report for Scottish Government's Independent Advisory Group by Maureen McBride Sept 2016);
- Policy update on delivering the 'Getting It Right For Every Child' GIRFEC approach (Scottish Government 08/09/2016);
- Crime & disabled-people - measures of disability-related harassment (EHRC research report-103 – 06/09/2016);
- Children and Young People 2016/20 – Our Approach (Police Scotland Sept 2016);
- Causes & motivations of hate crime (EHRC research report 102 - 29/07/2016);
- Prejudice & unlawful behaviour - Exploring the levers for change (EHRC research report 101 - 29/07/2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- 'Seen Something? Say Something' (Scottish Government campaign Feb 2015 and Feb 2016);



- Police Scotland Hate Crime Awareness campaigns Oct 2016 and Sept/Oct 2015;
- Revised Prevent Duty Guidance for Scotland (Scottish Government/ HM Government 16/07/2015);
- Adult Support and Protection – a social marketing campaign: partner toolkit (Scottish Government Feb 2015);
- Adult Support and Protection (Scotland) Act 2007 – Code of Practice (Scottish Government, April 2014);
- What you need to know about becoming a Third Party Reporting Centre (HateCrimeScotland.org 2014);
- Scotland’s National Action Plan for Human Rights 2013-2017 (SHRC 10/12/2013);
- Manifesto for change: progress report 2013 - steps taken to address disability related harassment (EHRC 01/12/2013);
- Criminal Justice (Scotland) Act 2016;
- Children and Young People (Scotland) Act 2014;
- Victim and Witnesses (Scotland) Act 2014;
- European Directive on Rights, Support and Protection of Victims of Crime (European Parliament 25/10/2012);
- Police and Fire Reform (Scotland) Act 2012;
- United Nations Convention on the Rights of the Child (UNCRC).

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**Activities:**

- We will deliver a practice model to bring about the required changes across culture, systems and practice in how we research, assess and share wellbeing concerns regarding individuals - that will help people with situational vulnerabilities achieve their full potential.
- We will implement nationally consistent roles, responsibilities and common business processes within Concern Hubs. (A Concern Hub is a single information repository in a Police Division for all wellbeing concerns to be triaged, researched, assessed and - where appropriate - shared securely with partners).



- We will embed consistent, equitable and improved risk assessment and decision- making.
- We will introduce a national training strategy for Risk and Concern which will provide a greater investment in the people who deliver this service, through enhanced workforce development and effective leadership, maximising opportunities for improved performance and positive outcomes.
- We will achieve a consistent approach to the management of police information to ensure the right information reaches the right people at the right time to better support individuals and prevent further victimisation or harm. We will ensure that the sharing of wellbeing concerns is lawful, necessary and proportionate for the purposes for which it is being shared.
- We will work collaboratively with partners to develop innovative approaches and make a decisive shift towards early intervention and prevention rather than waiting for crises responses.
- Where there is a protection need we will work with partners to investigate and protect from further risk of harm, whilst holding perpetrators to account.
- We will develop a national method to record Inter-agency Referral Discussion outcomes; adult protection concerns and risk factors.
- We will develop and implement a prevention strategy in relation to all forms of abuse when adults may lack capacity.
- We will develop and implement a Community Engagement framework that actively contributes to the ongoing prevention strategy and encourages early identification of adult abuse.
- We will work with Scottish Government and partners to introduce a nationally consistent Initial and Significant Case Review procedure for adult protection.
- We will develop and publish a toolkit/ investigator guide for broader wellbeing aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns).



- We will continue to work with Scottish Government to improve the development of the Appropriate Adult Scheme or introduction of wider Intermediaries in Scotland.
- We will support vulnerable individuals who may be susceptible to radicalisation. We will do this by working in partnership with communities and statutory organisations, ensuring early identification of such vulnerabilities.

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**Measures:**

- Risk and Concern Projects  
Divisional Concern Hub baseline reports from December 2016
- Vulnerable Persons Database Management Reports
- Audit and compliance activity including Health Checks of Concern
- Hubs and dip-sampling of Vulnerable Persons Database concern reports.
- Design of a Quality Assurance and Compliance Framework to help drive improvement.



### OUTCOME 3:

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

**Evidence base:**

- Understanding Forced Marriage in Scotland (Scottish Government 30/01/2017);
- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Domestic Abuse recorded by the Police in Scotland, 2015-16 (Scottish Government 25/10/2016);
- Draft Trafficking & Exploitation Strategy (Scottish Government 12/10/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Recorded Crime in Scotland 2015-16 (Scottish Government 27/09/16);
- Results from the 2015 Scottish Household Survey (Scottish Government 27/09/2016);
- Violence Against Women Partnership Guidance (Scottish Government & COSLA 31/08/2016);
- Insights into key equality outcomes across Scotland (Scottish Government website 18/05/2016);
- Scotland's National Action Plan to Prevent and Tackle Child Sexual Exploitation: update (Scottish Government 17/03/2016);
- Equally Safe - Scotland's strategy for preventing and eradicating violence against women and girls (Scottish Government & COSLA March 2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- Scottish Crime & Justice Survey 2014-15 Main Findings (Scottish Government 15/03/2016);



- Scotland's National Action Plan to eradicate Female Genital Mutilation 2016-2020 (Scottish Government 04/02/2016);
- SNAP: Scotland's National Action Plan for Human Rights - Year Two Report (SHRC 10/12/2015);
- Multi-agency practice guidelines- Handling cases of Forced Marriage (HMG 18/06/2014);
- The Right to Choose - Multi-agency statutory guidance for dealing with forced marriage (HMG 18/06/2014).
- Supporting LGBTI survivors of sexual violence (Rape Crisis Scotland 2014);
- Scotland's National Action Plan for Human Rights 2013-2017 (SHRC 10/12/2013).

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**Activities:**

- We will reduce the harm caused by domestic abuse: by supporting victims, targeting perpetrators and working with local communities and partner agencies to better share information, learning and best practice.
- We will continue to build upon our operational response to reported incidents of domestic abuse and will review national training to ensure our response remains current, is reflective of victims' needs and incorporates new and effective ways of working.
- We will develop a robust process to enable our partner agencies to securely share intelligence they may have on domestic abuse perpetrators.
- We will continue to work with local communities and relevant partner agencies to identify and eliminate barriers to reporting for domestic abuse victims. We will continue to develop our domestic abuse 'online' reporting system, ensuring it is accessible to all.
- We will maximise opportunities to engage with the public through joint [partner agency] domestic abuse campaigns and other national events.



- We will continue to raise staff understanding and awareness of domestic abuse and coercive control policies and processes.
- We will continue to raise staff understanding and awareness of honour-based violence, forced marriage and female genital mutilation policies and processes.
- We will engage with partners, locally and nationally, to ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm. Prevention strategies will address each of the levels that influence sexual violence (individual, relationship, community and society). This will include the use of victim risk-reduction techniques and bystander prevention strategies to empower individuals to intervene to prevent a sexual assault from occurring.
- We will continue to work with partners to provide support to victims and build their confidence to report sexual crimes. We will review national training to ensure responses to reports of sexual crime are victim-focused. We will work in partnership with Rape Crisis

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

- We will expand engagement with key partners who work with perpetrators of rape and sexual crime in order to improve prevention and intervention opportunities.
- We will develop and launch Phase III of Police Scotland's national 'We Can Stop it' campaign to support a grass roots shift in attitudes to rape and sexual crime.
- We will continue to work with partners, nationally and locally, to explore opportunities to increase self-referral service and availability of multi-agency sexual assault centres across Scotland.
- We will engage with key partners and explore opportunities to improve communications routes in order to receive victim feedback and ensure that it is shared and learned from.



- We will work in partnership with Scottish Government and the Scottish Courts and Tribunals Service to improve interview facilities and to consider visual recording interviewing of witness interviews in rape cases.
- We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into rape/sexual crime issues, for the purposes of developing a stronger evidence base.
- We will work in partnership to develop and implement intervention strategies to ensure that all reports of Human Trafficking and Exploitation ('Human Trafficking') are appropriately and promptly assessed.
- We will collaborate with statutory agencies and 3rd sector support services to develop and implement a Human Trafficking prevention strategy.
- We will develop Human Trafficking multi-agency training products for the consideration of the Scottish Government's Human Trafficking Strategy Implementation Group.
- In partnership with statutory and 3rd sector services, we will further develop Human Trafficking community awareness products.
- We will develop and implement a Human Trafficking community engagement framework that reaches out to all communities across Scotland to raise awareness.
- We will work with relevant partners to develop an Inter-agency Referral Discussion approach to all reports of Human Trafficking.
- We will work with key stakeholders to consider the introduction of Joint Investigative Interviews with adult potential victims of Human Trafficking and Exploitation, and to improve the quality of forensic interviews.
- We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into Human Trafficking and Exploitation in Scotland, for the purposes of developing a stronger evidence base.



- We will develop and publish a toolkit/ investigator guide for broader wellbeing aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns).
- We will develop and implement a child abuse and neglect community engagement framework that reaches out to all communities across Scotland, encouraging more open discussion about child abuse and neglect in society, which will further improve stakeholder confidence to report abuse.
- We will undertake work with equality groups, community leaders and Independent Advisory Groups to increase reporting of child abuse and neglect amongst marginalised groups and thereby provide early intervention and support tailored to need.
- We will improve processes to ensure information from return-home welfare interviews, to better understand why children have gone missing and intelligence about those who may pose a risk of Child Sexual Exploitation.
- We will develop and deliver targeted communications to deter and/ or disrupt online offenders pre-arrest, and signpost to effective self-help services to stop offending.
- We will continue to work with Safeguarding Communities – Reducing Offending (SACRO), Crown Office Procurator Fiscal Service, Scottish Government and partners to develop a post-arrest referral for inclusion on targeted programmes and family support for persons charged with online child abuse image possession.

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**Measures:**

- Increased levels of satisfaction with police response.
- Increased number of related third party reports and referrals.
- Increase number of referrals for support through the National Rape Crisis Scotland Helpline and the National Advocacy Project.
- Increased number of domestic abuse 'online' reports.



## OUTCOME 4:

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

### Evidence base:

- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Strategic Police Priorities for Scotland - Children's Rights and Wellbeing Impact Assessment (Scottish Government October 2016);
- Children and Young People 2016/20 – Our Approach (Police Scotland Oct 2016);
- National Standards for Community Engagement (Scottish Government 29/09/2016);
- Report of Independent Advisory Group (IAG) on Hate Crime, Prejudice and Community Cohesion (Scottish Government 23/09/2016);
- Equality and Human Rights Impact Assessment Guidance and Standard Operating Procedure (Police Scotland, June 2016);
- Insights into key equality outcomes across Scotland (Scottish Government website 18/05/2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- New Scots - Integrating Refugees in Scotland's Communities - Year 2 implementation progress report (Scottish Government / COSLA 22/03/2016);
- Report of the Advisory Group on Stop and Search chaired by John Scott QC to Michael Matheson MSP, Cabinet Secretary for Justice (Scottish Government August 2015);
- Community Impact Assessment - Standard Operating Procedure (Police Scotland April 2015);
- British Sign Language (Scotland) Act 2015;
- Analysis of Equality results from the 2011 census (Scottish Government 14/10/2014);
- Lay-Community Advisors – Standard Operating Procedures (Police Scotland, August 2014).



**Activities:**

- We will monitor and report on engagement with key communities and stakeholders across the protected characteristics at a national and a local level.
- We will continue to make effective use of Community Impact Assessments and Equality & Human Rights Impact Assessments.
- We will work with partners to map local equality & diversity stakeholders. We will include equality & diversity stakeholders within a local community engagement framework and ensure that equality & diversity stakeholders are included within public consultation surveys by police and partners.
- In rolling out the Children and Young People approach and action plan 2016/20, we will take proactive and creative measures to engage and consult with a broad diversity of children and young people, and this will shape our service delivery to them.

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**Measures:**

- Relevant force processes, policies and strategies are informed and influenced by equality & diversity stakeholders: through consultation as part of Community Impact Assessments and Equality & Human Rights Impact Assessments, and through policy consultation with External Reference Groups and Independent Advisory Groups.



## OUTCOME 5:

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

### Evidence base:

- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Insights into key equality outcomes across Scotland (Scottish Government website 18/05/2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- Scottish Crime & Justice Survey 2014-15 Main findings (Scottish Government 15/03/2016);
- **SNAP:** Scotland's National Action Plan for Human Rights - Year Two Report (SHRC 10/12/2015);
- Police Scotland 'Your Say, Your Way' accessibility roadshow (Feb/March 2015);
- **Access & Inclusion:** A Report on Hate Crime in Scotland's Deaf Community (British Deaf Association/ Scottish Government 2015);
- British Sign Language (Scotland) Act 2015;
- Analysis of Equality Results from the 2011 Census, including Ethnicity, Religion, and Disability (Scottish Government 14/10/2014);
- Scotland's National Action Plan for Human Rights 2013-2017 (SHRC 10/12/2013);
- **The Keys To Life:** Improving quality of life for people with learning disabilities (Scottish Government June 2013);
- People with Learning Disabilities and the Criminal Justice System (Scottish Government, March 2011).



**Activities:**

- We will work with equality groups to review all contact methods to identify where alternative or additional support may be required (e.g. BSL video services, appropriate adult provision, allowing use of intermediaries/advocates to report on behalf of victim).
- We will facilitate improved communication, where necessary, for children who are unable or reluctant to engage directly with officers.
- We will scope potential to create a network of police officers/staff skilled in Deaf Awareness and BSL, to act as link officers for the Deaf and BSL communities across Scotland.
- We will use diverse communication methods/platforms/formats to provide personal and community safety advice and/or to inform and reassure communities regarding crime, disorder, arrests, detections and convictions.
- We will ensure that Police Scotland Equality & Diversity action plans include regular review of accessibility of services, communication and information.
- We will ensure front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities.
- We will enhance Website usability for all protected groups.
- We will explore potential use of digital platforms for contacting the police.
- We will carry out site audits of our buildings to identify any physical access barriers, and this information will be made available on our website.
- We will develop easy read and other accessible information resources for literature we produce that is available to the public.

**Measures:**

- Deployment of appropriate adults/ intermediaries.
- Increased publication of information in easy-read format.
- Increased publication of information in British Sign Language.
- Increased use of diverse contact processes.
- Increased user-satisfaction regarding contact processes.
- Feedback received from service monitoring such as the Independent Custody Visitors Scheme.



## OUTCOME 6:

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

### Evidence base:

- Equality and Human Rights Commission (EHRC) Scotland Annual Report 22/10/2016;
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Equality and Human Rights Commission (EHRC) Strategic Plan 2016-2019;
- Scottish Social Attitudes 2015: Attitudes to discrimination and positive action (Scottish Government 30/09/2016);
- EHRC Section 20 investigation into the Metropolitan Police Service, Sept 2016;
- Public Sector Equality Duty: Guidance for Reporting on gender and employment, equal pay, and occupational segregation (Close the Gap, August 2016);
- Scottish Parliament Equal Opportunities Committee Inquiry into 'Equality and Human Rights' (30/06/2016);
- House of Commons Home Affairs Committee Police Diversity, First Report of Session 2016-2017 (House of Commons 21/05/2016);
- 'No black officers in four police forces and senior representation is "pitiful"' (The Guardian newspaper 21/05/2016);
- Scottish Surveys Core Questions 2014- supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- Insights into key equality outcomes across Scotland (Scottish Government 18/05/2016);
- Race Equality Framework for Scotland 2016-2030 (Scottish Government 21/03/2016);
- Scotland Act 2016;
- UK Parliament Women and Equalities Committee Inquiry into Trans Equality <https://www.parliament.uk/./parliament-2015/transgender-equality> (27/07/2015)
- A Fairer Scotland (Scottish Government 19/06/2015);



- Scottish Parliament Equal Opportunities Committee Inquiry into 'Removing Barriers: Race, Ethnicity and Employment' May 2015;
- Scottish Parliament Strategic Group on Women and Work (2015);
- Stonewall Workplace Equality Index (Stonewall Jan 2015, Jan 2016, Jan 2017);
- Analysis of Equality results from the 2011 census (Scottish Government 14/10/2014);
- The State of the Nation 2014: Employment (Coalition for Racial Equality and Rights [CRER] 2014);
- Your Services Your Say report (Stonewall Scotland 2014);
- Scotland's National Action Plan for Human Rights 2013-2017 (SHRC 10/12/2013);
- College of Policing BME Progression September 2013- 2018 (<http://www.college.police.uk/What-we-do/Support/Equality/Pages/BME.aspx>);
- SPA Strategic Police Plan (2013) (<http://www.spa.police.uk/assets/128635/strategic-police-plan-web>);
- Scottish Identity and Black and Minority Ethnic Communities in Scotland (Coalition for Racial Equality and Rights [CRER] November 2011, revised November 2012);
- Changing Attitudes to Equality (Government Equalities Office 13/08/2012);
- The Perfect Partnership - Workplace Solutions for Disabled People and Business (EHRC 2012);
- Internal equality monitoring data;
- Labour Market EHRC research; over 50's new work generation; changing needs of families, workers and employers; disability skills and employment.



**Activities:**

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

**Measures:**

- A more reflective workforce in respect of recruitment, retention, development and promotion of officers and staff.
- Special constables are more reflective of the communities we serve
- A reduction in data gaps identified in the SPA/Police Scotland 2016 Equality and Diversity Employment Monitoring Data Gap Action Plan.
- Progress in meeting the recommendations of the Equality and Diversity Monitoring Report 2015/2016.
- A reduction in the number of 'choose not to disclose' returns in respect of equality monitoring.
- Improve Stonewall Workplace Equality Index score each year.



## OUTCOME 7:

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

### Evidence base:

- Stonewall Workplace Equality Index Results for Police Scotland (2015, 2016, 2017);
- Pregnancy and Maternity Discrimination Research Findings (Equality and Human Rights Commission [EHRC] 21/10/2016);
- Scottish Social Attitudes 2015: Attitudes to discrimination and positive action (Scottish Government 30/09/2016);
- EHRC Section 20 Investigation into the Metropolitan Police Service, September 2016;
- SEMPERscotland Strategy 10/08/2016;
- House of Commons Home Affairs Committee Police Diversity, First Report of Session 2016-2017 (House of Commons 21/05/2016);
- Is Scotland Fairer? (EHRC 21/01/2016);
- Pregnancy and Maternity Report 2015 (Scottish Women's Development Forum 01/10/2015);
- Report for SPA/Police Scotland Opinion Survey 2015 (Axiom, September 2015);
- "You said We Did" Newsletter (SPA/Police Scotland);
- "Year of the Dad" (Fathers Network Scotland 23/07/2015);
- Carer Positive Employer Scotland (Carer Scotland 13/05/2015);
- Police Scotland Code of Ethics and Values (Police Scotland 10/12/2014);
- Analysis of Equality results from the 2011 census (Scottish Government 14/10/2014);
- Labour Market EHRC research; over 50's new work generation; changing needs of families, workers and employers; disability skills and employment;
- Internal equality monitoring data.



**Activities:**

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

**Measures:**

- Progress in meeting the recommendations of the Equality and Diversity Monitoring Report 2015/2016.
- A reduction in data gaps identified in the SPA/Police Scotland 2016 Equality and Diversity Employment Monitoring Data Gap Action Plan.
- Increased applications for training and development (e.g. Diploma in Policing) from, and across, minority groups.
- Positive indicators from feedback from biennial staff surveys.
- Increased measures of satisfaction and confidence especially among minority police officers and staff.
- Reduction in gender pay gap.

## Publication Information

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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

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### 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:

 <http://www.scotland.police.uk/about-us/decision-making/public-consultation/local-policing-consultation>

### Minicom Service

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