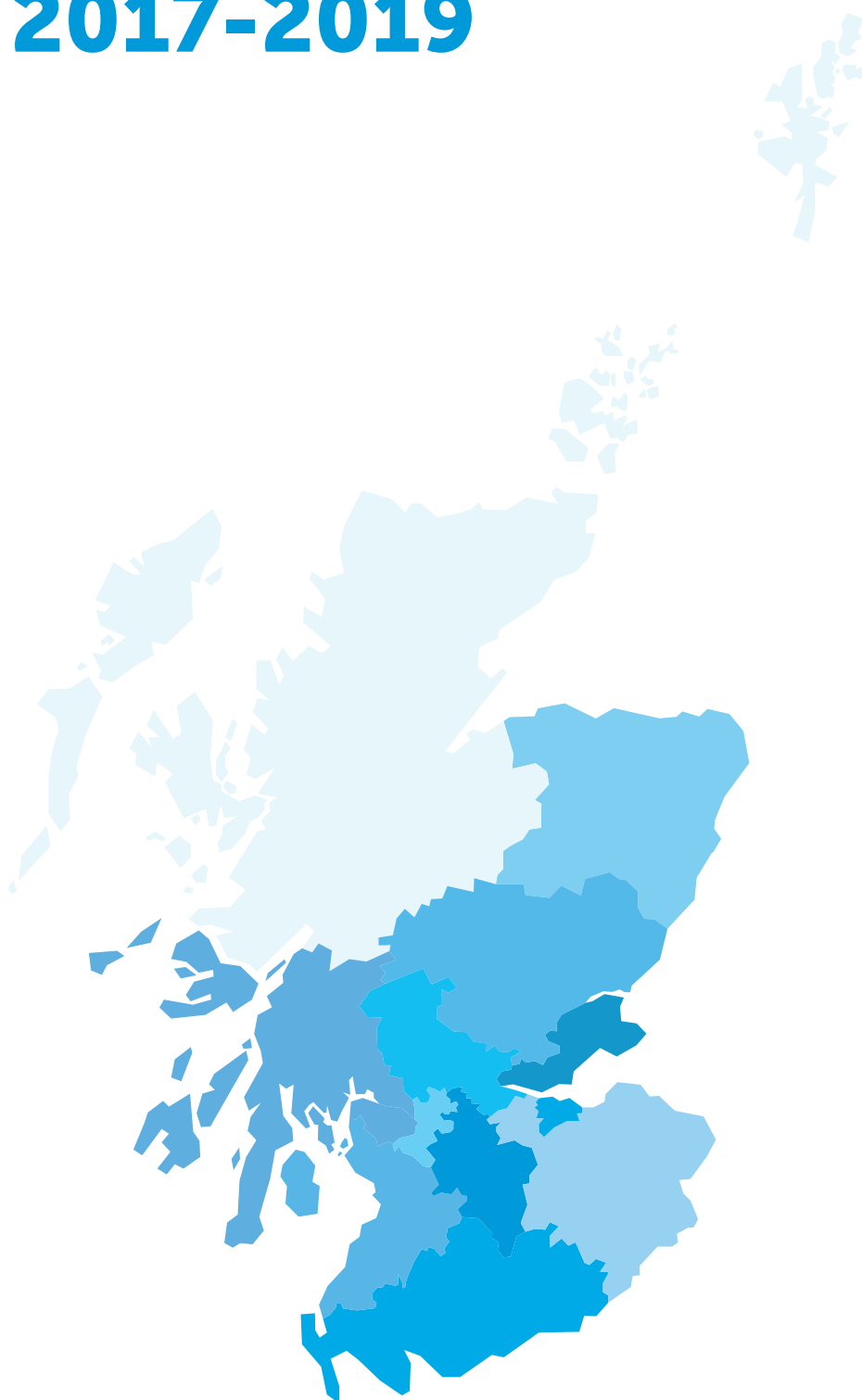


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Equality & Diversity  
Mainstreaming & Outcomes  
Progress Report

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**2017-2019**



**POLICE  
SCOTLAND**

Keeping people safe

**POILEAS ALBA**

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# Foreword



I am pleased to present this progress report on Police Scotland's Equality Outcomes for 2017-2021. It details the significant activity underway to ensure that equality and human rights considerations are at the heart of our decision making processes.

While this is a legal obligation for Police Scotland, there is also a moral duty in line with our values of Fairness, Respect and Integrity.

Our commitment to a Rights Based Approach to policing, where people are treated as individuals and equality and human rights are central to the development of our policy and practice, is set out in our 10-year strategy, Serving a Changing Scotland.

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

These considerations are essential to maintain our ongoing legitimacy in communities and adherence to policing by consent as we work to keep people safe.

This report sets out the effective and accountable governance structures we have established to ensure regular monitoring and reporting of progress against our Equality Outcomes at a national, divisional, departmental and local level.

It also reviews the progress made since 2017 when those outcomes were developed with our partners and key stakeholders.

A handwritten signature in black ink, reading 'Iain Livingstone'.

**Iain Livingstone QPM**  
Chief Constable

# Executive Summary

Equality & Diversity Mainstreaming and Outcomes Progress Report 2019 is Police Scotland's statutory report on equality progress. This report highlights some of the work completed or on-going over the past two years towards making equality an integral part of everything we do. Part one focuses on mainstreaming and part two on the progress made towards the delivery of our Equality Outcomes 2017-2021.

## Mainstreaming Equality

Although acknowledged that this is work in progress, activities contributing to the mainstreaming of equality are evident in most, if not all, areas of our business at a strategic and local level – internally and externally.

## Strategic Direction and Processes

Strategic policies and plans are continuing to make a positive contribution to our mainstreaming efforts, as evident in the following:

## Serving a Changing Scotland

- Our commitment to a Rights Based Approach is evident in the Serving a Changing Scotland – our ten year strategy, launched in April 2017:

- This strategy informs and influences action planning in all areas of our business. It will be delivered in three year cycles. The first implementation plan covering 2017-2020 was published in December 2017; it describes what we plan to achieve and by when.
- The strategy focuses on a number of evidence-based priorities that are being delivered through a range of programmes, projects and activities – all of which are subject to a comprehensive Equality and Human Rights Impact Assessment.
- Significant level of activity and progress is evident in respect of key projects, for example: development of our People Strategy which sets out the commitments in relation to staff; rationalisation of our Custody facilities intended to improve service provision; improvements in our electronic systems aimed at improving police response, recording and investigation capabilities.

## Governance

There are a number of layers of governance in which equality has been effectively integrated:

- In terms of Equality, Diversity and Human Rights Governance, strategic, tactical and operational level structures are well established with regular reporting to appropriate groups. The Deputy Chief Constable People and Professionalism has overall strategic responsibility and chairs the Equality, Diversity and Human Rights Strategy Group meetings.
- The two tactical groups – one focusing on staff inclusion and employment, and the other on service delivery – are also chaired by Chief Officer which report to the strategic group.
- Divisions, departments and business areas routinely provide a six monthly report on progress against our Equality Outcomes 2017-21 that are relevant to them. These updates are collated and submitted to the tactical groups for review. They also inform the Police Scotland twice yearly progress reports to the SPA and our statutory two-yearly equality mainstreaming and outcomes progress reports.
- An Equality and Human Rights Impact Assessment (EqHRIA) Scrutiny Group, chaired by the Superintendent Safer Communities and attended by a Scottish Police Authority (SPA) representative, monitors the progress of any mitigating actions and any other issues identified during assessments, such as provision and take-up of training. This group reports any concerns to the two tactical level groups mentioned above.
- Corporate Governance, Audit and Assurance is provided by a number of key areas of our business, all of which report through Head of Governance, Audit and Assurance.
- Collectively these different business areas work to improve and maintain policy standards, corporate scrutiny and accountability, all of which are considered to be important for consistency of approach, but also crucial for building community and staff confidence in us as an organisation.

## Equality and Human Rights Impact Assessment (EqHRIA)

EqHRIA tools and guidance are key enablers in our efforts to mainstream equality:

- The EqHRIA process and tools were reviewed and updated in early 2018 to ensure that they remain compliant, accessible and user-friendly. We are confident these assessments are now well embedded within our strategic policy / plans development and review processes.
- In order to assist the integration of equality and human rights considerations within the many projects and activities related to our ten year strategy 'Serving a Changing Scotland', our EqHRIA form and guidance has been adapted to create a toolkit that is a better fit for these major change projects.
- The take up rate of our EqHRIA training course so far is encouraging and expected to increase as this development opportunity continues to be promoted to relevant staff.

## Equality by Design -Training and Marketing

There is evidence of proactive efforts to make equality a key consideration when designing training courses and awareness campaigns:

- Equality and human rights considerations are embedded into the national training design Quality Assurance (QA) process. It is one of the core minimum criteria that requires to be completed before QA approval of any new training programme. This reference has now also been included within the National Framework for Quality Assurance in Training and Education.
- Similarly, major campaigns and surveys – whether intended to benefit our staff or communities – are considering equality and human rights impacts and issues as part of the development process. There are a number of examples of the proactive work being done to improve the accessibility of surveys and campaign materials, and approaches, in order to promote equality.

## Procurement

Procurement is undertaken in accordance with the Scottish Government (SG) requirements; the process is followed, where appropriate, from initiation to the awarding of contract. A procurement working group monitors progress:

- Proposals for all projects are supported by a full business case, which has been informed by an Equality and Human Rights Impact Assessment. This has helped to ensure that equality considerations are an integral part of the procurement decision-making process.
- Community benefits have been realised as part of contract terms, and contracts have been awarded to businesses that support people with disabilities and some of the small and medium sized enterprises that demonstrate diversity.
- Throughout the progressive stages of the appraisal process, projects are required to develop and consistently update an active risk register within which they must include mitigation strategies, and flag those with a potentially high rating.

## Our Operational Processes and Practices

### Community Impact Assessment (CIA)

Our Community Impact Assessment (CIA) process continues to provide an effective means to record, monitor and develop appropriate interventions to address impact on communities and assist with reducing community tensions:

- CIAs are also used to proactively assess the potential impact / risk of any future planned or anticipated events and situations that maybe evolving or uncertain.
- Evidence suggests that CIAs have been used to good effect on a number of occasions over the past two years, offering public reassurance and helping to calm race and religion related community tensions.

## Stop and Search

It is accepted that our practice of stopping and searching people results in a significant intrusion into their personal liberty and privacy; it is, however, an important tactic used to help achieve our objective of 'keeping people safe':

- The introduction in May 2017 of the Stop and Search Code of Practice (the Code) which governs the police use of the tactic has had a positive impact. The Code provides clear guidance in relation to conducting and recording stop and search encounters.
- The use of the Code, along with the dedication and diligence of our officers, has resulted in the overall decrease in the number of searches carried out and an increase in the number of positive searches, in comparison to figures prior to its implementation. The Code also provides guidance to supervising officers and senior management on monitoring the broader use of stop and search.
- Work has been ongoing to improve the recognition, recording and reporting of hate crimes and incidents across the force, ensuring a consistent approach.
- This work-stream has incorporated the Third Party Reporting process and considered appropriate measures to improve and monitor overall effectiveness. The opportunity was taken to enhance awareness and understanding amongst officers of what constitutes a hate crime or incident; its potential impact on the victim, their families and communities, and to ensure responses are consistent and appropriate.
- Collaborative working is evident in the active participation of our staff within a number of multiagency groups and partnerships at a national and local level.
- A cadre of local officers have been trained to undertake the role of Hate Crime 'Champions'. They will help to raise a greater awareness and understanding of this issue at different levels of our organisation, sending the message that it is everyone's responsibility to tackle prejudice. As of November 2018, 250 officers were confirmed as having completed this training.
- Clear guidelines have been developed to improve reporting and recording of hate crime / incidents related to staff as victims.

## Hate Crime

Our Safer Communities Equality and Diversity Unit maintains a strategic overview of this subject and has been working to improve current practices:

## Our People

We have continued to develop initiatives to tackle a number of key areas aligned to our Mainstreaming agenda and Equality Outcomes.

Since the formation of Police Scotland we have surveyed our people on a number of occasions to better understand their needs, concerns and aspirations. Our communities have also been provided with feedback opportunities to influence what they expect from us. Their feedback, along with other evidence, has shaped and developed our thinking and strategies related to our officers and staff.

### Serving a Changing Scotland

- Dedicated support from the People and Development Equality & Diversity team has been provided to support our ten year strategy. This has helped to ensure that equality, diversity and inclusion are key drivers in identifying new sources of innovation, insight and resource, and in delivering our business strategies

### Building an Inclusive Culture

- Our workplace continues to reflect the diversity of our communities. We recognise that diversity alone is not enough to achieve success: diversifying the workforce must be accompanied by inclusivity and equality in order to progress.
- Over the past two years, we have worked to become a more inclusive workplace; one where we value difference. We recognise that inclusion is not about assimilating difference, it is about acknowledging and valuing difference which involves the appreciation, acknowledgement of visible or non-visible individual and group differences within and for the organisation. .

### People Strategy

- Our People Strategy was published in August 2018 and focuses on improving and encouraging leadership, creating a positive work environment and becoming an agile, responsive organisation.
- This strategy shows and paves the way for our people to understand their role in helping Police Scotland achieve its goals under the Serving a Changing Scotland strategy, and how the organisation will support them.
- The overall sustainability of policing relies on a positive organisational culture that values and recognises our people and their contributions; their input, ideas and wellbeing are seen as critical to our continued success.

## Recruitment

- A substantial recruitment programme has been delivered by Police Scotland that incorporates Police Officers and Police Staff.
- 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.

## Leadership

- We acknowledge that there has been a lack of investment and focus in the area of leadership. And, that to lead our transformation, it is vital that our leaders are role models, who promote inclusive working environments which enhance employee wellbeing. We have published a Leadership Framework as part of the People Strategy.
- Work is ongoing to ensure that sustainable performance comes from developing a positive and inclusive leadership culture, with an environment where innovation and continuous improvement thrives and views are sought, diverse thinking is celebrated and our people are heard.
- The People Section of this report and organisational demographics demonstrate progress on these and additional areas of work.

We will continue to ensure that positive progress is made to achieve a reflective and valued workforce to enable Police Scotland to deliver on its purpose '*to improve the safety and wellbeing of people, places and communities in Scotland*'.

## Equality Outcomes 2017-2021

### Progress on Equality Outcomes

Six monthly updates are provided by our divisions, departments and portfolio-holders. These are collated to produce a report for submission to the force leadership and the Scottish Police Authority (SPA) for scrutiny. The three updates, covering the period from April 2017- September 2018, indicate that there is a significant level of activity underway, and that progress is being made against all of our Equality Outcomes.

However, we accept that the nature of policing is such that realistically much of what we do will remain an on-going priority for some time. In part two of this report, as way of examples, we shine a light on just a few of the many positive pieces of work – either completed or on-going – that have contributed to the progress made on our journey towards equality, fairness and inclusion.

# Introduction

**Our purpose** is to improve the safety and wellbeing of people, places and communities in Scotland. We aim to do this through our **focus** on Serving a Changing Scotland, and adhering to our values of Fairness, Integrity and Respect, and Human Rights.

It is acknowledged that Scotland's communities are changing. The scale and shape of demand on policing in Scotland is also changing, with an increasing focus towards addressing vulnerability and harm. In order to adapt to this change and meet the challenge of rising demand, we recognise the need to operate in a sustainable way by prioritising how we use our resources.

Our commitment to a Rights Based Approach (RBA) to policing, where people are treated as individuals and equality and human rights are central to the development of our policy and practice, is absolute.

We also have a legal obligation under the [Equality Act 2010 Scottish Public Sector Equality Duty](#) to have 'due regard' to the need to: eliminate unlawful discrimination; advance equality of opportunity; and foster good relations between different groups.

This is demonstrated in our efforts to consciously and deliberately consider the impact, on our diverse communities and

staff, of the policy decisions we make. We do this by using our integrated Equality and Human Rights Impact Assessment (EqHRIA) tools and processes, with the intention to ensure that our people and our communities are treated fairly, in accordance with their specific needs, and with respect and integrity.

Using this approach, we seek to identify any potential for disadvantage, unconscious bias, barriers – whether physical, systems related or attitudinal – and community tensions at an early stage and mitigate by making appropriate changes, where possible.

For Police Scotland, advancing equality is more than just about legal compliance – we see it as the right thing to do for the people we serve, those we work with, and those who work for us.

We have been working consistently to improve our governance structures, processes and strategic thinking; all intended to make it easier to embed equality within Police Scotland.

Whilst strategic ownership sits with relevant centralised departments, all our divisions and departments now conduct business that is relevant to some, or all of our Equality Outcomes 2017–2021, published in April 2017.

Regular updates from our different business areas show a good level of progress with significant work ongoing or scheduled.

This report highlights just some of the extensive range of activities and positive work underway or completed, over the past two years, to mainstream equality and the progress made towards achieving the Equality Outcomes. We do not claim to have fully achieved all of the outcomes to which we aspire; the progress, however, represents many of the small – but significant – steps we have taken towards that objective.

## Structure of the Report

### Part 1 – Mainstreaming Equality

In April 2017 we reported on how we are working to embed equality in all that we do. In this report we provide a further update.

**Section 1** focuses on our strategic direction and processes. Here we tell you about our strategic plans and national strategies; our Equality, Diversity and Human Rights Governance structures that play an important part in managing, monitoring and reporting on equality and diversity matters generally, and our Equality Outcomes specifically.

This section also covers the integrated Equality and Human Rights Impact Assessment (EqHRIA) process we reported on in 2017, as well as the work on-going to embed equality considerations into our training and marketing campaigns and in our procurement procedures.

**Section 2** provides information on some of our external operational processes and practices, such as Community Impact Assessment (CIA), stop and search, and the proactive focus on tackling hate crime.

**Section 3** is about the progress being made and work on-going to embed and advance equality and diversity in relation to our people. This includes employee diversity data monitoring, what it shows and how it is being used to improve our employment policies and practices. Here we also report on our relationships with our statutory and diversity staff stakeholders.

**Section 4** contains our Equal Pay Statement 2019 and pay related and occupational segregation information.

### Part 2 – Equality Outcomes

In Part 2 we report on the progress made against Police Scotland's seven Equality Outcomes, covering the period 2017 – 2021, published in April 2017.

## PART 1 – MAINSTREAMING EQUALITY

### Section 1: Our Strategic Direction and Processes

There are four portfolio areas that make up Police Scotland, these are People and Professionalism; Local Policing; Crime and Operations and Corporate Support Services.

We have a number of strategic business plans, an annual police plan and a performance framework that contribute to the achievement of our higher level objectives and outcomes.

Assessing the potential for any impact, on the public and/or our staff of the extensive strategic activity underway, is a crucial consideration from the outset and throughout the different stages of development. The impact continues to be monitored after implementation in order to identify and mitigate any unforeseen issues.

Here we report on some of the strategic / corporate activities that are making a positive contribution to our mainstreaming efforts.

## 1.1 Serving a Changing Scotland

Serving a Changing Scotland is our ten year strategy, developed in collaboration with the Scottish Police Authority (SPA) and informed by feedback from our staff and the public. It describes the future challenges we face as a policing service, and how we intend to change to meet these.

We are approaching the delivery of this strategy in three year cycles. The Implementation Plan 2017-2020, published in December 2017, describes what we plan to achieve and by when. The strategic priorities and some of the supporting programmes, projects and activities include the following:

### **Improving public contact, engagement**

**and service:** A major Criminal Justice and Custody Remodelling Programme is underway. The programme aims to identify and develop the highest standard of care and welfare for people in custody, introduce more efficient criminal justice processes and implement a divisional structure that better supports our staff in managing the demands they face.

We want to unite the elements of people, operating model and estate via the concept of a Criminal Justice Hub. These hubs will lay the foundations to enable us to make improvements across the division in each of the areas selected. The hubs will also bring together other related services, such as, productions and criminal justice records.

This joined-up approach has been trialed across four locations, namely: Falkirk, Aberdeen, Inverness and Glasgow. These sites were identified as experiencing the greatest demand. The hubs are expected to benefit staff in other custody centres as they will enable high risk/vulnerable detainees to be transferred to facilities that better meet their particular needs.

A full examination of our custody estate is also underway to identify changes that are required to reflect best practice observed across other UK forces.

During this time, as part of the impact assessment process, opportunities will be taken to identify any bias or barriers, and make changes that take account of the differing needs of each detainee.

- **Local approaches to policing (LAP):** The increasing diversity of our communities means that the demand for policing services has changed. So, we are progressing an ambitious range of activities to develop a policing style to reflect the current needs and demands of **all** our communities, regardless of who they are and where they live.

As way of an example, after gathering community views via local consultation and an on-line survey, each division has produced a plan focusing on the issues that people living in the area said they want addressed. These plans have been subject to an overarching Equality and Human Rights Impact Assessment and are published on the respective divisional web pages. There is a commitment to improve community engagement to capture views from those under-represented during consultation.

Six monthly updates, regarding any noteworthy activity that contributes to the progress of our Equality Outcomes, are provided by the divisions and departments working at a local level. We consider this to be an important mechanism for ensuring that equality considerations are an integral part of our day-to-day operational business.

- **Strengthen effective partnerships:** We are fortunate to already have strong partnerships with academic colleagues across Scotland and this work continues. We are also fortunate to have strong interest in research across the service.

Work is on-going to map and coordinate our current research activity, provide a single point of contact for research support and make the research we have more accessible. In addition, we are engaged in benchmarking with other research functions already created within other police services across the United Kingdom (UK) and in Europe.

Our partnership and collaborative work will be further strengthened through a Partnership Strategy, currently under development.

We are also continuing to embed a Rights Based Approach to policing by establishing Ethics Advisory Panels at an operational level.

The success of and the learning from this pilot led to the decision to form similar Panels in different policing areas throughout Scotland.

The Panels receive an initial training and awareness session, and are expected to adhere to our 'Code of Ethics'. They offer expertise, peer advice and alternative perspectives intended to support the decision-maker. More importantly, they offer an opportunity for individuals to raise any issues that they may feel have a dilemma at its heart, which goes beyond the expected course of decision-making, and which may have a wider impact.

Advice offered will be published on our internal Ethics and Values Intranet page to ensure transparency.

Similar Panels across a number of police services in the UK appear to show a positive impact in terms of staff engagement and morale, and community confidence.

- **Invest in our use of information and technology:** Work is on-going to streamline and improve our current Information and Communication Technology (ICT) landscape. This includes the development of an overarching programme that will bring more and better digital technology into everyday policing and improve resource planning, using demand and productivity analysis.

- **Enhance cyber and forensic capabilities:** In recent times, the space in which crimes can be committed and the weapons of choice have changed significantly. The highly sophisticated technology now available to criminals has made it easier for them to act indiscriminately from anywhere in the world. In order to best meet this increasing demand and the challenges related to crimes committed using the internet and social media platforms, we need to be better equipped.

Over the last two years, vital work has been undertaken to increase our national cybercrime infrastructure to meet its current and future demand. We are working to define and enhance our service delivery and the knowledge and skills of our people.

Over this period, the projects have resulted in significant improvements in our technologies to support local and specialist policing across Scotland, contributing to keeping people safe.

- **Transform corporate support services:**

A transformation programme intended to deliver significant financial savings by enhancing our procurement capability is underway. We are also working to improve our processes and systems to better support and enable a modern national service. In addition, an Innovation Hub will be developed that will focus on service design, continuous improvement and automation.

Our Corporate Support Business Plan for 2018/19 describes how Police Scotland's corporate functions will achieve the plan's objectives in the coming year.

**Empower, enable and develop our people:** Our People Strategy for 2018 – 2021 represents our commitment to achieving the objective within our Serving a Changing Scotland strategy to: 'empower, enable and develop our people'. It sets out plans to support our people to deliver excellence in service and protection and build a modern workforce that will meet the future demands placed on Scottish policing.

In April 2019 our staff pay and reward modernisation programme implemented a common employment package

including terms and conditions, pay and benefits for all SPA/Police Scotland staff. This was a significant development for Police Scotland in relation to our People Strategy.

- **Governance:** To support the change process, we use a robust governance framework within which decisions are made, risks are mitigated and success is measured.

As key stakeholders, the Scottish Police Authority holds us to account for delivery of our Serving a Changing Scotland strategy; the Scottish Government provides funding for transformation; our Force Executive provides collective prioritisation, endorsement and support; and a number of internal Boards help us to oversee, manage and prioritise the extensive range of activity ongoing.

At a national level, the DCC Local Policing chairs a monthly Tasking & Delivery Board – a forum for regular performance reporting and operational tasking. This structure is mirrored at the local level in each territorial division.

The Chief Constable and the Executive Team receive quarterly reports analysing performance. These reports are also submitted to the SPA Board.

These regular meetings provide both retrospective interrogation of performance data, and prospective planning against identified trends and emerging risks.

Our Internal Control Checklist, seeks annual assurance from relevant staff against an extensive range of subjects, and enables any strategic risks and concerns to be identified, and mitigated. Equality and diversity – along with other key considerations, such as risk management, business planning, project management, health and safety, human resources, and procurement – is an integral part of this assurance checklist.

## 1.2 Annual Policing Plan

The annual Policing Plans establish our policing priorities and set out the approach we will take to work with the public, communities and partners to address them.

In a similar way to our [Policing Plan 2017/18](#), the [Policing Plan 2018/19](#) is aligned to the Scottish Government's priorities for policing and our Serving a Changing Scotland strategy. It sets out our plans to deliver a service that works at an international level to combat modern threats and risks; brings national consistency, coordination and specialist resources to address policing challenges; and most importantly, a service that puts local policing at its heart.

The plan has been subject to the most extensive stakeholder engagement of any previous annual police plan. We are encouraged by the quality of the interaction with and the positive response from our partners and the public. This shows a strong level of support for the way we are addressing each policing priority area. The feedback received has been used to inform the content.

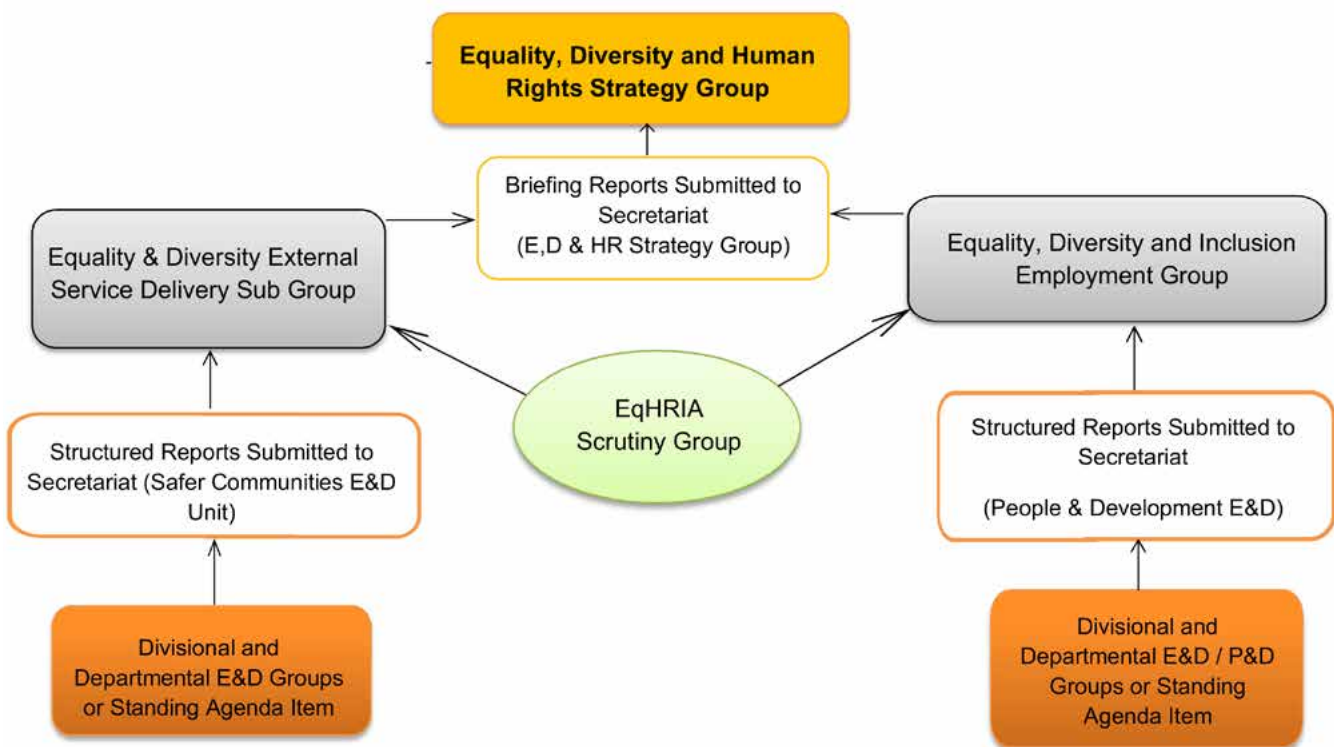
During the plan's delivery, we have maintained a clear focus on high quality operational policing, with a commitment to support and empower our workforce, and develop our partnerships.

## 1.3 Strategic Planning Framework

The business planning products mentioned above all form part of our Strategic Planning Framework (SPF), which was approved by the SPA Board in February 2018, a revised performance framework was also approved in March 2019 by the SPA Board. This framework sets out the strategic business planning products that are required by Police Scotland to ensure effective delivery of our Serving a Changing Scotland strategy. It shows the strategic linkages to Scottish Government and SPA and how business planning at national and local level is underpinned by performance measures that focus on outcomes.

Our strategic plans are in turn supported by a new Performance Framework which combines operational and corporate data to provide a more rounded view of organisational health.

## 1.4 Equality, Diversity and Human Rights Governance



\* All Divisional E&D groups and Area/Operational Support Boards will be informed by divisional/departamental action plans. Following Area/Operational Support Boards the structured report will be prepared and sent in advance of Strategic Group to Secretariat.

**Strategic Level** – Our strategic governance structures and reporting procedures are now well established and working well. Strategic ownership remains with the DCC People and Professionalism who chairs the Equality, Diversity and Human Rights Strategy Group’s quarterly meetings.

**Tactical level** – There are two tactical level groups that sit below the Strategy Group:

- The Equality and Diversity Service Delivery Group – chaired by an Executive Officer – focuses on external operational police business and the overview of progress in respect of our Equality Outcomes 1–5. Its membership includes representatives from our various business areas directly involved in the development and delivery of services to the public. Staff from our People and Development department also attend to provide an essential link between the external service and
- The People and Development Equality, Diversity & Inclusion Employment Group – chaired by an Executive Officer considers employment, development and staff related business and the overview of progress in respect of our Equality Outcomes 6–7 and People Strategy. Its membership includes representatives from our People and Development Department and Statutory and Diversity Staff Associations. A Superintendent from our Safer Communities department attends and contributes from an external service delivery perspective, along with representatives from other policing departments.

**Divisional & Departmental Level** – Since July 2017 an internal equality and diversity governance structure has also been introduced within Police Scotland, to capture the progress divisions and departments are making towards our Equality Outcomes. This information is reported to the two tactical groups mentioned above and subsequently informs Police Scotland’s two-yearly progress reports, published as per statutory requirement.

Further to this, as requested by the SPA, we provide six monthly reports of progress achieved towards the Equality Outcomes, to the SPA’s relevant committees. The first of these reports was submitted to the SPA in October 2017.

**Equality and Human Rights Impact**

**Assessment (EqHRIA) Scrutiny** – An EqHRIA Scrutiny Group – established in 2016 – supports the above overarching tactical level groups through the provision of appropriate exception reports in relation to the review and quality assurance of Police Scotland's EqHRIA process, with particular focus on divisional / departmental compliance regarding the:

- Management of mitigating actions;
- Retention and accessibility of records;
- Publication of results;
- Completion rates; and
- Provision and uptake of appropriate training.

Membership comprises representatives from our Specialist Crime Division Safer Communities; People and Development Equality & Diversity; Policy Support; Organisational Development; Leadership, Training & Development; and the Scottish Police Authority. The group meets at least twice a year and more frequently on a needs basis.

In 2018/19 updates were sought from owners of mitigating actions, most of these had either been completed or were ongoing. The outstanding actions will continue to be monitored.

Feedback from EqHRIA authors is encouraged on an ongoing basis and not restricted to formal review periods. This helps to ensure that our tools and approaches remain appropriate for the end user.

We believe our equality, diversity and human rights governance structure helps to mainstream equality by providing a supporting environment in which our people, who actually do the work to deliver our strategic vision, have an opportunity to highlight what is working well and to inform and influence strategic change.

## 1.5 Corporate Governance, Audit and Assurance

### **Governance, Audit and Assurance**

incorporates the business functions of Policy Support, Governance Coordination, Executive Support, Strategic Engagement & Coordination and Risk, Assurance & Inspection and National Systems Support; all of which report through Head of Governance, Audit and Assurance.

We consider processes relating to policy standards, corporate scrutiny and accountability not only important for consistency of approach, but also crucial for building community and staff confidence in us as an organisation. Here we report on some of the departments that are proactively working to embed equality and inclusion in their core.

**Policy Support** – This department manages the Police Scotland Record Set. It reviews all policies, formal procedures and guidance documents related to service delivery and ensures that at all stages of their development, all documents contained within the Record Set undergo an Equality and Human Rights Impact Assessment. Upon completion, documents are considered for publication both internally and externally.

As a result of a recent structural change, our People and Development Policy department will be performing a similar role in respect of policy, procedures and guidance documents related to staff and employment.

Prior to publication, the documents are reviewed by staff to ensure that they meet our Formatting Standards – developed in consultation with partners such as, Healthcare Improvement Scotland, Mental Welfare Commission for Scotland and NHS Lothian. These standards dictate the use of a set font style, size and spacing with the aim to improve the accessibility of our information.

Policy Support staff, irrespective of role or rank, have completed Equality and Human Rights Assessment training. This helps to further our mainstreaming agenda by enabling all relevant staff to assess equality impact and offer advice to others – rather than it being the responsibility of specialist equality and diversity staff. This training has also been completed by staff within our Governance Coordination Unit.

**Governance Coordination Unit** – This unit is responsible for Governance, Audit & Assurance. The unit held its first staff engagement event in June 2018 which brought together staff from across the country and provided the opportunity for interaction between many of the business areas. The event was intended for all business areas and staff to gain insight into the work across the portfolio and inform good practice. Inputs included staff wellbeing and the Staff Pay Reward and Modernisation project.

To improve the governance process, a new single reporting template has been developed which includes full details of the route taken through the internal Governance Framework. .

**Information Management** – This department works to ensure access to information, either published or available under Freedom of Information (Scotland) Act 2002, Data Protection or through our Information Charter. Our Publication Scheme and Disclosure Log aims to give the public improved access to information about Police Scotland.

## 1.6 Equality and Human Rights Impact Assessment (EqHRIA)

**We are continuing to progress the mainstreaming of equality into our significant change projects, formal policies and practices, and relevant decision-making processes, by proactively seeking to improve how we assess the impact of our actions.**

### 1.6.1 EqHRIA Review

In our previous report we advised that in June 2016 Police Scotland and SPA had jointly implemented an integrated approach to assessing impact on Equality and Human Rights, with a commitment to review after twelve months. That review, intended to ensure that our processes, procedures and tools are robust enough to meet legal compliance whilst remaining user-friendly has been concluded.

The review findings were generally positive with user feedback resulting in minor amendments to the relevant documents.

More importantly, the review reinforced the importance of appropriate training for those involved in policy / practice development and / or review. Staff with prior training or awareness noted a more positive experience of undertaking EqHRIAs than those without.

The updated documents were published internally on Wednesday 09 May 2018, following Executive sign off.

The Scottish Human Rights Commission (SHRC) views Police Scotland and SPA's approach to this subject as a positive example that is worthy of sharing with other public sector organisations. As a response to requests received, presentations have been made at a national multiagency conference on 28 November 2017, a Peer to Peer Learning Event, organised by the SHRC, on 15 March 2018, and to representatives from Scottish universities and colleges on 13 June 2018 in Aberdeen University.

The relevant template and associated instruction / guidance documents have been shared with external agencies interested to implement a Rights Based Approach within their respective Equality Impact Assessment processes.

Considering Human Rights as part of the impact assessment process has helped us to identify some issues which otherwise might have been missed. As way of an example:

During the development of procedures for using Unmanned Aerial Systems – better known as drones – we identified that along with the benefits of enhanced policing abilities, there was the potential for infringement of people's Right to Privacy which needed to be protected or objectively justified. Also, negative community feelings and perceptions around police surveillance were identified as requiring mitigation.

As a result, the need for an appropriate communication strategy to inform and reassure the public was recognised as an important mitigation measure.

### **1.6.2 Assessing Impact of Major Change Projects**

We consider equality and human rights to be an integral part of developing and progressing our strategic priorities. In order to ensure that advantage is taken at an early stage to remove or mitigate any existing barriers and identify opportunities to proactively advance equality and fairness, the implementation plans and their various activities are subject to a comprehensive Equality and Human Rights Impact Assessment.

This process is supported by a dedicated equality and diversity resource from our People and Development Department, who works closely with the Strategy and Innovation team and Change Portfolio.

During discussions with those involved in the development of strategic projects and implementation plans, it was evident that our existing approach and tools were not necessarily the best fit to assess impact in this particular context.

Therefore, it was decided to adopt a flexible approach to impact related to major change programmes that may have multiple projects and activities contributing to progress. In consultation with relevant stakeholders, the template and guidance used for formal policy and practice assessments were adapted to create an alternative easy to use toolkit that helps to better facilitate the

process in the context of strategic change. The progress of each impact assessment is tracked by way of a spreadsheet.

The opportunity has also been taken to pilot the inclusion of socioeconomic disadvantage and wellbeing considerations into the alternative EqHRIA Toolkit currently being piloted with the change programmes and projects.

All our business plans and proposals routinely go through a number of stages and consultation processes before being approved for implementation. This scrutiny is seen as essential for ensuring a rights based approach to everything we do.

Whatever approach or tools used to assess equality and human rights impacts, our aim is to:

- Encourage identification of opportunities as well as negative impacts (also link to progress towards our equality outcomes where possible);
- Link equality impacts to the strategic aim and outcomes of what is being assessed;
- Facilitate updates if the planned work changes direction;
- Minimise duplication in recording of evidence and analysis; and
- Ensure that equality and human rights considerations and actions support decision-making and influence the final product and its implementation.

### 1.6.3 Equality and Human Rights Impact Assessment Training

In order to support policy developers / reviewers a one day EqHRIA training course has been developed and available through the Leadership, Training & Development Department to relevant Police Scotland and SPA staff. A process has been formalised to enable staff to enrol using a Training Request Form, supported by line management via our internal HR (staff) database system.

To enhance resilience, a number of trainers have also been trained across the force area to deliver the course at divisional and departmental level.

The Heads of divisions and departments are responsible for promoting this learning opportunity and encouraging and supporting their relevant staff to access it. Early beneficiaries of the training include business areas such as, Safer Communities; Leadership and Talent; Marketing; and Strategy, Insight and Innovation. As of November 2018, sixty nine members of staff have completed this needs based training course, including three Scottish Police Authority staff and nine trained as trainers.

## 1.7 Equality by Design

**We have proactively integrated equality considerations into the design stages of our training, campaigns / marketing and surveys, as reported below:**

### 1.7.1 Training Design Quality Assurance

The Training Quality Assurance Team at the Scottish Police College continue to actively promote the integration of equality and human rights considerations into the training design process. This process has now become embedded into the national training design Quality Assurance process and is one of the core minimum criteria that requires to be completed before Quality Assurance approval of any new training programme. This reference has now also been included within the National Framework for Quality Assurance in Training and Education.

All significant training design projects and associated design documentation is required to include how equality, diversity and human rights issues have been considered within a specific Values and Ethics section in the training design template. This requires the training designer to consider how their programme incorporates and reflects Police Scotland's Values and Code of Ethics, ensuring a human rights based approach throughout the design and delivery.

The assessment also helps to identify barriers that may prevent specific groups from gaining access to the programme,

and whether it can be mitigated or justified. Where there is any doubt, 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.

Where relevant, programme outcomes are assessed at various levels. Typically, we evaluate at reaction, learner assessment and workplace level. Assessment of the achievement of learning outcomes is also embedded into the appropriate learner assessment strategy, where relevant; this is developed as part of the programme design process.

As part of a workplace evaluation project for a programme, the extent to which learning has been applied in the workplace, along with impact, will be measured and reported to the relevant business area. This approach is intended to help inform the ongoing design and continuous improvement of a programme.

Training courses are subject to post-event evaluations by the participants to assess level of achievement in relation to the intended objectives and outcomes.

### 1.7.2 Marketing

We believe effective communication is critical in ensuring that our people, the public and stakeholders get access to the information they need, both how and when they need it.

Towards this aim, our Corporate Communications department continues to work proactively to deliver fully integrated marketing campaigns, making use of all disciplines within communications. The Department works in partnership with the relevant business area to design and develop an effective campaign, including paid for marketing, for a targeted audience. Support for campaigns is secured widely from partners across the country.

Where possible the communication channels used are those that best meet the needs of the intended audience. Mass media channels such as our website, corporate social media channels are used for announcement type communications. However our local channels are used for more local communities.

Campaign design leads liaise with our Safer Communities Equality and Diversity Unit staff from an early stage to help ensure that accessibility, equality and human rights implications are considered during the development of the campaign messages – whether text or graphics – and the accompanying marketing strategy.

For example, our national campaigns related to hate crime, human trafficking, doorstep crime, and festive season /winter time safety awareness are now routinely subject to an Equality and Human Rights Impact assessment. This helps to identify our target audience, maximise the campaign's impact, and mitigate any potential for unwitting criminalisation or negative stereotyping of any particular community.

In addition, significant work has been done on the young people section of our website and social media sites in order to improve engagement with this traditionally hard to reach group. We have employed our first Modern Apprentice who will play an important role in the development of messaging for our younger members of the community.

Our first Facebook channel designed for young people in Scotland and improved dedicated internet pages went live on 08 November 2018. The new platforms are a result of feedback from national consultation with young people, who requested better access to information and improved modern ways to communicate with the police. This became one of the key commitments to young people when the Safer Communities Children and Young People team were developing the ['Children and Young People 2016/20 – Our Approach'](#) plan.

The new resource assists with the promotion of Children's Rights by providing young people with easier access to educational resources and space to voice their views on platforms recognised and commonly used by them in modern society. The Children and Young People team aim to provide safety and prevention messages that will ultimately help young people make better life choices and minimise potential risks to themselves and others. Any content being published will be structured to avoid corporate messages and more appealing to the desired age groups.

A poster is available to download and display to raise the awareness of the new resources within your young community and groups. To view the internet page, please go to [www.scotland.police.uk/youth-hub](http://www.scotland.police.uk/youth-hub) and the new Facebook channel can be found [HERE](#). You are encouraged to share these details with young people as a recognised Police resource and an avenue to have their say on Police matters that affect them directly.

These are resources requested by young people, designed by young people for young people so we want to make it a safe space for them to explore, question and challenge us – hopefully you can help us achieve this. Please feel free to share this further with colleagues, organisations, friends, family and other partners to reach as many young people as possible.

If you would like to discuss content or for any further information please contact Safer Communities Children and Young People team by email: [SCD.ChildrenandYoungPeopleBusiness@scotland.pnn.police.uk](mailto:SCD.ChildrenandYoungPeopleBusiness@scotland.pnn.police.uk).

### 1.7.3 Surveys

We see the implementation of surveys as an important way to engage and consult with our diverse communities and staff so that we better understand their particular needs and concerns. The views gathered help to shape our operational services and priorities and how we treat, develop and support our staff. For example:

Our 'Your View Counts' – a short rolling public survey that takes around 15 minutes to complete – provides local communities with the ability to influence the setting of both National and Local policing priorities. These views are then reflected into operational decisions that play an integral part in the priorities of Police Scotland. By considering the data from the survey alongside evidence from other important sources, we create our National and Local Policing Plans that focus on the expectations of our local communities. These local issues are further held to account via Local Scrutiny Panels across Scotland.

## 1.8 Procurement

2018/19 was a pivotal year for Police Scotland with the establishment of category management as the underpinning approach to procurement; the embedding of the 'Commercial Excellence' programme as the primary engine for change and cost reduction; and a substantial increase in activity to support our Serving a Changing Scotland strategy.

Our Procurement Strategy 2014 – 2018 sets out our commitment to achieve value for money for the taxpayer through all procurement activity within Police Scotland and the Scottish Police Authority.

In order to achieve these objectives, we have established a procurement group, which scrutinises all procurement contracts. All procurement is undertaken in accordance with the Scottish Government (SG) requirements; the process is followed, where appropriate, from initiation to the awarding of contract.

All Police Scotland projects are assessed at start up for scale, complexity and risk. Throughout progressive stages of the appraisal process, projects are required to develop and consistently update an active risk register within which they must include mitigation strategies, and flag those with a potentially high rating.

Proposals for all Projects are supported by a Full Business Case, which must be informed by an equality impact assessment. For example, when a new procurement list was proposed for the purchase of drones, the officer responsible submitted an EqHRIA along with the list and a Business Case for discussion at the Procurement Working Group meeting in June 2018.

Community benefits are being built into the contracting process for all major contracts with standard clauses now being introduced into relevant invitation to tender documents.

A combination of this approach and the continued roll-out of the Commercial Excellence Programme throughout the organisation has seen the consideration of community benefits being adopted for all regulated procurements, regardless of the value. The Sourcing Plan document that is created for all regulated procurements includes a sustainability section that details opportunities relating to small and medium sized enterprises, Supported Businesses, Community Benefits, Environmental Benefits and Fair Working Practices for the individual tenders and contracts.

When an opportunity is highlighted as a viable option this then flows through the procurement stages and is captured within the tendering, evaluation and contractual documents. We acknowledge that there are still challenges in being able to implement community benefits in some commodities, but this standardised approach for all regulated procurement promotes the consideration of this key topic within the stakeholder group and the supply base for Police Scotland. Our award winning contract with the Soft Facilities Management is felt to be an excellent example of where community benefits could be realised.

Where appropriate we will facilitate the involvement of supported businesses in regulated procurement exercises.

An example of this is our current contract for the Provision of Services for the Disposal and Recycling of Redundant ICT and Waste Electrical Equipment. This was tendered on the open market exercising the right to reserve contracts for Supported Businesses and Supported Employment Programmes for the integration of disabled or disadvantaged people.

We have also established a contract with another supported business for the provision of temporary road signs for our vehicles

For more details, please see our first Annual Procurement Report for the Financial Year 2017-2018. <http://www.scotland.police.uk/about-us/procurement>

# Section 2

## Section 2: Our Operational / Community Related Processes

**We have proactively sought to place equality and human rights considerations into the core of some of our key processes and practices that may, directly or indirectly, impact on our diverse communities. Here we share some examples of what we did and what we achieved.**

### 2.1 Community Impact Assessment

Our Community Impact Assessment (CIA) process continues to provide an effective means to record, monitor and develop appropriate interventions to address impact on communities and assist with reducing raised community tensions. This process is also used to proactively assess the potential impact / risk of any future planned or anticipated events and situations that maybe evolving or uncertain.

Our experience shows that incidents such as terrorist activity both within the UK and abroad, political unrest, and high profile hate crimes can all impact nationally. At a local level, raised tensions can result from incidents either planned or spontaneous. We want our communities to have confidence in our response to such incidents, and see the CIA as an important reassurance tool that helps towards this aim.

For example, in March 2018, a number of Anti-Muslim letters were received by Westminster-based Members of Parliament and some private households in England; these letters encouraged attacks to be carried out against the Muslim community. The nature of the letters and the subsequent reporting through national and social media resulted in significant concern being raised within Muslim communities.

Our Safer Communities Equality and Diversity Unit completed a national level CIA that considered the communities and stakeholders likely to be affected and the impact and tensions likely to be experienced by them. The identified impacts/risks were mitigated by daily monitoring of hate crimes and media coverage, liaison with local policing divisions and engagement with relevant communities – all of which helped to ensure that communities were kept informed and provided the necessary reassurance.

## 2.2 Stop and Search

The introduction of the Stop and Search Code of Practice (the Code) in May 2017, provided a legal framework around the use of the tactic and clear guidance in relation to conducting and recording stop and search activity.

We recognise that stopping and searching people is a significant intrusion into their personal liberty and privacy and are committed to ensuring that the use of stop and search is carried out in a way that is lawful, necessary, proportionate and in keeping with our values.

We also believe that intelligence-led stop and search is a valuable and effective policing tactic, and an integral part of our police officers' armoury, which contributes to the prevention, investigation and detection of crime and to keeping people safe and improving community well-being.

The SPA and Police Scotland have agreed the following key themes against which the use of stop and search should be measured to determine its use is fair and effective:

**Proportionality** – in terms of trending volumes, detection rates and search rates per population;

**Alignment** – that the use of stop and search is aligned with local and national policing priorities;

**Intelligence Led** – that the use of stop and search reflects the relevant information and intelligence directing police resources; and

**Legitimacy** – that the use of stop and search is lawful and linked to public confidence.

Positive rates are important in monitoring the proportionate, fair and effective use of stop and search. Our National Stop Search Unit (NSSU) and Analysis and Performance Unit (APU) continue to monitor these rates along with the wider stop and search activity and trends. Monitoring focuses on age, gender and ethnic groups, as well as the nature of searches conducted across Scotland. This helps to better understand whether or not there is consistency in how the Code of Practice is being applied, and thereafter address any concerns affecting public confidence.

In the first year-end Stop and Search Management Information Report since the Code of Practice came into effect in May 2017, we noted that the stop and search positive rate during 2017/18 was 36.9%, compared with 31.1% during 2016/17.

We believe that real progress has been made to improve the use of stop and search and aim to build on the good work so far. Officer confidence, in both using and recording stop and search, is a priority for us.

To maintain this momentum, the NSSU continue to support senior management, supervisors and officers with advice and guidance, whilst recognising the importance of local supervision and assurance processes by Divisions.

To embed local ownership and effective supervision, the NSSU are piloting a supervisory process to monitor and review stop and search activity, enabling direct feedback to officers, which in turn provides long term support and learning.

If successful, the supervisory process will be rolled out across the country in 2019, which will see the realisation of mainstreaming processes that facilitate the review and monitoring of stop and search activity in compliance with the Code of Practice.

## 2.3 Tackling Hate Crime

Our Specialist Crime Division Safer Communities Equality and Diversity Unit has strategic overview of the hate crime work-stream and reports into our external Equality and Diversity Service Delivery Group. However, the issue of tackling hate crime is not confined to Police Scotland: it is widely discussed across local, national and global platforms, and accepted as requiring a partnership approach in order to make a real difference.

For our part, Police Scotland aims to ensure that our procedures and responses in relation to hate crime are accurate, consistent and able to withstand scrutiny. We are also committed to working in collaboration with key stakeholders to deliver positive outcomes for victims, witnesses and partner agencies.

Here we highlight just a few examples from an extensive range of activity since our last report:

**Working in Collaboration:** Our Safer Communities staff continue to be active participants in a number of multiagency and Parliamentary Cross Party groups. Details of this partnership work are provided within our six monthly Equality Outcomes reports to the SPA – a link to these reports can be accessed in Part 2 of this document.

However, as way of an example, we are pleased to report that our staff provided significant input to the Scottish Government's recent review of the current hate crime legislation, carried out by Lord Bracadale. The review considered whether changes needed to be made to the current legislation; whether existing offences should be extended to cover other groups; and whether all hate crimes should be brought into one area of legislation. The findings and recommendations of this [Independent Review of Hate Crime Legislation in Scotland](#) were published in May 2018 – whether adopted partially or in full, they will result in significant change in this area.

We are also involved in and contribute to the Scottish Government's Parliamentary Cross Party Groups on Islamophobia and Racial Equality in Scotland – both of which bring together elected members from all political parties, agencies and relevant individuals.

As the names suggest, the former focuses on issues and concerns related to anti-Muslim sentiment and how to address these, and the latter discusses the issues and barriers that impact on achieving racial equality in Scotland. Both groups have benefitted from inputs from Police Scotland regarding the work on-going in relation to equality, diversity and hate crime.

### **Improving Our Approach:**

Safer Communities Equality and Diversity Unit continually review our hate crime policy and procedures with a view to improving recognition, recording and reporting of hate crimes and incidents across the service, ensuring a consistent approach.

This work stream considered hate crime operational guidance, developed awareness training for all officers and staff, relevant to a variety of roles and reviewed associated governance procedures. It also incorporated the Third Party Reporting process and considered appropriate measures to improve and monitor overall effectiveness.

To ensure that an effective and supportive response is provided in instances whereby officers and staff members are victims of hate, a guidance document has been produced for supervisors along with an internal poster, intended to support officers and staff. This guidance is currently under consultation with key stakeholders.

### **Developing Our Hate Crime Champions:**

To build upon existing work being undertaken across the force area to effectively tackle hate crime, the concept of Hate Crime Champions was established. The training is available to all staff and there have been several training sessions delivered since April 2018, resulting in a cadre of approximately 250 trained officers.

To emphasise the impact hate abuse can have on the victim, their family and wider community, the training incorporates a number of real life case studies, as well as external speakers, to personalise their experiences. Hate Crime Champions continue to be deployed in their existing roles, however they are available to raise awareness of hate related incidents, encourage reporting and provide local support for officers and staff as required.

Hate Crime Champion concept is in its infancy, therefore its effectiveness is unknown; the training evaluation however has been extremely positive. Requests for bespoke training from a number of our specialist departments/divisions have been received, such as Contact, Command and Control Division and Custody Division which are being progressed.

**Campaigning Proactively:** In March 2018 a Hate Crime Campaign took place that focussed on offenders. As young people in education feature prominently as both victims and offenders, education formed the basis of the campaign. A further Hate Crime Campaign took place February - March 2019 that addressed hate crime committed against night time workers.

Student participation was encouraged through the involvement of School Link/Campus officers, who delivered hate crime awareness presentations. Key messages included that hate crime is a serious matter, with long lasting consequences for offenders.

Students from schools in the North, East and West policing areas were encouraged to create their own peer group messages in the form of a poster/visual graphic. An independent panel, consisting of a representative from Education, Police Scotland Youth Volunteers and Safer Communities, judged the entries and selected the winner.

A presentation ceremony took place at 'Holyrood High School, Glasgow' on Wednesday 28 March 2018, attended by an Assistant Chief Constable, who presented the winning designer with a Samsung tablet. The school also received a digital camera in recognition of their participation in the campaign. The winning design was shared with schools and wider communities through our social media channels and complemented the campaign 'Greater than a Hater' message.

## 2.4 Call Grading

Police Scotland handles on average three million 101 and 999 calls and eight hundred thousand deployments every year. As society changes, the scale and shape of demand on our service is changing too. Only 21 in 5 incidents attended by the Police result in a crime being recorded. People call in distress. Many are vulnerable. Alcohol and drugs are often a factor. People don't always know where they are or what service they need.

We know we can do more to respond to vulnerability by changing the way we assess and prioritise calls to the service to ensure we provide the right response for every individual caller.

To do this we are bringing in a new Contact Assessment Model (CAM) which will empower our frontline staff to make a dynamic assessment of threat, risk, harm and vulnerability at first point of contact.

This is a significant change of approach and will result in a move away from a standardised model of deployment based on incident type, policy and procedure to one in which greater focus will be placed on individual caller needs and potential vulnerability. A test pilot will take place within our Lanarkshire Division around May/June 2019; it will be evaluated before a phased introduction of the approach across Scotland.

# Section 3

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## Section 3: Our People

Earlier under Section 1, we reported on the strategic importance of our 10 year strategy – Serving a Changing Scotland – and how it informs and influences all our policy decisions and change projects. Its Right Based Approach is also central to ensuring that the needs and rights of our people – whether police officers or police staff – are an integral part of all decisions that may affect them

All parts of our People and Development function are actively engaged and have contributed to the positive progress made over the past two years.

### 3.1 Delivering Equality through Implementation of our Serving a Changing Scotland strategy

A dedicated resource was identified to support the delivery of equality, diversity and inclusion in employment through the work being undertaken to implement our Serving a Changing Scotland strategy. Work has been ongoing with the Portfolio Management Office (responsible for coordinating the programmes and projects to deliver the

Serving a Changing Scotland 3 year plans) and the Strategy, Insight and Innovation team (SII) (responsible for providing support for those developing Police Scotland enabling strategies). There has been positive buy-in at senior and operational levels to the support provided. Regular meetings are ongoing with the Director of Change.

Equality and Diversity awareness workshops have been delivered to the Project Officers who support the Serving a Changing Scotland strategy, programmes and projects. These workshops focused on providing relevant background information and signposts to sources of support, and highlighted the Equality and Human Rights Impact Assessment course for those requiring to undertake this training

Project Officers will now help to ensure project teams are aware of the requirements in relation to equality and human rights and highlight where to get further advice and support as required. Dates have been provided to update the Change Leaders Board and Business/ Project Leads Workshops. Additional bespoke workshops, focusing on their specific work streams, have been offered to project teams on a needs basis.

### 3.2 Portfolio Management Office (PMO)

An Equality and Diversity toolkit was developed in consultation with the PMO and was circulated to the programme/ project leads to support their ongoing work. The initial feedback on the toolkit has been positive, and other areas involved in consultation of the toolkit have been using it in relation to policy work and training. The toolkit has also been provided to the team reviewing the document set to incorporate it into the overall EqHRIA guidance.

A framework outlining the key equality, diversity and inclusion considerations identified through the Serving a Changing Scotland strategy EqHRIA has been shared with project teams to assist in highlighting relevant opportunities, risks and considerations that the projects can consider further through their own EqHRIAs.

People and Development Equality and Diversity Team, which provides advice related to employment / staff, are supporting a number of projects including Corporate Support Services Transformation, Staff Pay & Reward Modernisation, Contact Assessment Model, Custody Remodelling, Performance, Demand and Productivity. Where appropriate, community relevance has also been highlighted with advice to contact the Safer Communities Equality and Diversity team. .

### 3.3 Strategy and Innovation

Our Strategy, Insight and Innovation team participated in an Equality and Diversity workshop in February 2018 and an EqHRIA training course in April 2018. Additional training opportunities were arranged for those who were unable to attend these sessions and for new staff who have joined the team.

Police Scotland's Equality Outcomes are now highlighted as a key influencer in the Strategic Development Template (Guidance for Strategy Writers). This offers a significant step forward in recognising and progressing these outcomes through Police Scotland strategies. An Equality and Diversity Action Plan has been developed to ensure management and progression of positive action and accurate reporting of Equality Outcomes.

The plan is reviewed on a regular basis. The team have been proactive in collating and reporting on their own activities to support equality progress.

A tool to support the mainstreaming of Equality and Diversity into strategy development – similar to the one in use for the change projects – has been developed.

Our Strategy and Planning department has produced a recommendations report in response to the Scottish Government's Fairer Scotland Duty and its potential relevance to our Strategic decision-making. The Fairer Scotland Duty has been incorporated into the wider strategic development, decision-making and strategic EqHRIA process to positively influence the subsequent outcomes.

### 3.4 Transforming Corporate Support Services (TCSS) Programme

It is acknowledged that our Corporate Support Services have not been cohesively transformed since the creation of Police Scotland. We have established a Transforming Corporate Support Services (TCSS) programme to address the current challenges. This will be done by identifying opportunities, mobilising resources, and agreeing a Corporate Services Vision, Strategy and Implementation Plan.

One of the objectives of the Serving a Changing Scotland strategy, is to enhance the delivery of policing services we will reduce and remove the frontline administrative burden associated with corporate processes. In addition we will provide a standardised high quality of service to our operational staff'.

The strategic commitments are to:

- Enhance officer productivity and capacity;
- Free up Police Officers from Corporate Support duties where the work should be undertaken by staff;
- Create more efficient Corporate Support Services and business support units;
- Reduce the deficit to £47m during 2017/18 and remove it by 2020/21; and
- Increase wellbeing and satisfaction levels among our people.

There are three additional drivers for transforming Corporate Support Services:

- **People:** We have a focus on improving the wellbeing of our people that deliver Corporate Support Services;
- **Service Delivery:** We need to improve the quality of services that we deliver, with a focus on reducing the administrative effort for the frontline; and
- **Use of budget:** We need to increase the efficiency of our services, so that our budget can be prioritised on frontline policing activities.

The review and subsequent transformation of Corporate Support Services will have a broad impact across the organisation, enhancing the efficiency and consistency of support given to operational staff, whilst removing any unnecessary administrative burdens.

The initial focus of the programme includes Information Computer Technology (ICT), People and Development, Finance, Fleet, Procurement, Estates and Business Support functions.

It is, however, anticipated that as a result of the required organisational change, there will be an impact on police staff and officers. The project team are working closely with the People and Development Equality and Diversity Team as the Design and Develop stages of the plan progress. An impact assessment will be continually updated as the programme develops.

In order to maximise the positive outcomes of our transformed Corporate Support Services, the programme team will proactively progress equality, diversity and inclusion.

### 3.5 Police Scotland People Strategy 2018-2021

Our People Strategy 2018-2021 builds on the work carried out during the creation of the Serving a Changing Scotland strategy, the Staff Survey results from 2015/16 and the areas identified for improvement.

The People Strategy was published in August 2018, and includes a high level EqHRIA – included in the report – that provides a summary of the equality considerations and potential opportunities to be considered as part of the delivery of the Strategy.

The Annual Delivery Plan sets out the key activities required to deliver the People Strategy. Steady progress has already been made during 2018 and will continue.

All strategic activity is closely monitored and controlled with monthly progress channelled into the People and Development Strategic Senior Management Team meeting for oversight and direction. This forum, led by the Director of People and Development, brings together all staff-related activity under one umbrella. This enables all activity to be appropriately monitored and controlled, and ensures progress by on-going scrutiny and a platform for resolution being provided. Updates are also included within a monthly report to our Corporate Management Board.

The People Strategy is one of the key documents underpinning the Serving a Changing Scotland strategy. Continued engagement with the 2026 team will be maintained throughout its delivery to ensure strategic alignment.

Performance metrics have been agreed in consultation with the Analysis and Performance Unit, with regular updates provided in line with each of our strategic themes as part of the Police Scotland Performance Framework.

Regular updates will also be provided through the Strategic Leadership Board (SLB) for approval before onward submission to the SPA.

The strategy represents our commitment to achieving the Serving a Changing Scotland Strategy objective of 'empowering, enabling and developing our people'. It sets out our plans to support our people to deliver 'excellence in service and protection, and build a workforce that meets the future demands placed on policing in Scotland.

Our strategic priorities for our people are:

- **Inspiring leadership – winning hearts and minds to drive success:**

To enable our people to achieve their full potential we must continue to develop an empowering culture that supports development of the whole workforce; a culture which is inclusive and supportive, where everyone feels empowered and gets job satisfaction when delivering to the frontline.

We are committed to developing leadership at all levels. Our Leadership Framework will develop leaders who are visible, approachable, supportive, act as mentors and who coach and develop talent in the organisation.

Sustainable performance comes from developing a positive and inclusive leadership culture, with an environment where innovation and continuous improvement thrives and views are sought, diverse thinking is celebrated and our people are heard.

- **Positive environment – creating great environments for our people to perform:** To create a positive and healthy working environment, we will invest in the wellbeing and development of our people. We will

support our people to deliver an effective service through a culture of empowerment and opportunity.

We will focus attention on wellbeing to help our people keep themselves at their best, despite the challenges they face. We will ensure that our approaches to motivating, recognising and rewarding our people support the culture we are creating.

We will work harder to bring our people with us and ensure we create a space where people get to bring their best to work.

- **Organisational health – our people and services are flexible, innovative and agile:** We recognise that our people will drive the success of Scottish policing to meet future demand. New threats and demands mean we must create a sustainable, diverse, multi-skilled and experienced workforce that can operate effectively in public, private and virtual space. At the same time, we must strengthen the diversity of our whole workforce and change the workforce mix to address the evolving needs and complexities of our diverse communities.

### 3.6 Performance Framework

A considerable investment has been made to ensure that there is a robust Performance Reporting Framework, which is a key deliverable of our Serving a Changing Scotland strategy. A revised framework was presented to the SPA in March 2019. This aims to improve Police Scotland's performance data in order to provide a more holistic approach to internal performance management, external scrutiny and reporting progress on delivery of the Serving a Changing Scotland strategy.

The Framework, developed in consultation with the SPA and Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), is designed to measure and report on our progress towards achieving this change and report on our operational activity. It also ensures that our performance approach is outcome focused and sufficiently flexible to address new and emerging issues.

The following two People Performance Objectives mirror our Equality Outcomes:

- Create a diverse workforce which empowers, enables and develops our people to address evolving needs (relates to Equality Outcome 6); and
- Improve the wellbeing of our workforce (relates to Equality Outcome 7).

#### Key Performance Indicators / Management Information include:

- Service profile (police officers and police staff);
- Age profile (police officers and police staff);
- Gender profile (police officers and police staff);
- Ethnic background (police officers and police staff);
- Number of disciplinaries (police officers and police staff); and
- Number of grievances police officers and police staff).

### 3.7 Staff Pay and Reward Modernisation (SPRM)

When the circa 6,700 police staff from the eight legacy forces, the Scottish Police Services Authority and the Scottish Drug Enforcement Agency transferred to the SPA, it created an organisation operating across ten sets of Terms and Conditions and associated policies, and varied rates of pay for the same or similar roles.

The intention of the SPRM project was to ensure all SPA and Police Scotland staff were employed under common Terms and Conditions of Employment (including Pay and Benefits) rather than legacy or interim SPA arrangements. It ensured fairness and equity, including a standard working week, standard leave and public holidays, and a common approach to pay and grading roles.

This work has been subject to a comprehensive EqHRIA throughout, with support and quality assurance provided by the People and Development Equality and Diversity Team. External partners, such as Close the Gap, have been consulted to ensure that the project is transparent, inclusive and open to external scrutiny in relation to equal pay.

The vision for the project was to ensure the SPA/ Police Scotland were a

responsible employer in fulfilling their statutory obligations. There have been a number of key stages in the programme before a common employment package could be implemented, including:

- **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.
- **Job Evaluation** – An analytical process done by reviewing all job descriptions, and identifying a rank order of roles within the organisational structures of the SPA and Police Scotland. A Job Overview Document for every role was created, and initially sent to every staff member at the end of April 2017. A quality assurance process took place with the Trade Unions.

A full communication plan was implemented in line with distribution of the Job Overview Documents, which included briefings to Line Managers that enabled them to keep staff informed throughout the process. Engagement events also took place with 30 business areas. Feedback from these sessions was very positive and was used, alongside a range of impact assessments and analysis, to inform pay modelling and the options appraisal of Terms and Conditions;

- **Pay and Grading** – Developing a framework for a common pay structure for all staff; and
- **Standard Terms and Conditions**
  - Reviewing all legacy terms and conditions, benchmarking with other organisations, and identifying a new set to deliver a modern and agile organisation.

SPRM information packs were sent to each member of SPA/Police Scotland staff on 18 January 2019. The information pack contained a personal outcome letter which set out the proposed pay and grading implications for each employee and confirmed the next steps in the process. Also enclosed was a booklet outlining the proposals, an individual Job Overview

Document and, for shift workers, an illustration of how proposed new shift payments are calculated. Information on the proposed employment package and details of the outcomes of the negotiations with the Trade Unions in relation to the following areas was also enclosed:

- Pay and grading model;
- Working time and time off;
- Shift modernisation;
- Family friendly and wellbeing; and
- Allowances and expenses.

The SPA were notified on 28 February 2019 that the employment package offer made, was accepted at ballot.

The Trade Unions' ballot was the definitive step required for the project to deliver a common pay and grading model and terms and conditions of employment for all staff. The package was implemented on 1st April 2019. This date does not mean the end of the project: there is still considerable activity required to ensure implementation, including management information systems and payroll updates. Following this, the focus will turn to the appeals process.

### 3.8 People and Development Policy Simplification Project

The Policy Simplification Project is a key enabler to both the SPRM and the transformation journey required to underpin the Serving a Changing Scotland strategy.

The aims of the project are to support the transformation of Policing in Scotland by empowering leaders; creating an environment for change; providing the tools to demonstrate force values; deliver flexibility; and promote engagement and personal responsibility.

The project's objectives include:

- To review the suite of Human Resources (HR) policies and procedures from the perspective of the business;
- Partner with People and Development colleagues to drive a joined-up, streamlined and collaborative approach to employee engagement and broader people practices; and
- Develop employee policies and practices that enable positive employer-employee relationship now and post modernisation.

Work started in July 2017 by establishing appropriate governance structures and success measures for the project team, and prioritising the 75 plus documents within the P&D record set.

A project plan was prepared which outlined the delivery of some 280 separate tasks in four phases over the 12 month timescale.

**Phase one – 'Setup'** – was completed in line with the plan at the end of October 2017. This involved several weeks of engagement with the business areas, building confidence and support for the strategy, establishing priorities scientifically, and benchmarking externally.

**Phase two – 'Design'** – involved the design and delivery of a content management platform and a new template for procedural information. These were delivered in January 2018 with key considerations being: usability, clarity, sustainability and cost. Consideration was also given to future proofing the approach to ensure that work undertaken would complement work being done through our Serving a Changing Scotland strategy, and specifically mobile data.

Equality and Human Rights Impact Assessment training was provided to the Policy Simplification Team to ensure that “due regard” was had to the general equality duty throughout their project. Members of the team and policy authors completed their respective impact assessments with quality assurance provided by our People and Development Equality and Diversity Team. .

The general process of getting the procedures from concept to delivery was reviewed with the aim of reducing the timeline and improving the quality of the end products. Work continues to progress to deliver this project by the end of April 2019.

### 3.9 Brexit

We have taken a proactive approach to this issue with a great deal of scoping work already having been carried out into the potential impact for the organisation and the public we serve. A Governance Board, with representation from our People and Development department has been established to provide the governance, authority and direction for Police Scotland. The board oversees the business and risk strategy, legal, regulatory and policy compliance. It will also discuss negotiated outcomes, formulating final proposals to ensure governance arrangements are in place throughout Police Scotland.

This work is being progressed in partnership with the National Police Chiefs’ Council and National Crime Agency. We see this engagement process as key to ensuring positive outcomes during potentially challenging times. Officers from Police Scotland have travelled to countries such as Slovakia, Romania and Poland, to ensure that law enforcement agencies in these countries are reassured on the importance we place in partnership working with them post March 2019.

The team is now managing the following work-streams:

- Operational Readiness;
- Human Resources;
- Partnership Engagement;
- Capability and Capacity; and
- Civil Contingencies.

All work streams are co-chaired by a subject matter expert and a Brexit Team member. Brexit is a standing item on our Executive Governance Boards.

Work in relation to Our People considers, from an engagement, wellbeing and impact perspective, existing and future non United Kingdom (UK) and European Union (EU) resources working for Police Scotland. Subjects considered include: recruitment practice and retention

strategies; potential changes to employment law; and equality and diversity issues – including the identification of strategies to minimise the risk of detrimental and disproportionate impact on our staff.

Relevant points of contact have been established with the Trade Unions, Scottish Police Federation and Diversity Staff Associations. The Governance Board is committed to engaging with representatives for the duration of this piece of work.

Representatives were provided with an overview of all Brexit implications being considered by Police Scotland, the governance arrangements in place and the likely timescales involved. A number of focus groups have taken place; the first of which considered the equality and diversity aspects relating to nationality which has helped to inform strategy going forward.

### 3.10 Diversity Staff Associations

The Diversity Staff Associations (DSAs) are made up of a network of staff, including Police Officers, Police Staff and Special Constables, from across Police Scotland and the SPA.

**We currently recognise and support the undernoted DSAs:**

- Central and Eastern European Police Association (CEEPA);
- Christian Police Association (CPA);
- Disability and Carers Association (DACA);
- National Trans Police Association (NTPA);
- National Police Autism Association (Scottish Reps);
- Scottish Police Muslim Association (SPMA);
- Scottish LGBTI Police Association;
- Supporting Ethnic Minority Police staff for Equality in Race Scotland (SEMPERScotland); and
- Scottish Women's Development Forum (SWDF).

These associations have a common cause in challenging under-representation, tackling discrimination, and improving an understanding of a particular community or culture. By working in partnership with Police Scotland, they make an important contribution to our performance in achieving equality outcomes, meeting diversity objectives and building community relations. They may also provide a voice to groups which are perceived to be:

- Under-represented within Police Scotland ; and/or
- Marginalised or disadvantaged in society; and/or
- Possess a protected characteristic under the Equality Act 2010.

### 3.11 Disability

Prior to the creation of Police Scotland, legacy forces had their own local Occupational Health provisions, which, along with their respective HR teams, jointly assumed responsibility for duties relating to the management of disability, reasonable adjustments and the associated recording and monitoring of processes.

In addition, the internal occupational health model offered by the legacy forces provided a comprehensive practitioner-led service to which individuals could self-refer.

The current Police Scotland outsourced occupational health model requires managers to refer individuals for assessment. Line managers are also primarily responsible for the appropriate management and support of individuals with disabilities, as well as for the provision, recording and review of any reasonable adjustments.

It was recognised that there was a lack of communication, process guidance and training provided to line managers to inform and equip them to deliver on these responsibilities. Also, there was no clear agreed 'ownership' of responsibility for disability policy and practice resulting in a lack of governance and proactivity in this area.

Our People and Development Senior Management team were advised by the department's Equality and Diversity staff regarding the challenges and risks relating to the management of disability and dyslexia in Police Scotland. As a result, work has been undertaken to mitigate some of the immediate risks and a Disability Short Life Working Group, chaired by Head of Wellbeing and Inclusion, was established to inform future work.

The delivery of a number of 'quick wins' resulted in increased contact with the People and Development Equality and Diversity Team from line managers, officers and staff looking for support and advice in relation to disability, further illustrating the need for improved training and guidance in this area. The team however was not sufficiently resourced to provide a case management service or to sustain the current level of involvement in cases on an ongoing basis.

Subsequently, a business case was submitted which resulted in the creation of a Disability Coordinator post to ensure a joined-up approach across Health and Wellbeing, People Management, Equality and Diversity, Recruitment, Training Leadership & Development, and the operational environment. The Disability Coordinator was appointed in July 2017, to improve governance and ownership in relation to disability management through positive change in policy and practice. This post sits within the Equality and Diversity People and Development team. Updates are provided on the Disability Action Plan to the Equality, Diversity and Inclusion Employment Group. This is a standing agenda item for that meeting.

### **3.12 Police Scotland Youth Volunteer Awards**

In September 2017, the Chief Constable attended a Parliamentary Reception sponsored by the Cabinet Secretary for Justice, in recognition of the work carried out by the 1000+ Police Scotland Youth Volunteers (PSYV) across Scotland.

The reception enhanced the profile of this programme to Members of the Scottish Parliament and invited partners. Attendees received presentations from volunteers from across Scotland, who shared their personal experiences of being involved. This event demonstrated the value of our young volunteers and their outstanding contribution, and that of the organisers and police officers who coordinate PSYV within communities across Scotland.

### 3.13 HeforShe

Created by United Nations (UN) Women, the HeforShe movement for gender equality provides a targeted platform where a global audience can engage and become change agents for gender equality. A key focus of the HeforShe movement is encouraging males to engage and become change agents towards gender equality.

The initiative also provides opportunities for organisations to 'celebrate' male colleagues who actively model key behaviours and who actively sponsor and champion women in the workplace.

In May 2018, senior police officers from police forces across the UK gathered at New Scotland Yard to commit to work towards gender equality. The event, hosted by Metropolitan Police Assistant Commissioner Martin Hewitt, was held to build on the work started by Surrey and Sussex Police in 2017 as part of their commitment globally as United Nations HeforShe Thematic Champions for law enforcement.

Forty three police forces and police organisations, the Home Office and United Nations were represented by senior officers and staff. They all pledged to engage with their respective workforce to discuss gender equality within the workplace, improve the gender imbalances at senior levels within policing, and in so doing, become more representative of 'our communities' in order that issues of violence against women and girls can be better addressed.

In May 2018, Police Scotland became a formal advocate for the UN HeforShe Initiative. It clearly aligns with work we are progressing to become a reflective workplace, reduce violence against women and girls, and combat domestic and sexual abuse. It also aligns with our 'Serving a Changing Scotland' agenda, People Strategy 2018-2021, Equality Outcomes 2017-2021, and the statutory responsibilities in the annual reporting of gender monitoring information.

### 3.14 Stonewall

Since 2015, we have submitted an annual application to the Stonewall Workplace Equality Index (WEI), achieving a listing in the Top 100 UK Employers for the past four years. Unfortunately we did not achieve this listing in our 2019 submission. Whilst this is a very disappointing outcome, our commitment to our Lesbian, Gay, Bisexual and Transgender (LGBT) staff and communities is absolute. The recommendations received from Stonewall, as a result of being a part of its WEI, are valuable in ensuring that we continue to improve our services to our LGBT staff and communities.

### 3.15 LGBT Allies

We launched a LGBT Allies mini-site on our Intranet – an internal communications platform – which offers support and guidance to all our officers and staff on LGBT issues. The purpose of the Police Scotland LGBT Allies Network is to create a service-wide network of colleagues who will assist in creating an inclusive workplace where everyone feels safe and supported. The network will also support discussions about equality and diversity matters in general. This enables dialogue in a positive and constructive manner with a view to supporting those who are LGBT and who, as a result, may be less confident in being themselves in their workplace.

Assistant Chief Constable Malcolm Graham, who launched the LGBT Allies Network in 2016 said:

*"I am delighted to continue to support the LGBT Allies and this new intranet mini-site is another demonstration of the commitment and support that is available to all our colleagues throughout Police Scotland. LGBT Allies play an important role in supporting and embracing diversity in Scottish Policing. I would encourage everyone to read all the supporting documents within the new site, and if interested, to sign up to become a LGBT Ally, and show your support for policing diverse communities across Scotland."*

The mini-site provides useful links and guidance documents relating to LGBT issues and a full list of who our LGBT Allies are. It also provides a new 'In the Spotlight' feature where we will speak directly to our allies and discuss and explore with them why they became an LGBT Ally.

As part of the communication and engagement strategy, our LGBT Allies also encouraged others to take part in our Stonewall Workplace Equality Index 2019 Staff Survey by saying why they took part, and why it is important for all our staff to take part and have their say. For example:

*"I have completed this year's Stonewall WEI Staff survey because it is important that everyone gets to be their true self whilst at work. Where there still exists barriers to that, the Stonewall Staff Survey can highlight these in order that we can overcome them. Where we have cause to think about how to get it right for persons of one protected characteristic, this causes us to do so across all protected characteristics and therefore for positive improvement to be achieved more widely. So what's stopping you?"*  
Constable, Corporate Services

*"I have completed this year's Stonewall WEI Staff survey because I believe that there is insufficient training relating to Trans identity provided to front line officers which needs to be highlighted. I strongly believe that information provided in the survey will help in addressing this issue. I completed this 5 minute survey. So what's stopping you?"*  
Constable, Service Delivery

### 3.16 Scottish LGBTI Police Association

In February 2018, the Scottish LGBTI Police Association (formerly Gay Police Association Scotland) officially re-launched in a deliberate attempt to be more visibly inclusive of the Lesbian, Gay, Bisexual, Transgender and Intersex community; adopting Scottish Government guidance in this regard. This followed an extensive review and a strategic planning session which saw the Association adopt the undermentioned vision and strategic objectives at its 2017 Annual General Meeting:

**Vision – ‘Advance LGBTI equality, inclusion and support throughout policing in Scotland and within the communities we serve’.** Objectives include:

- **Governance** – Develop effective strategies and policies that promote the Vision of the Association;
- **Communication** – Promote awareness of the Association and its work both internally and externally;
- **Membership** – Encourage new members and offer opportunities for member involvement;

- **Visibility** – Raise the profile of LGBTI police officers and staff, their issues and the work of the Association; and
- **Engagement** – Maximise accessibility to services; support community events and work with partner organizations.

Their new Executive and General Committee comprises Police Scotland, British Transport Police, Civil Nuclear Constabulary and Ministry of Defence Police. In addition to the core committee roles, the Association will strive to recruit local Divisional Representatives to assist in progressing the work of the Association more locally across Scotland.

One significant achievement of the Association was hosting the UK and Ireland LGBTI Police Conference over the weekend of 22-24 June 2018 at the Scottish Police College. Over 120 delegates, representing 40 police forces from across the UK and Ireland, attended the two day event, which also included a civic reception sponsored by Fife Council.

Further information regarding the Association can be found at [www.lgbtipolice.scot](http://www.lgbtipolice.scot) and [@LGBTIpolicescot](https://twitter.com/LGBTIpolicescot)

### 3.17 Leadership Training

#### Senior Leadership Development

**Programme** – It is important that our leaders at every level are equipped to deal with the vast and complex challenges that we face in policing. To aid their learning, our leadership programmes are underpinned by applied academic research blended with practitioner experience. We aim to continue to capture this good practice for dissemination, and to develop collaborative relationships with the wider private and public sector across Scotland.

#### Chief's Forum

The Chief's Forum is a new online question and answer event that will take place every second month.

Officers and staff will be able to ask the Chief Constable a question through a new intranet portal that will open up for the duration of the forum. Questions will be answered – where possible – by the Chief Constable and Police Scotland Executive on the day and questions and answers will remain as a searchable, categorised list on the intranet.

The first online forum is planned for May 2019.

#### Extended Leaders Forum (ELF)

This is a brand new event aimed at Chief Inspectors and police staff equivalents. This event will take place twice per year.

Leaders will be invited to hear the latest updates from the Executive and those delivering key pieces of work. There will also be opportunities for CPD at the forums and they will provide a chance to network with colleagues from across the organisation.

#### Team Leader Events

This brand new event will be aimed at Sergeants, Inspectors and police staff equivalents. This event will take place once per year or once per 18 months.

Team Leader Events will be a great opportunity for CPD and networking and provide an opportunity to network with colleagues from across the organisation.

#### Chief Constable's Conference Call

Senior officers/police staff leaders will have an opportunity to dial in to a call and have a conversation with the Chief Constable on key organisation topics.

Conference calls will be held once a month, the first will take place in May 2019.

One of the strategic objectives within the Serving a Changing Scotland strategy is to 'Empower and Develop our People and Culture'. The programme is intended to enhance organisational performance through the development of inspirational leaders who will motivate and develop their own staff, are role models, and display positive attitudes and behaviours to influence the creation of an environment where a learning culture is endorsed.

The programme includes the following four modules of learning and development:

- Organisational Leadership;
- Personal Leadership;
- Strategic Partnership and Collaboration; and
- Operational Leadership.

Each of these modules will afford the delegates the opportunity to identify their own learning objectives through a personal development plan, and to find ways to implement their learning into the workplace. In between each module, the delegates will be offered a one-to-one coaching session with access to a mentor, designed for further development and Continuous Personal Development (CPD) opportunities.

The programme is modular in design to minimise operational abstractions. It attracts participants from the Justice Sector, Scottish Government, Prison Service, Military and other Public and Private sector organisations. This approach helps to enrich the learning environment and contributes to the [Christie Commission recommendations](#). It also enables Police Scotland to have access to a diverse mix of participants from different backgrounds to help ensure that we, as an organisation, are equipped to lead during this period of transformational change.

#### **Police Officer Promotion Processes –**

Our Leadership and Talent department was formed to deliver the Serving a Changing Scotland strategy. Work has been ongoing to create best-in-class public sector leadership programmes and learning opportunities at each leadership level. The intention is to provide clear pathways through activities that stretch and positively challenge individuals, building on previous learning.

# Section 4

## Section 4: Equal Pay Statement and Pay Related and Occupational Segregation Information

### 4.1 Equal Pay Statement 2019

#### 4.1.1 Police Scotland

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 regardless of age, disability, gender, gender reassignment (including trans and non-binary identities), 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 gender, disability and race for all our police officers and SPA/police staff and aim to ensure equal pay for like work, work rated as equivalent and work of equal value.

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

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

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

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

The establishment of the SPA and Police Scotland on 1 April 2013, created an organisation operating across ten sets of terms and conditions and associated policies, and varied rates of pay for the same or similar role for SPA and police staff.

The intention of the SPRM project was to ensure that all SPA and Police Scotland staff would be employed under common terms and conditions of employment (including pay and benefits) rather than their existing

legacy or interim SPA arrangements. To ensure fairness and equity, including a standard working week, standard leave and public holidays, and a common approach to pay and grading roles.

Section 3.7 of this report provides further information on the SPRM project.

Indications are that implementation is likely to narrow the gender pay gap considerably and is likely to reduce further over time.

The Police Negotiating Board (PNB) negotiates the terms and conditions for all constables on matters such as hours of duty, leave, pay and allowances. The SPA and Police Scotland work alongside the Scottish Government and staff associations within the Equality Working Group of the PNB to consider proposals and changes to terms and conditions and how these impact on groups with protected characteristics. We are committed to identifying and taking appropriate actions within our control to support pay equality.

## 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.

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,
- 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:

- Implement the outcomes of the SPRM project and ensure that we are an organisation that has a fair, equitable and affordable pay policy and appropriate terms and conditions that support policing priorities.
- Review the Scottish Government's first Gender Pay Gap Action Plan published on 8th March 2019.
- Continue to 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 SPA/police staff of how reward practices work and how their own reward is determined.
- Respond to grievances and other concerns on equal pay.
- Continue to consult with Statutory Staff Associations and 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 police officers and police staff in post at March 2018. It does not reflect the outcome of the SPRM project.

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

### Police Officers

The gender pay gap for police officer base pay (excluding allowances and overtime) is **3.9%**. This increases to **5.7%** when all allowances are added in.

There has been a decrease in the police officer base pay (excluding allowances and overtime) figure of 4.1% and the figure of 5.8% when all allowances are added in which was published in our 2017 report. This may be due to the following reasons:

- 78% of those who retired (all reasons) are male and 22% were female. A higher proportion of these males were in a promoted post when compared to the female police officers who retired.

- 94% of those who resigned held the rank of constable, with between 0-10 years' service for both male and female constables.
- Proportion of female police officers in promoted posts (Sgt and above) has increased from 23% to 24% since 2017.
- Those who are joining as a probationary constable will earn less than those who have retired.

There are inconsistencies in the calculations of consolidated figures due to the nature of legacy pay systems. A single payroll system is due for implementation in 2019 which will address these issues.

#### 4.1.2 SPA/Police Staff

The gender pay gap information presented previously included both SPA and police staff and for comparison and consistency has been presented in the format below.

The gender pay gap for SPA/Police Staff base pay (excluding allowances and overtime) is **11.5%**. This increases to **12.4%** when calculated including shift allowance + weekend working allowance. This is a decrease in the SPA/Police Staff gender pay gap since 2017 when the gender pay gap for staff base pay (excluding allowances and overtime) was 12.0% and 13.0% when calculated to include allowances.

There has been a decrease in the gender pay gap for police staff base pay (excluding allowances and overtime) from 12.5% to 12.3% and a decrease from 13.1% to 12.8% when calculated to include allowances.

Gender Pay Gap 2019	Base Pay	Base Pay + Allowances
SPA Staff	8.8%	12.4%
Police Staff	12.3%	12.8%
All Staff	11.5%	12.4%

Implementation of a 19 month pay award from September 2017, which incorporated the full extent of the Scottish Government's Public Sector Pay Policy can be seen to benefit both men and women at the lower end of the salary scale.

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.

## 4.2 Equal Pay (Race and Disability)

The data used to inform the Equal Pay (Race and Disability) was based upon police officers and police staff in post at March 2018. It does not reflect the outcome of the SPRM project.

Our current datasets also provide us with baseline information on the distribution of police 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.

## 4.3 Occupational Segregation

The data used to inform the occupational segregation section was based upon police officers and police staff in post at March 2018. It does not reflect the outcome of the SPRM project.

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).

### 4.3.1 Vertical Segregation Police Officers

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

Rank	Female %	Male %	Recorded Disability %	No Recorded Disability %
Constable	32	68	3	97
Sergeant	24	76	3	97
Inspector	24	76	2	98
Chief Inspector	26	74	2	98
Superintendent	22	78		
Chief Superintendent	20	80	2	98
ACC, DCC, CC	17	83		
<b>Total</b>	<b>30</b>	<b>70</b>	<b>3</b>	<b>97</b>

Rank	White Scottish %	Other White British %	White Minority %	BME %	Choose not to Disclose %	Unknown/ Not Recorded %
Constable	78	9	2	1	8	1
Sergeant	83	7	1	1	8	<1
Inspector	84	6	1	<1	8	0
Chief inspector	86	7	1	1	5	0
Supt & Above	84	10	1	1	3	<1
<b>Promoted Ranks</b>	<b>83</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>&lt;1</b>
<b>Overall Profile</b>	<b>79</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>8</b>	<b>1</b>

The ratio of female police officers in promoted posts (rank of sergeant and above) has increased from 23% to 24% when compared to the figures published in 2017.

The proportion of those in a promoted post with a recorded disability has increased

from 2% to 3% and is reflective of the overall police officer disability profile.

The proportion of those in a promoted post who have identified as BME is reflective of the overall Police Officer Ethnic Origin Profile of 1%

**Police Staff**

The tables below show the percentage of police staff at each salary group:

Salary Band	Female %	Male %	Recorded Disability %	No Recorded Disability %
15 - <25k	69	31	7	93
25k - <35k	55	45	7	93
35k - <45k	40	60	3	97
45k - <55k	44	56	3	97
55k - <65k	51	49	6	94
65k - <75k	40	60	0	100
75k+	38	62	5	95
<b>Total</b>	<b>63</b>	<b>37</b>	<b>7</b>	<b>93</b>

Salary Band	White Scottish %	Other White British %	White Minority %	BME %	Choose not to Disclose %	Unknown/ Not Recorded %
15 - <25k	86	6	1	1	4	1
25k - <35k	84	7	1	2	7	<1
35k - <45k	78	12	1	3	5	0
45k - <55k	81	5	2	1	9	1
55k - <65k	89	3	3	3	3	0
65k - <75k	50	10	0	0	20	20
75k+	71	14	0	0	5	10
<b>Total</b>	<b>85</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>1</b>

The breakdown in the above tables does not reflect the workforce profile for gender, 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 when compared to male police staff.

The disability workforce profile of 7% is reflective of the police staff workforce profile in the 15-25k and 25-35k salary bands and lower for the higher paid salary bands, this may be linked to under-recording of information.

The salary bands for those who identify as White Minority and BME do not appear to cluster in any one salary band.

### 4.3.2 Horizontal Segregation

Work is ongoing to identify horizontal segregation among police officers and SPA/ police staff; this includes partnership working with diversity staff associations and addressing issues identified. The main focus is to explore the reasons for horizontal segregation and to take action to change perceptions and culture relating to specific roles. The progress made is recorded within the Divisional or Departmental Equality Action Plans and highlighted within the Equality Outcomes Report, which forms part of the Equality and Diversity Governance within Police Scotland. This is reported to the SPA on a six monthly basis.

#### Horizontal Segregation - Police Officers

Department	Female %	Male %	Recorded Disability %	No Recorded Disability %
Contact, Command and Control	36	64	7	93
Corporate Services	34	66	7	93
Criminal Justice Services	26	74	5	95
Local Policing	32	68	3	97
Operational Support	15	85	3	97
Specialist Crime	31	69	2	98
<b>Total</b>	<b>30</b>	<b>70</b>	<b>3</b>	<b>97</b>

Department	White Scottish %	Other White British %	White Minority %	BME %	Choose not to Disclose %	Unknown/ Not Recorded %
Contact, Command and Control	80	9	1	<1	9	0
Corporate Services	80	10	1	1	8	<1
Criminal Justice Services	82	8	1	1	8	0
Local Policing	80	9	2	1	8	1
Operational Support	75	10	1	1	13	<1
Specialist Crime	80	7	1	1	10	<1
<b>Total</b>	<b>79</b>	<b>9</b>	<b>2</b>	<b>1</b>	<b>8</b>	<b>1</b>

Occupational segregation has been identified within some specialist divisions/ departments. 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 skills and training required for specific roles. In addition, a survey was conducted by one of our Diversity Staff Associations, the SWDF, which resulted in a report outlining recommendations that Police Scotland are continuing to work towards to address under-representation within specialist posts.

**Horizontal Segregation - Police Staff**

The tables below identify the proportions across each function:

Department	Female %	Male %	Recorded Disability %	No Recorded Disability %
Contact, Command and Control	70	30	8	92
Corporate Services	58	42	4	96
Criminal Justice Services	50	50	7	93
Local Policing	77	23	10	90
Operational Support	74	26	5	95
Specialist Crime	54	46	7	93
<b>Total</b>	<b>63</b>	<b>37</b>	<b>7</b>	<b>93</b>

Department	White Scottish %	Other White British %	White Minority %	BME %	Choose not to Disclose %	Unknown/ Not Recorded %
Contact, Command and Control	87	6	1	1	4	1
Corporate Services	83	7	2	2	5	2
Criminal Justice Services	82	7	<1	<1	9	<1
Local Policing	88	6	1	<1	3	<1
Operational Support	87	6	1	2	4	0
Specialist Crime	81	8	2	2	7	0
<b>Total</b>	<b>85</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>1</b>

Any clustering information identified in this analysis will be compared against the outcome of the SPRM project.

A full review of Leadership and Talent product offerings has been completed in consultation with the wider organisation and staff associations. The review included: a Police Promotion Survey; Focus Groups for Personal Development Conversations and Competency and Values Framework development; Probationer Sergeant Survey; and more general leadership development workshops to allow us to better understand the needs of the potential beneficiaries.

A review of the promotion process was also carried out and is subject to

continuous improvement. Phase One changes were presented to the Senior Leadership Board in May 2018 and supported for implementation in July 2018.

In January 2018, a Force Promotion Survey was put forward to all officers who had been involved in the National Police Promotion Process, either as candidates or assessors. 452 people – around a third of those surveyed – replied. The questions were also put to members of the Force Executive who have been involved as assessors.

## PART 2 – EQUALITY OUTCOMES 2017-2021

### 2.1 Introduction

Police Scotland published its Equality Outcomes for 2017-2021 in April 2017 following a comprehensive review of the outcomes set four years previously – the progress of which was provided in our Mainstreaming Progress Reports in 2015 and 2017.

These outcomes are aligned to our Strategic Police Priorities and the Serving a Changing Scotland strategy'. They were subject to extensive consultation and informed by feedback received internally from staff and subject leads, and externally by key community stakeholders.

An Executive memo was published to encourage all staff to play their part in the delivery of the outcomes. In particular, divisional and departmental Heads were encouraged to review their existing Equality Action Plans to align them to the revised Equality Outcomes.

Where gaps exist in terms of equality action planning, support is available, on request, for staff seeking to develop plans for their respective business areas. An equality action plan template has also been provided as an optional tool for those who wish to use it.

## 2.2 Progress on Equality Outcomes

As advised under Section 1.3, progress against the Equality Outcomes is captured on a six monthly basis, as part of the Equality and Diversity Governance process. It is also reported to the SPA to assist with its scrutiny of our progress. These updates record the many noteworthy activities completed or ongoing, over the past two years, within our various business areas at a national and local level.

It is not our intention to replicate the updates within this report in their entirety. Instead, we shine a light on a few of the activities, as way of examples of the excellent – and often ground-breaking – work being done by our staff across Scotland.

For your information, and to supplement this report, a link to our three updates submitted to and published on the SPA website is provided below.

[PS Equality Outcomes 6 Monthly Progress Report April to September 2017 \(PDF\)](#)

[PS Equality Outcomes 6 Monthly Progress Report October 2017 to March 2018.docx \(PDF\)](#)

[PS Equality Outcomes 6 Monthly Progress Report April to September 2018 \(PDF\)](#)

## Equality Outcome 1 – Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.

**What we said we would do:** 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.

**What we are doing:** Third Party Reporting (TPR) is one of a number of different ways – e.g. by phone, on-line or in person – that people can report a hate related incident to Police Scotland. Our Safer Communities Equality and Diversity Unit staff maintain an overview of this process and are working to improve its effectiveness. Working in partnership with the Scottish Government (Connected Communities), a review is ongoing into current arrangement for third party reporting centres, an options report will be presented to the Scottish Government in the summer of 2019 to consider a

modernisation programme for these centres.

The role of a TPR centre is to provide support to individuals and communities, in relation to hate crime. This support may take the form of listening, encouraging reporting and assisting with the link to policing or indeed submitting a report on behalf of the individual or community affected.

A list of Third Party Reporting Centres for Hate Crime can be found at:

<http://www.scotland.police.uk/contact-us/hate-crime-and-third-party-reporting/third-party-reporting-centres>

Internally, Train the Trainer courses were delivered to relevant staff in all 13 territorial divisions. These trained officers are now engaged in the process of providing training to staff in all participating TPR centres. Divisional trainers are also being identified who will train additional officers within their own divisions, with support from the Equality and Diversity Unit, where required. This approach aims to provide resilience and sustainability of the scheme across all divisions.

A TPR guidance document for frontline officers has been developed and incorporated in to our Hate Crime Standard Operating Procedure (SOP).

The E&D Unit is working with the Contact Command and Control (C3) Division, to assist them with the development of a new online contact form and to formalise the process to deal with TPR reports received by Police Scotland. This will help to improve service delivery by ensuring a standardised response.

Externally, our divisional Safer Communities departments are in the process of contacting all existing TPR centres within their respective divisions, to establish the centre's desire to

continue to be involved in the scheme and to offer additional training to centre staff.

A shortened training package is being considered for delivery to 'signposting organisations' to help them identify hate crimes/incidents and to increase their awareness of the TPR scheme. This would be beneficial for organisations that wish to be involved in the scheme but are unable to perform the role of a TPR Centre.

Two of these training sessions were provided to senior English for Speakers of Other Languages (ESOL) practitioners. These were followed by discussion sessions in March 2018 in Glasgow and Dundee – to investigate how this reporting service can be made accessible to people for whom English is a second language.

Conversation is ongoing with the Scottish Government and other key stakeholders with regards to partnership working to improve the TPR service. The outcomes from these discussions will shape the direction for the scheme going forward.

**Outcomes:** An improved service delivery and a standardised response to hate incidents or crimes reported via our Third Party Reporting centres.

## **Equality 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.**

**What we said we would do:** 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.

**What we are doing:** To achieve this outcome, we have created divisional 'concern hubs', where information related to wellbeing concerns is more efficiently and effectively managed by trained staff. This allows Police Scotland to better deliver on key equality outcomes, whilst improving the safety and wellbeing of people, places and communities across Scotland.

A bespoke training package has been developed, primarily for concern hub staff, but also benefits divisional partnership coordinators to support the national business process for concern hubs.

We are currently working in partnership with the Scottish Government and other key stakeholders in the drafting of operational guidance for practitioners in relation to information sharing regarding children and young people.

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

As a preventive measure, our Specialist Crime Division (SCD) Public Protection Unit implemented an online child sexual abuse campaign entitled '#notmyfriend'. The campaign's aim was to reduce online child sexual abuse offending by challenging perpetrator behaviour, highlighting the personal risk perpetrators are taking through their offending behaviour, and signposting them to third sector support, specifically 'Stop It Now!'

The campaign involved digital advertising, social media messaging and poster distribution. It was supported by a range of partner organisations across statutory, public and private sectors.

**Outcomes:** A positive step-change towards a culture, systems and practice that better identifies the wellbeing needs and safety of victims of harassment, and enhances staff ability to provide a professional service that is person-centred.

## Equality Outcome 3 – Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.

**What we said we would do:** 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 continue to raise staff understanding and awareness of domestic abuse and coercive control policies and processes.

**What we are doing:** [The Domestic Abuse \(Scotland\) Act 2018](#), was implemented in February 2019. It makes psychological abuse and coercive control committed within domestic relationships unlawful. In preparation for its introduction, Police Scotland provided a comprehensive package of training to around 14,000 officers and staff about psychological abuse and coercive control in domestic abuse incidents to ensure an appropriate response to reports and incidents.

We are working to improve our domestic abuse information sharing protocols with service providers for victims/survivors of gender based violence and to ensure they are GDPR compliant. Information sharing agreements which form the basis of all information sharing with service providers have been updated/developed

with information management ensuring that victim/survivor services continue to be delivered following police referral.

Reports of domestic abuse and stalking via the Police Scotland website portals have increased over recent times.

The online portals were created to encourage those who are too afraid, unable or unwilling to report directly to police, to make reports and receive an appropriate policing response. Work is ongoing with Contact Command and Control (C3) Division to route the reports in the same way as hate crime reports, ensuring that a parity of response is made regardless of the reporting medium.

To aid victims' feeling of safety, Police Scotland has procured a new national alarm solution for victims who are at risk as a result of gender based violence. The devices, which have GPS tracking functionality, will improve the policing response and safety planning for victims of domestic abuse, stalking and harassment, child sexual exploitation, Honour Based Violence (HBV), Forced Marriage, and Female Genital Mutilation (FGM). The alarms are being distributed nationally for use within our territorial divisions, once national guidance and relevant IT systems are complete and operational.

**Outcomes:** A police response that better meets the specific needs of victim of gender-based violence and abuse, and adds to their feelings of safety.

## Equality Outcome 4 – People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.

**What we said we would do:** We will monitor and report on engagement with key communities and stakeholders across the protected characteristics at a national and a local level.

**What we are doing:** There is continuous and regular engagement throughout the force with a variety of community support groups, allowing for their views to be fed back, influencing ongoing activity. Relationships have been developed and maintained at a strategic and local level.

For example, Police Scotland is now a key member of the multi-agency Tackling Prejudice and Building Connected Communities Action Group. It was initiated by the Scottish Government to take forward the recommendations made within Dr Duncan Morrow's [Independent Advisory Group report on Hate Crime, Prejudice and Community Cohesion](#), published in September 2016.

The Group is currently led by Aileen Campbell MSP: matters considered include: under-reporting of hate crime; addressing actual or perceived barriers; and the Third Party Reporting process, all with a view to improving effectiveness and public awareness.

At a divisional and local level, our officers and staff continue to proactively identify and encourage involvement of those who often experience exclusion and disadvantage due to the 'invisible' institutional barriers that often hinder access.

A positive example of this is the work of our Ayrshire Division which is engaged with members of the Scottish Centre for Personal Safety. The centre has a diverse membership, including people of short stature – people with dwarfism or restrictive growth disorder – a seldom heard from social group that experiences discrimination and abuse. They had no previous representation within the Division. Following inputs on hate crime delivered by divisional community safety officers, work is underway to assess the suitability of their centre as a Third Party Reporting Centre.

**Outcomes:** People from diverse backgrounds proactively engaged with Police Scotland and working together to improve the way we do things.

## Equality Outcome 5 – Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs.

**What we said we would do:** 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).

**What we are doing:** We recognise that any barriers to communication can discourage or prevent people from accessing police services or reporting crimes; for example, for disabled people who may need to use augmentative or alternative communications methods to access services, or for those for whom English is not their first language. We also know that the number of BSL interpreters qualified or confident to work in justice settings is limited.

In order to help improve the current situation, in February and March 2018 our officers, along with the Crown Office and Procurator Fiscal Service (COPFS), worked with Queen Margaret University to develop and deliver an online module for interpreters regarding the Criminal Justice

(Scotland) Act 2016. There were around 230 participants from across the world, with 51 interpreters identified as working in Scotland. 87% of people who submitted feedback stated that they felt more confident with the concept of interpreting in police settings as a result of the course.

Furthermore, Police Scotland has become a key partner in the Interpreter Apprenticeship pilot programme, delivered in partnership with the Heriot Watt University and NHS Greater Glasgow and Clyde. This programme involves the secondment of post graduate British Sign Language (BSL) / English interpreters to Police Scotland, as part of their two year probationary period.

The interns are used for a variety of activities, such as community engagement events, meetings with BSL users, crime prevention advice and initial engagement at incidents. The potential benefits include: reduced waiting time for BSL interpreters by members of the public; improved access to services for the Deaf community; improved confidence and satisfaction within the Deaf community; increased engagement with the Deaf community; and an increase in future numbers of BSL interpreters available to police.

We hosted our first cohort of two interns, for a period of 3 months starting 30 July 2018. Their services were used across the organisation, resulting in more accessible and meaningful community engagement events in a number of our divisions, such as Aberdeen, Ayrshire, and Inverness – where they facilitated communication with BSL users during an event on hate crime in public transport.

They have also assisted officers attending the homes of deaf people to gain witness statements and to contact suspects as well as during departmental meetings and one-to-one conversations between BSL users and line managers. As newly qualified BSL interpreters, the interns are not permitted to carry out specific legal work.

**Outcomes:** The potential benefits include: reduced waiting time for BSL interpreters by members of the public; improved access to services for the Deaf community; improved confidence and satisfaction within the Deaf community; and increased engagement with the Deaf community. It is hoped that this project will also build confidence amongst qualified interpreters to work within a policing environment and encourage newly qualified interpreters to remain and work in Scotland, which will increase future numbers of BSL interpreters available to police.

## Equality Outcome 6 – We have a workforce that is more reflective of the communities we serve.

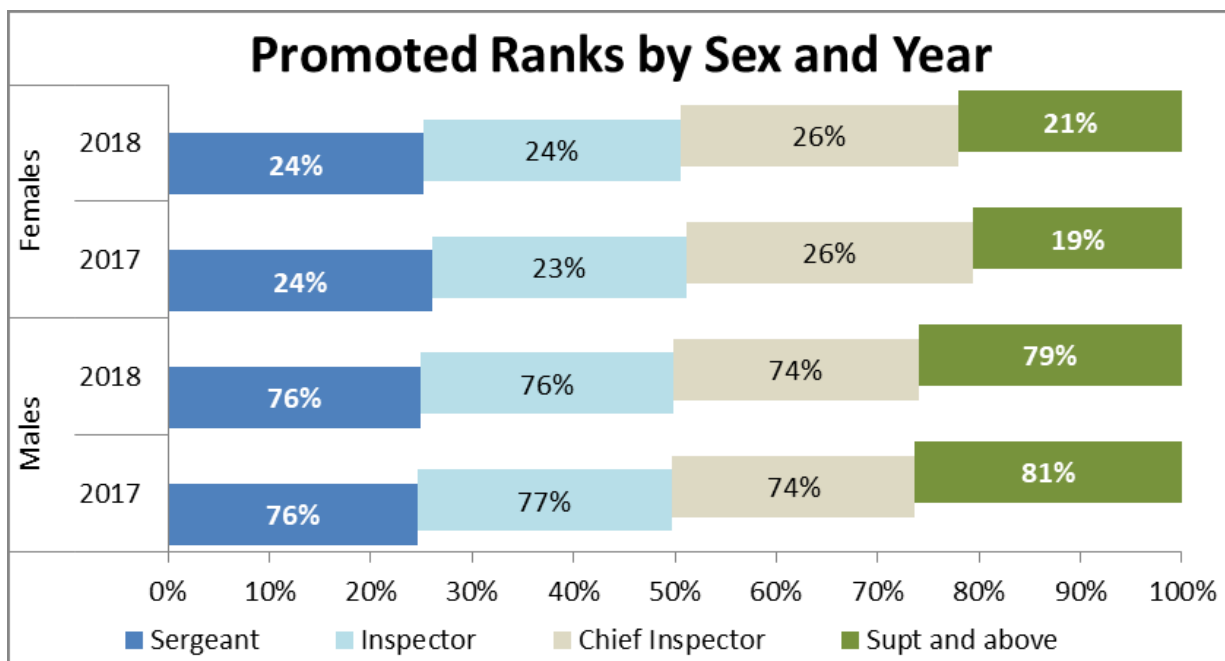
### Summary of Progress

**What we said we would do:** A more reflective workforce in respect of recruitment, retention, development and promotion of officers and staff.

**What we are doing:** The information below, shows the progress that has been made since the publication of the Police Scotland Equality Outcomes 2017- 2021.

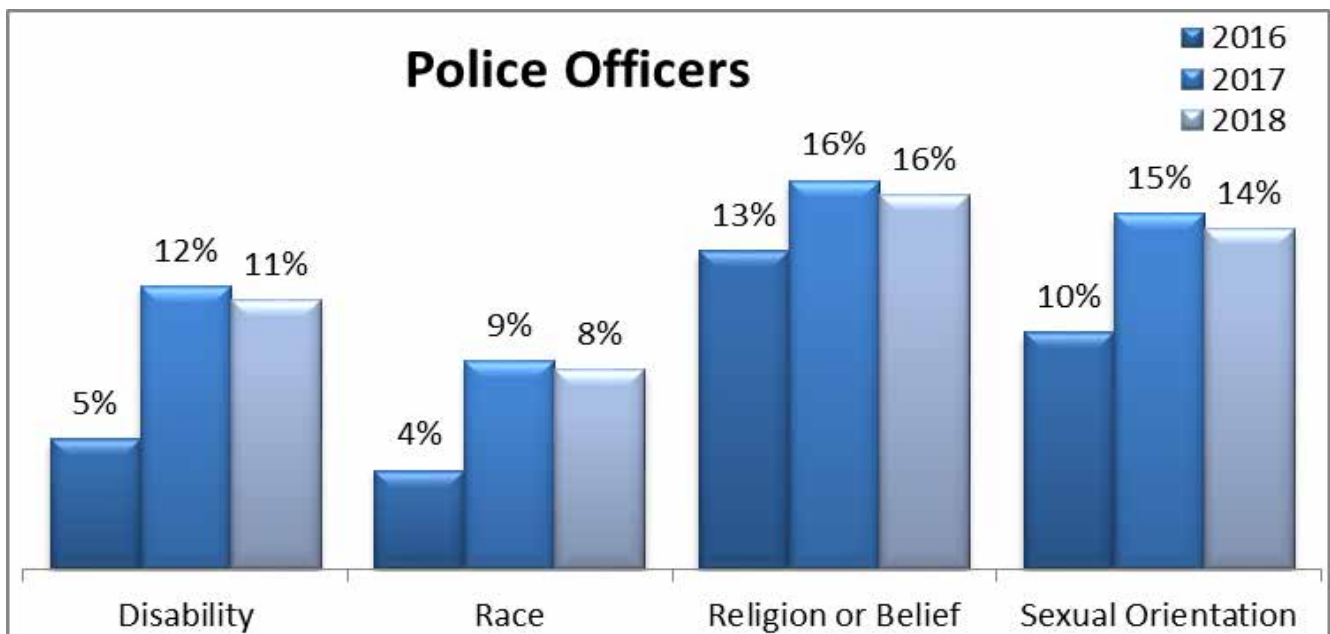
### Police Officer Promoted Ranks

The graph below illustrates the proportion of male and female police officers at each rank and highlights the progress being made in the proportion of female police officers in promoted ranks.



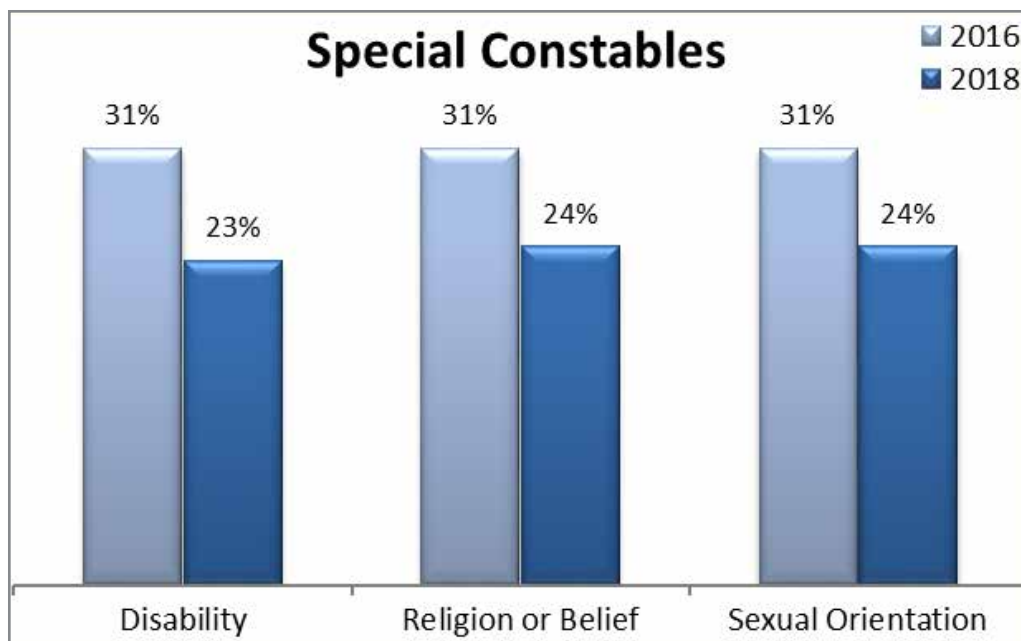
### Choose not to Disclose

During 2016/2017, staff within Police Scotland were asked to update their equality and diversity information. This resulted in an increase in the number and proportion of 'Choose not to Disclose' when compared to the data at 31/03/2016. The data at 31/03/2018 shows that the number and proportion has started to reduce for police officers when compared to data from 2017. This links in with one of the measures under Equality Outcome 6 to see a reduction in the number of those who 'Choose not to Disclose'.



### Not Recorded Equality and Diversity Data

We had been previously identified that the proportion and number of those whose data was 'Not Recorded' was high for special constables. The data in the graph below highlights the efforts that have been made to reduce this data gap.



## Positive Action Team (PAT)

**What we said we would do:** We will formulate and progress positive action targeted measures to ensure that Police Scotland is more reflective of the communities it serves.

**What we are doing:** The Positive Action Team is progressing work to encourage a more reflective workforce in relation to ethnicity.

We strive to be an employer of choice with a diverse workforce that is reflective of the communities we serve. The team undertake community engagement: in January 2017 they launched the Introduction to Policing Programme (ITPP) designed to attract candidates from ethnic minority communities to a career in policing.

This is a three day programme which takes place at weekends; it is free and is designed to provide an insight into policing and encourage people to consider policing as a positive career pathway. Whilst primarily, this programme is designed to attract individuals interested in becoming a police officer, anecdotal evidence suggests that it has a much broader positive impact on community trust, confidence and wellbeing. It provides an opportunity to dispel myths and perceptions that may exist, providing a platform for potential applicants and

their friends/family to ask questions about policing in an environment that otherwise they may not have access to.

Feedback from families who attended, stated that spending the day at the Scottish Police College, Tulliallan, and viewing the training facilities, had helped to address their own fears for family members by giving them an insight into Police Scotland. Families also commented that the day is exactly that, a family day which also catered for all ages including very young children and no family member felt excluded.

The team also operate a pre-join mentoring programme supporting candidates as they prepare for the recruitment process. Marketing of ITPP is widely undertaken across the third sector, to which Police Scotland is indebted for their continued support and advice.

The PAT's closed Facebook page continues to support candidates and other members of minority ethnic groups who are considering a new career, but, who are not yet ready

to apply. It is particularly encouraging to note that the Facebook page has naturally developed into a peer support network where successful candidates now support others on their attraction to the job and recruitment journey.

'Discover your Journey' events have also been developed; these one day events attract potential candidates that are unable to commit to a three day ITPP event. The first three events, which were held within Annan, Glasgow Central Mosque and Glasgow Gurdwara, attracted 85 attendees. Feedback suggests that these engagement events have been useful, informative and have helped participants to be positive about a career as a police officer in Police Scotland. Comments included:

*"The day was so thorough I do not know how it could be improved."*

*"The guidance and support makes it so much better."*

*"Today has given me massive confidence for my application."*

*"I'm more confident and motivated."*

We are working with Glasgow Caledonian University to evaluate perceptions about policing, Police Scotland, and the working environment for new police constables from minority ethnic groups. This research has been undertaken and the draft final report is awaited.

**Outcome:** Increase in the number of BME and White Minority Ethnic police officers.

## Under-representation of Women within Specialist Posts

**What we said we would do:** We will work with Statutory and Diversity staff associations and key stakeholders to identify barriers and improve opportunities for officers and staff from and across all protected groups.

**What we are doing:** The Scottish Women's Development Forum (SWDF) works with Police Scotland to identify and address any barriers to staff recruitment, retention and career progression.

The SWDF has a number of working groups, one of which is the Specialisms Sub Group: created to review and promote equality, accessibility and opportunity in specialist roles for all police officers and police staff.

This sub group carried out a survey in late 2016 to early 2017 to explore any real or perceived barriers which might be contributing to the current under-representation of women within specialisms – meaning, either a specialist post or a specialism which can be deployed as required. The survey was designed in response to SWDF members highlighting issues around occupational segregation, where deployment to some roles is currently predominately male or female.

The Forum carried out a similar research within legacy forces in 2009, which identified two key barriers: i) issues

linked to equipment and/or uniform; and ii) the perceived 'physicality' required. Comments at the time referred to the prevailing culture within some specialist areas, and the real or perceived lack of access to flexible working in many areas.

The current survey suggests that issues linked to equipment and/or uniform and concerns regarding 'physicality' no longer feature heavily as barriers to specialisms. The key issues raised focus on 'lack of transparency around selection to specialisms', 'concerns about lack of flexibility', and 'issues relating to culture'. The outcomes from the survey resulted in a number of recommendations intended to focus on these concerns.

The Forum have been working with departments within People and Development and divisions where under-representation occurs within specialist posts to implement the recommendations. The progress is monitored by the Senior Management Team within People and Development.

## Equality Outcome 7 – We have a workplace where officers and staff feel valued and respected and have their needs met appropriately.

### Disability Action Plan

**What we said we would do:** We will provide support and opportunities for officers and staff to maintain their health, wellbeing and safety.

**What we are doing:** The work of the Equality and Diversity People and Development team, Disability and Carers Association (DACA) and other key stakeholders has identified a number of issues in relation to the management and support of disability across Police Scotland, as identified in Part 1 of this report under section 3.12.

The Action Plan was developed, taking into account Police Scotland's strategic Equality Outcomes 2017-2021, specifically outcomes 6 & 7, and enables the issues to be documented in one place. The Action Plan also accommodates our responsibilities towards the British Sign Language (Scotland) Act 2015. This also ensures that there is an overview of the work that is ongoing and the progress being made towards consistency across the whole of the organisation.

The action plan also draws on the recommendations of the Disability Short Life Working Group, involving key stakeholders from across the organisation, and includes issues relating to disability and reasonable adjustments and the experiences of staff within Police Scotland. These concerns had been raised by DACA, statutory Staff Associations – Scottish Police Federation (SPF) and Association of Scottish Police Superintendents (ASPS) – and Trade Unions – Unite and UNISON – during a meeting of our Equality, Diversity and Inclusion Employment Group.

The Disability Action Plan focuses on the following key priorities:

- Marketing – Addressing the perception of disability in the workplace;
- Reasonable Adjustments – Increase understanding, the process to arrange reasonable adjustments and recording of information;
- Software – Force-wide access to enabling software;
- Modified/Restricted Duties – Supporting our staff and the deployment of police officers;
- Disability Leave – Establish recording systems to improve management processes;
- Benchmarking – Encourage use of accreditation tools to increase visibility of disability within the workplace;
- Culture – Encouraging disability disclosure;
- Policies and Guidance – Reviewing their effectiveness; and
- Training and Awareness Raising – Empower, equip and inform staff.

The Disability Action Plan is a standing agenda item at the Equality, Diversity and Inclusion Employment Group, chaired by the Director of People and Development, and the Equality, Diversity and Human Rights Strategy Group, chaired by the DCC People and Professionalism.

## Engaging Leaders Programme (ELP)

**What we said we would do:** We will support equal access to training and development opportunities.

**What we are doing:** The ELP demonstrates our commitment to develop talent within Police Scotland, as identified within the People Strategy and Serving a Changing Scotland.

The first Police Scotland Engaging Leaders Programme was rolled out in October 2017. It offered a development opportunity to Police Sergeants and First Line Managers who wished to be considered for inclusion on the first of our new talent development initiatives.

The programme is value-based and designed to support the development of our most talented aspiring leaders. It seeks to

develop potential through a broad range of opportunities designed to empower, equip and prepare participants for future leadership roles within Police Scotland/SPA and beyond.

Participants are encouraged to share insights, discuss ideas and propose new ways of working to push their understanding and development, grow their self-awareness and critical thought. They will also have exposure to senior colleagues and external subject matter experts, along with opportunities to network with peers; generally have unrivalled opportunities to discuss / consider contemporary policing and leadership related issues within a learning and development environment.

The Engaging Leaders Programme comprises three distinct phases which will support an individual's leadership development journey:

**Phase 1 – Developing Yourself**

- Aims to develop students' self-awareness, emotional intelligence and understanding of different leadership styles and behaviours and the impact of these on others.

**Phase 2 – Developing Your Leadership**

- Aims to develop leadership knowledge and understanding to best prepare participants for future roles through a breadth of opportunities, including a series of Engaging Leaders Workshops.

**Phase 3 – Applying Your Leadership**

- Opportunity to demonstrate leadership ability and apply the learning.

Equality and diversity employment monitoring was undertaken for those who had submitted an application, those who were shortlisted and those who were successful. The applications received were representative of those who could apply and this was evident in the equality and diversity profile of those who were successful. The shortlisting process was undertaken as a 'blind sift' to ensure that this minimised any unconscious bias.

## Health and Wellbeing

**What we said we would do:** We will provide support and opportunities for officers and staff to maintain their health, wellbeing and safety.

**What we are doing:** The Health and Wellbeing Team are responsible for delivering health and wellbeing initiatives through the provision of the Trauma Risk Management (TRiM) Model, the Employee Assistance Program (EAP), Occupational Health services and the Your Wellbeing Matters programme.

The Your Wellbeing Matters programme is an initiative aimed at ensuring that our officers and staff who need support or assistance have access to it. Police Scotland works with a number of partner organisations who offer specialist support on a wide range of issues.

The first ever Wellbeing Pilot took place within our Lanarkshire Division in 2016. One of the most significant learning points from this work was that officers and staff were not aware of the range and depth of support they could access. Your Wellbeing Matters' primary objective is to ensure that officers and staff have visibility of this support and know how to access it. Since this pilot a total of 200 wellbeing champions have been trained across Police Scotland.

Work to develop an initiative which would raise officer and staff awareness was overseen by the Health & Wellbeing Group, chaired by the then DCC Designate. This work involved staff associations, partner organisations and key stakeholders.

A blended range of products have been developed with an emphasis on accessibility, including the following:

- A dedicated mobile enabled website that is accessible both in and out of the workplace. This website contains detailed information on the range of support available to officers and staff and how to access these services;
- A revised internal intranet site specifically focusing on wellbeing and the support available to officers and staff;

- A network of 220 Wellbeing Champions that provide officers and staff with guidance on support services available to them. The primary role of our Wellbeing Champions is to signpost officers and staff to the most appropriate support service to assist the individual with their specific issue – they are not counsellors, and they do not assume ownership of managing wellbeing issues;
- A Wellbeing Champion charter which fully outlines the role of our champions;
- Funding secured from the Police Dependents' Trust to create a Wellbeing Library. This is a national resource hosted by the existing library network and will contain selected publications recommended via reading well.org.uk and its Books on a Prescription programme.
- Your Time Matters, launched earlier this year to encourage more accurate recording of our working time. This helps the organisation to better understand the actual hours being worked by officers and staff, and also the challenges we face in achieving a good work-life balance; and
- A Mobile Wellbeing Unit, launched in 2018, provides support to officers and staff who are responding to spontaneous incidents and to large scale pre-planned events. The Wellbeing Unit is in fact a refurbished mobile incident caravan, and provides a place for officers and staff to take their breaks and access information on support available to them. The unit also contains water, a microwave and equipment to meet other needs such as protection from the elements. The Mobile Wellbeing Unit was launched at the European Championships 2018 in Glasgow and is being used extensively throughout Scotland.

In February 2018, Wellbeing Champions from across the Service met at the Scottish Police College for the first Police Scotland Wellbeing Champions Conference. The conference was an opportunity for the Champions to share their experiences and to hear more about the support services within the Your Wellbeing Matters initiative, which launched in September 2017. Attendees heard from a range of speakers including the then DCC Designate Iain Livingstone who officially opened the event and the then Cabinet Secretary for Justice, Michael Matheson.

Chief Constable Iain Livingstone highlighted that the launch of Your Wellbeing Matters has generated positive momentum towards the improvement of police officers and police staff wellbeing and thanked the Wellbeing Champions for their ongoing commitment and support. Mr. Matheson pledged the support of the Scottish Government in advancing wellbeing work within the organisation and spoke of the importance of ensuring that supporting all staff wellbeing becomes part of the DNA of Police Scotland.

The Scottish Police Federation organised Menopause Awareness Workshops held at the Scottish Police College in 2017. Further workshops will be held again by the Scottish Police Federation and the SWDF in January 2019. To mark World Menopause Day, the Scottish Women's Development Forum released a menopause information leaflet aimed at raising awareness and the overall profile amongst officers and staff throughout Police Scotland.

The Chair of the SWDF said:

*"The SWDF recognise the significance of the menopause and as such established a subcommittee to specifically address and support colleagues and their managers when dealing with this. The publication of this leaflet has been designed to raise awareness and to show that it is ok to talk and show that support is available."*

*"This awareness leaflet has received support from colleagues and other areas of the organisation including, Health & Wellbeing, Equality & Diversity and the Scottish Police Federation and I would like to thank all those involved for their support in today's launch."*

The Police Federation of England and Wales are similarly promoting consideration in this area and have circulated a questionnaire throughout their constituent Forces.

## Personal Development Conversations (PDCs)

**What we said we would do:** We will develop the role of managers and the use of PDCs to reinforce our values, behaviours and performance.

**What we are doing:** PDCs are the performance management process for Police Scotland. They provide an opportunity for everyone to have a one-to-one conversation with their line manager that reflects past performance, and focuses on future development needs and aspirations for the coming period.

The introduction of this process, in September 2016, brought all police staff and police officers into one national appraisal process, and enabled all our staff throughout Police Scotland to be involved in managing their personal performance, and thereby, supporting the effectiveness of the organisation as a whole.

Implementation of the PDCs framework formed part of the work to address the results of previous staff surveys and aimed to help to set the tone for our future organisational culture and behaviours. Our core values of integrity, fairness, and respect and how we demonstrate them underpin and are at the centre of each element of the conversations.

Feedback from a staff survey in November 2017 about the PDCs identified some interim revisions to improve the process. A formal engagement with Diversity Staff Associations, Scottish Police Federation, Association of Scottish Police Superintendents and Trade Unions will take place in relation to further changes.

# Appendix A

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## Appendix A – Equality & Diversity Employment Monitoring Methodology

Equality and diversity employment monitoring is carried out for the full range of employment activity within Police Scotland and produces significant amounts of data. Therefore, 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, individuals who apply to join us, profile of those raising a grievance, those that are subject to disciplinary proceedings and career development.

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

- The data collected is at 31 March 2018 or where relevant for the period 1 April 2017 to 31 March 2018.
- The data is used to identify trends and to address any issues to continue to make progress in meeting and achieving Equality Outcomes 6 and 7.
- Data comparisons have been made against data at 31/03/2017 or where otherwise indicated.
- 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. 'Not Recorded' indicates that no information has been provided by an individual in the self-classification options.

# Appendix A

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- 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.
- Where applicable, the categories that have been used for the protected characteristics follow the 2011 Census for Scotland.
- For the protected characteristic of Race, the ethnic origin categories have been categorised in the following way due to some of them having very small numbers:
- **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.
- **White Minority** – White Irish, White Gypsy/ Traveller, White Polish and White Other.
- **All Other White British** – White English, White Northern Irish, White Welsh and White Other British.
- For the protected characteristic of **Religion or Belief** some of the categories also have very small numbers and they have been categorised as **All Other Religions**, which includes those who have self-classified as Buddhist, Hindu, Jewish, Muslim and Sikh. This is to ensure that individuals are not inadvertently identified.

# Appendix B

## Appendix B – Equality & Diversity Workforce Profiles

### Workforce Profiles at 31 March 2018

Information on our workforce is presented as a snapshot on 31 March each year, to enable us to identify and report on trends. The data set for 2018-19 will be published separately to this report which will be available on the Police Scotland website.

#### a. Sex

	Police Officers		Police Staff		Special Constables	
Sex	%	No:	%	No:	%	No:
Male	70%	12112	37%	1834	68%	433
Female	30%	5315	63%	3178	32%	206

Increase in the number of female police officers.

- The proportion of male police staff remains the same despite the overall reduction in the number of police staff.

#### b. Age

	Police Officers		Police Staff		Special Constables	
Age Group	%	No:	%	No:	%	No:
16-24	5%	801	3%	139	18%	114
25-34	31%	5397	14%	722	31%	199
35-44	34%	5847	24%	1213	18%	115
45-54	30%	5141	33%	1632	23%	149
55-64	1%	241	24%	1213	9%	57
65+	0%	0	2%	93	1%	5

The 35-44 age group remains the most common age group for police officers, the 45-54 the most common age group for police staff and the 25-34 age group the most common age group for special constables.

# Appendix B

## c. Disability

	Police Officers		Police Staff		Special Constables	
Disability	%	No:	%	No:	%	No:
Yes	3%	542	7%	333	1%	6
No	85%	14806	84%	4219	73%	464
Choose not to Disclose	11%	1957	8%	405	3%	19
Not Recorded	1%	122	1%	55	23%	150

- Increase in the number and proportion of those with a recorded disability for all staff groups.

## d. Race

	Police Officers		Police Staff		Special Constables	
Ethnic Origin	%	No:	%	No:	%	No:
White Scottish	79%	13811	85%	4244	64%	412
All Other White British	9%	1499	7%	332	8%	48
White Minority	2%	287	1%	56	1%	8
BME	1%	245	1%	75	2%	10
Choose not to Disclose	8%	1458	5%	250	2%	11
Not Recorded	1%	127	1%	55	23%	150

### BME

- Increase in the number identifying as BME for all staff groups.
- Mixed or Multiple Ethnic Group was the most common ethnic origin for police officers, closely followed by Pakistani.
- Pakistani and Indian are equally the most common ethnic origins for police staff and special constables.

### White Minority

- Increase in the number and proportion of police officers and special constables identifying as coming from a White Minority background.
- Other White Ethnic Group was the most common for police officers, police staff and special constables who identified as coming from a White Minority background.

# Appendix B

## e. Religion or Belief

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.

Other is where there is no option provided on the Equality and Diversity Equality Monitoring Form, which describes an individual's religion or belief.

	Police Officers		Police Staff		Special Constables	
Religion or Belief	%	No:	%	No:	%	No:
None	46%	7999	40%	2005	36%	230
Church of Scotland	22%	3865	30%	1480	25%	157
Roman Catholic	11%	1945	13%	668	8%	48
Other Christian	2%	428	2%	119	2%	11
All Other Religions	1%	146	1%	50	1%	8
Other	1%	195	1%	45	<1%	<5
Choose not to disclose	16%	2722	12%	587	5%	30
Not Recorded	1%	127	1%	58	24%	151

- Muslim was the most common religion or belief for those categorised as 'All Other Religions' followed by Buddhist for police officers and special constables.
- Muslim was the most common religion or belief for those categories as 'All Other Religions' followed by Hindu and Sikh for police staff.

# Appendix B

## f. Sexual Orientation

	Police Officers		Police Staff		Special Constables	
<b>Sexual Orientation</b>	<b>%</b>	<b>No:</b>	<b>%</b>	<b>No:</b>	<b>%</b>	<b>No:</b>
<b>Lesbian/Gay/ Bisexual (LGB)</b>	3%	542	3%	133	4%	28
<b>Heterosexual</b>	82%	14284	85%	4243	65%	417
<b>Choose not to Disclose</b>	14%	2473	12%	581	7%	42
<b>Other</b>	0%	0	0%	0	0%	0
<b>Not Recorded</b>	1%	128	1%	55	24%	152

Increase in the number identifying as LGB for all staff groups.

## g. Transgender Identity

The information below includes police officers, police staff and special constables due to very small numbers of staff who have identified as Transgender.

	All Staff Groups	
<b>Transgender Identity</b>	<b>%</b>	<b>No:</b>
<b>Yes</b>	<1%	29
<b>No</b>	91%	21056
<b>Choose not to Disclose</b>	7%	1658
<b>Not Recorded</b>	1%	335

# Appendix B

## h. Pregnancy and Maternity

### Police Officers

- 4% (223) of female police officers were on maternity leave at 31/03/2018.
- 9% (481) of female police officers were off on maternity leave at some point between 01/04/2017 and 31/03/2018.
- 53% (256) of those who were on maternity leave had returned to work by 31/03/2018.
- 46% were still on maternity leave at 31/03/2018.
- <1% (<5) left either during or at the end of their maternity leave.
- The average length of service for those who were on maternity leave was nine years.
- The average age of those who were on maternity leave was 33.

### Police Staff

- 2% (65) of female police staff were on maternity leave at 31/03/2018.
- 5% (147) of female police staff were on maternity leave at some point between 01/04/2017 and 31/03/2018.
- 55% (81) of those who were on maternity leave had returned to work by 31/03/2018.
- 44% were still on maternity leave at 31/03/2018.
- 1% (<5) left either during or at the end of their maternity leave.
- The average length of service for those on maternity leave was seven years.
- The average age of those who were on maternity leave was 33.

# Appendix C

## Appendix C – Leavers

### Leavers Profile

The Leavers Profile noted below covers the reporting period 01/04/2017 to 31/03/2018.

#### a. Sex

	Police Officers		Police Staff		Special Constables	
Sex	%	No:	%	No:	%	No:
Male	75%	593	39%	175	67%	109
Female	25%	201	61%	270	33%	54

#### Police Officers

- 33% of females resigned compared to 20% of males.
- 2017/18 was the first year that the most common reason for leaving for both male and female police officers was 'Retiral on completion of service/ pension/age'.
- 44% of females retired on completion of service/pension/ age compared to 66% of males.

#### Police Staff

- Resignation is the most common reason for leaving for both male and female police staff.
- 15% of female leavers retired compared to 37% of male leavers.
- 29% of female leavers left on Voluntary Redundancy compared to 19% of male leavers.

#### Special Constables

- As expected, due to the voluntary nature of the role, 'Resignation' was the most common reason for leaving for both males and females.
- 45% of male leavers joined as a police officer compared to 28% of female leavers.

# Appendix C

## b. Age

	Police Officers		Police Staff		Special Constables	
Age Group	%	No:	%	No:	%	No:
16-24	4%	30	6%	26	33%	54
25-34	13%	103	20%	87	37%	60
35-44	11%	87	15%	67	13%	21
45-54	58%	461	20%	91	13%	21
55-64	14%	113	30%	133	4%	7
65+	0%	0%	9%	41	0%	0%

- The average age on Resignation for police officers was 34 and the average age for police staff was 39.

## c. Disability

	Police Officers		Police Staff		Special Constables	
Disability	%	No:	%	No:	%	No:
Yes	6%	49	8%	36	0%	0
No	78%	623	83%	370	75%	122
Choose not to Disclose	15%	119	7%	32	0%	0%
Not Recorded	1%	10	2%	7	25%	41

### Police Officers

- The most common reason for leaving for those with a recorded disability was 'Retiral on Completion of Service/ Age/Pension' or 'Medical Retiral'. This trend may explain why the proportion of those leaving who have Recorded Disability is higher than the Police Scotland profile of 3%.

### Police Staff

- The most common reasons for leaving for those with a recorded disability was 'Resignation', which follows the trend of the most common reason for leaving overall.
- The proportion of leavers with a recorded disability is proportionate to the Police Scotland profile.

# Appendix C

## d. Race

	Police Officers		Police Staff		Special Constables	
Ethnic Origin	%	No:	%	No:	%	No:
White Scottish	76%	600	83%	371	62%	101
All Other White British	12%	96	9%	39	7%	11
White Minority	2%	16	1%	<5	3%	5
BME	<1%	5	1%	5	2%	<5
Choose not to Disclose	8%	66	4%	19	1%	<5
Not Recorded	1%	11	2%	7	25%	41

### Police Officers

- The proportion of leavers who identified as BME or White Minority reflects the overall Police Scotland profile.
- The most common reason for leaving for those who identified as BME was Resignation (small number).
- The most common reason for leaving for those who identified as White Minority was Resignation.

### Police Staff

- Resignation was the most common reason for leaving for all ethnic origin categories.

### Special Constables

- The most common reason for leaving for those who identified as BME or White Minority was to 'Join as a police officer'.
- The most common reason for leaving for those who identified as White Scottish or Other White British background was 'Resignation'.

# Appendix C

## e. Religion or Belief

	Police Officers		Police Staff		Special Constables	
Religion or Belief	%	No:	%	No:	%	No:
None	36%	283	40%	177	48%	79
Church of Scotland	32%	257	33%	145	15%	24
Roman Catholic	9%	75	11%	49	5%	8
Other Christian	3%	26	4%	18	2%	<5
All Other Religions	<1%	<5	<1%	<5	1%	<5
Other	2%	14	1%	5	0%	0
Choose not to disclose	16%	126	9%	42	3%	5
Not Recorded	1%	10	2%	7	25%	43

The proportion of police officer and police staffers who identified their religion which has been categorised as 'All Other Religions' reflects the overall Police Scotland profiles.

- The most common religion or belief for both police officers and police staff who resigned was 'None' and for those who retired it was a Christian religion. There is a link with age and religion or belief as identified within the 2011 Scotland Census.

# Appendix C

## f. Sexual Orientation

	Police Officers		Police Staff		Special Constables	
Sexual Orientation	%	No:	%	No:	%	No:
Lesbian/Gay/ Bisexual (LGB)	3%	25	2%	7	1%	<5
Heterosexual	81%	645	85%	377	69%	112
Choose not to Disclose	14%	114	12%	54	5%	8
Other	0	0%	0%	0	0%	0
Not Recorded	1%	10	2%	7	25%	41

### Police Officers

- The proportion of those identifying as LGB reflect the Police Scotland profile.
- The most common reason for leaving for those who identified as LGB was 'Resignation'. 'Retiral' was the most common reason for leaving for those identifying as Heterosexual.

### Special Constables

- There was no common reason for leaving for those who identified as LGB.

### Police Staff

- The proportion of those identify as LGB is lower than the Police Scotland profile.
- 'Resignation' was the most common reason for leaving for those who identified as LGB and Heterosexual.

# Appendix D

## Appendix D – Career Development

### Promotions – Police Officers

The following profile is based upon police officers who were promoted (either on a temporary or substantive basis) during the reporting period 01/04/2017-31/03/2018.

#### a. Sex

Sex	%	No:
Male	73%	875
Female	27%	317

Average length of service on promotion to Sergeant during 2017/2018 was 13 years for both male and female officers.

#### b. Age

Age Group	%	No:
16-24	0%	0
25-34	16%	188
35-44	46%	550
45-54	37%	442
55-64	1%	12
65+	0%	0

The average age on promotion to Sergeant was 39 with ages ranging between 26-56.

# Appendix D

## c. Disability

Disability	%	No:
Yes	1%	15
No	89%	1061
Choose not to Disclose	10%	116
Not Recorded	0%	0

The average length of service on promotion to Sergeant for those who identified as having a disability and those who did not was 13 years' service.

## d. Race

Ethnic Origin	%	No:
White Scottish	83%	984
All Other White British	8%	94
White Minority	1%	17
BME	<1%	8
Choose not to Disclose	7%	88
Not Recorded	<1%	<5

The proportion of those promoted who identify as BME is lower than the current profile of 1% for those who are in a promoted post at 31/03/2018.

- The proportion of those promoted who identify as White Minority reflects the current profile of those who are in a promoted post at 31/03/2018. However, it is lower than the overall Police Scotland profile of 2%.
- The average length of service on promotion to Sergeant for those who identified as coming from Other White British, BME and White Minority backgrounds was 12 years and for those who identified as White Scottish it was 13 years.

# Appendix D

## e. Religion or Belief

Religion or Belief	%	No:
None	39%	460
Church of Scotland	31%	371
Roman Catholic	12%	143
Other Christian	4%	43
All Other Religions	<1%	8
Other	<1%	7
Choose not to disclose	13%	160
Not Recorded	0%	0

The average length of service on promotion to Sergeant for those categorised as 'All Other Religions' was 10 years. For those who identified as 'None' it was 12 years and for those who identified as Church of Scotland and Roman Catholic it was 14 years.

## f. Sexual Orientation

Sexual Orientation	%	No:
Lesbian/Gay/Bisexual (LGB)	2%	27
Heterosexual	86%	1026
Choose not to Disclose	12%	139
Other	0%	0
Not Recorded	0%	0

The proportion of those promoted who identified as LGB reflects the current profile of those who are already in a promoted post. However, it is lower than the overall Police Scotland profile of 3%.

# Appendix D

## Police Officers – Completion of the Diploma in Police Service Leadership and Management

This profile includes police officers who have completed the Diploma in Police Service Leadership and Management up until October 2018.

### a. Sex

Sex	%
Male	70%
Female	30%

Is reflective of the overall Police Scotland profile.

### b. Age

Age Group	%
16-24	<1%
25-34	29%
35-44	51%
45-54	19%
55-64	<1%
65+	0%

The most common age band reflects the Police Scotland profile.

# Appendix D

## c. Disability

Disability	%
Yes	3%
No	86%
Choose not to Disclose	11%
Not Recorded	<1%

The proportion of those with a 'Recorded Disability' reflects the overall Police Scotland profile.

## d. Race

Due to some ethnic origin categories having very small numbers they have been categorised as follows.

Ethnic Origin	%
White Scottish	81%
All Other White British	7%
White Minority	2%
BME	1%
Choose not to Disclose	9%
Not Recorded	<1%

The proportion of those who have identified as BME and White Minority is reflective of the overall Police Scotland profile.

# Appendix D

## e. Religion or Belief

Religion or Belief	%
None	42%
Church of Scotland	24%
Roman Catholic	12%
Other Christian	3%
All Other Religions	<1%
Other	1%
Choose not to disclose	17%
Not Recorded	<1%

The Religion or Belief profile follows a similar trend to the overall Police Scotland Profile.

## f. Sexual Orientation

Sexual Orientation	%
Lesbian/Gay/Bisexual (LGB)	3%
Heterosexual	81%
Choose not to Disclose	15%
Other	0%
Not Recorded	<1%

The proportion of those who have identified as LGB is reflective of the overall Police Scotland profile.

# Appendix E

## Appendix E – Recruitment

### Recruitment

The profile includes those who submitted application forms between 01/04/2017 to 31/03/2018.

#### a. Sex

	Police Officers		Special Constables	
Sex	%	No:	%	No:
Male	71%	2530	66%	246
Female	29%	1052	34%	124

#### b. Age

	Police Officers		Special Constables	
Age Group	%	No:	%	No:
16-24	53%	1897	67%	248
25-34	37%	1343	22%	81
35-44	8%	272	8%	30
45-54	2%	63	3%	11
55-64	<1%	7	0%	0
65+	0%	0	0%	0

# Appendix E

## c. Disability

	Police Officers		Special Constables	
Disability	%	No:	%	No:
Yes	<1%	19	1%	5
No	97%	3469	94%	347
Choose not to Disclose	<1%	12	<1%	<5
Not Recorded	2%	82	4%	15

## d. Race

	Police Officers		Special Constables	
Ethnic Origin	%	No:	%	No:
White Scottish	78%	2800	75%	276
All Other White British	9%	319	10%	38
White Minority	4%	147	4%	14
BME	5%	186	6%	21
Choose not to Disclose	1%	48	2%	6
Not Recorded	2%	82	4%	15

For those who submitted an application form, the most common ethnic origin categories for BME and White Minority Groups were:

### Police Officers

- BME – Pakistani
- White Minority – Polish

### Special Constables

- BME – Pakistani
- White Minority – Other White Ethnic Group

# Appendix E

## e. Religion or Belief

	Police Officers		Special Constables	
Religion or Belief	%	No:	%	No:
None	66%	2366	62%	229
Church of Scotland	12%	447	15%	57
Roman Catholic	11%	386	8%	31
Other Christian	3%	100	2%	9
All Other Religions	3%	113	3%	12
Other	<1%	8	<1%	<5
Choose not to disclose	2%	80	4%	15
Not Recorded	2%	82	4%	15

For those who submitted an application form, the most common Religion or Belief for those categorised as 'All Other Religions' was Muslim for both police officers and special constables.

## f. Sexual Orientation

	Police Officers		Special Constables	
Sexual Orientation	%	No:	%	No:
Lesbian/Gay/Bisexual (LGB)	5%	185	9%	32
Heterosexual	91%	3246	83%	309
Choose not to Disclose	1%	55	4%	14
Other	<1%	14	0%	0
Not Recorded	2%	82	4%	15

# Appendix E

## g. Transgender Identity

The information below includes application forms received for the role of police officer and special constable.

	All Staff Groups	
Transgender Identity	%	No:
Yes	<1%	<5
No	97%	3853
Choose not to Disclose	0%	0
Not Recorded	2%	97

# Appendix E

## Newly Appointed – Police Officers, Police Staff and Special Constables

The profile includes those newly appointed to Police Scotland between 01/04/2017 to 31/03/2018.

### a. Sex

	Police Officers		Police Staff		Special Constables	
Sex	%	No:	%	No:	%	No:
Male	67%	472	36%	138	66%	56
Female	33%	230	64%	248	34%	29

### b. Age

	Police Officers		Police Staff		Special Constables	
Age Group	%	No:	%	No:	%	No:
16-24	39%	277	19%	75	59%	50
25-34	50%	351	29%	112	33%	28
35-44	9%	62	19%	75	6%	5
45-54	2%	12	24%	94	1%	<5
55-64	0%	0	7%	26	1%	<5
65+	0%	0	1%	<5	0%	0

# Appendix E

## c. Disability

	Police Officers		Police Staff		Special Constables	
Disability	%	No:	%	No:	%	No:
Yes	2%	14	3%	11	0%	0
No	81%	572	88%	339	35%	30
Choose not to Disclose	1%	6	2%	8	0%	0
Not Recorded	16%	110	7%	28	65%	55

## d. Race

	Police Officers		Police Staff		Special Constables	
Ethnic Origin	%	No:	%	No:	%	No:
White Scottish	68%	478	78%	301	28%	24
All Other White British	7%	50	9%	33	3%	<5
White Minority	4%	27	3%	10	2%	5
BME	5%	34	2%	9	1%	<5
Choose not to Disclose	<1%	<5	1%	5	0%	0
Not Recorded	16%	110	7%	28	65%	55

For those who were newly appointed, the most common ethnic origin categories for BME and White Minority Groups were:

### Police Officers

- BME – Pakistani
- White Minority – Other White Ethnic Group followed by White Polish

### Police Staff

- BME – Pakistani
- White Minority – Other White Ethnic Group followed by White Polish

### Special Constables

- There were no common ethnic origin categories for those who identified as BME or White Minority. This is likely to be linked to the higher proportion of equality and diversity data that is 'Not Recorded'.

# Appendix E

## e. Religion or Belief

	Police Officers		Police Staff		Special Constables	
Religion or Belief	%	No:	%	No:	%	No:
None	57%	402	48%	187	27%	23
Church of Scotland	9%	63	21%	82	2%	<5
Roman Catholic	10%	68	16%	60	4%	<5
Other Christian	2%	17	3%	11	1%	<5
All Other Religions	4%	25	2%	8	1%	<5
Other	<1%	<5	<1%	<5	0%	0
Choose not to disclose	2%	14	2%	9	0%	0
Not Recorded	16%	110	7%	28	65%	55

For those newly appointed, the most common Religion or Belief for those categorised as 'All Other Religions' is as follows:

- Police Officers – Muslim followed by Sikh
- Police Staff – Muslim
- Special Constables – No common Religion or Belief.

## f. Sexual Orientation

	Police Officers		Police Staff		Special Constables	
Sexual Orientation	%	No:	%	No:	%	No:
Lesbian/Gay/ Bisexual (LGB)	4%	29	6%	22	1%	<5
Heterosexual	78%	550	84%	324	33%	28
Choose not to Disclose	2%	13	3%	12	1%	<5
Other	0%	0	0%	0	0%	0
Not Recorded	16%	110	7%	28	65%	55

# Appendix E

## g. Transgender Identity

The information below includes all newly appointed police officers, police staff and special constables due to very small numbers of staff who have identified as Transgender.

	All Staff Groups	
Transgender Identity	%	No:
Yes	<1%	<5
No	83%	972
Choose not to Disclose	<1%	7
Not Recorded	16%	193

# Appendix E

## h. Police Staff Grade Profile of those Newly Appointed

All those who were newly appointed during the reporting period 01/04/2017-31/03/2018 were appointed on Interim SPA Terms and Conditions.

Grade	Male %	Female %
SPA Grade A	30%	70%
SPA Grade B	26%	74%
SPA Grade C	38%	62%
SPA Grade D	20%	80%
SPA Grade E	30%	70%
SPA Grade F	52%	48%
SPA Grade G	46%	54%
SPA Grade H	61%	39%
SPA Grade I	29%	71%
SPA Grade J	50%	50%
SPA Grade K	0%	100%
SPA Grade L	75%	25%
SPA Grade M	40%	60%
SPA Grade N	50%	50%
SPA Dir	67%	33%

### Newly Appointed Roles

- 48% of newly appointed police staff were appointed to SPA Grade B roles, with 64% of those at Grade B being appointed to Service Advisor roles, within the Contact Command Control Division.

### Disability

- 55% of those newly appointed who had a recorded disability, were SPA Grade B.

### Race

- The most common grades that Newly Appointed Staff who identified as BME or White Minority were appointed to were Grades, B, F and G.

# Appendix F

## Appendix F – Grievance and Discipline

### Grievance

The Grievance profile includes concluded Grievances between 01/04/2017 to 31/03/2018.

#### Police Officers

- 44% were female and 56% were male.
- 56% were in the 45-54 age group.
- 19% have a recorded disability (small number).
- 0% identified their ethnic origin as either BME or White Minority.
- 19% identified their ethnic origin as Choose not to Disclose.
- 7% identified their sexual orientation as LGB (small number).
- 41% identified their Religion or Belief as None. 33% identified as Choose not to Disclose.

#### Police Staff

- 45% were female and 55% were male.
- 53% were in the 45-54 age group.
- 29% have a recorded disability (small number).
- 0% identified their ethnic origin as either BME or White Minority.
- 0% identified their sexual orientation as LGB.
- 53% identified their Religion or Belief as Choose not to Disclose.

# Appendix F

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## Discipline

### Police Staff

The discipline profile includes police staff who were subject to disciplinary proceedings 01/04/2017 to 31/03/2018, which were concluded.

- 44% were female and 56% were male.
- 36% were in the 45-54 age group and 25% were in the 55-64 age group.
- 14% have a recorded disability (small number).
- 0% identified their ethnic origin as BME or White Minority.
- 8% identified their sexual orientation as LGB (small number).
- 36% identified their Religion or Belief as 'None' and 31% identified as 'Church of Scotland'.

### Police Officers

There is currently a data gap for police officers and special constables who are subject to disciplinary proceedings. Work is ongoing to address this.

# Appendix G

## Appendix G – Flexible Working

### Flexible Working Profile at 31/03/2018

This profile is based upon police officers and police staff who work less than full time hours. There is currently no facility to record other forms of flexible working, e.g.,

Compressed Hours, Term Time etc. as outlined within the Flexible Working procedures.

This has been identified as a data gap.

	Police Officers		Police Staff	
Sex	%	No:	%	No:
Male	8%	88	12%	121
Female	92%	955	88%	888

#### Police Officers

- The proportion and number has increased from 5% (885) to 6% (1043).
- The number of males undertaking part time working has increased from 44, although the proportion of male police officers undertaking part time working remains the same at <1%.
- The number and proportion of females who undertake part time working has increased from 16% (841) to 18% (955).
- 5% of police officers who undertake part time working have a recorded disability, which is a higher proportion when compared to the overall Disability profile.
- <1% of police officers who undertake part time working identified their ethnic origin as BME, this is a lower proportion when compared to the overall Race profile. 2% identified their ethnic origin as White Minority, which is reflective of the overall ethnic origin profile.

# Appendix G

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## Police Staff

- The number has increased from 1006 to 1009, this takes into account the reducing number of police staff overall. 20% of police staff currently undertake part time working, which is an increase from 18%.
- The number of males undertaking part time working has decreased, however, the proportion remains the same at 7%.
- The number and proportion of females undertaking part time working has increased from 26% (877) to 28% (888).
- 7% of police staff who undertake part time working have a recorded disability, which reflects the overall Disability profile.
- 1% of police staff who undertake part time working identified their ethnic origin as BME and 1% identified their ethnic origin as White Minority. This reflects the overall Race profile.

# Appendix G

## Flexible Working Requests

Data has been gathered during the reporting period 01/04/2017 to 31/03/2018 in relation to flexible working requests that have been submitted and are subsequently approved.

The following table highlights the type of flexible working being requested by our staff:

Type of Flexible Working Requested	Police Officers	Police Staff
Reduction in Hours/Part Time Working	22%	31%
Compressed Hours – Full Time	2%	19%
Compressed Hours – Part Time	<1%	3%
Fixed Shifts	7%	12%
Increase in Hours	29%	0%
Variance in Shift Pattern	36%	30%
Job Share	0%	1%
Term Time Working	0%	0%
Location Change	0%	<1%
Homeworking	0%	<1%
Other	3%	4%

- Police Officers – 97% of the requests submitted and recorded were supported.

- Police Staff – 93% of the requests submitted and recorded were supported.

# Appendix G

The following table highlights the reasons why police officers and police staff have requested flexible working:

Reason for Flexible Working Request	Police Officers	Police Staff
Childcare	55%	32%
Disability Related	<1%	0%
Education	1%	4%
Elder Care	1%	9%
Health Related	3%	13%
Other	26%	13%
Other Dependent Care	1%	3%
Work life Balance	12%	23%
Travel Time/Arrangements	<1%	2%
Reduction of Care Responsibilities	0%	2%

# Appendix G

## Sex

	Police Officers		Police Staff	
Sex	%	No:	%	No:
Male	27%	76	19%	78
Female	73%	209	81%	330

### Police Officers

- The proportion of female police officers submitting recorded flexible working requests is higher than the overall workforce profile of 30%, whereas the proportion of male police officers submitting recorded flexible working requests is lower than the overall workforce profile of 70%.
- The most common type of flexible working requested for female police officers is 'Increase in Hours' followed by 'Reduction in Hours/Part Time Working' compared to "Variance in Shift Pattern" being the most common reason for male police officers followed by 'Fixed Shifts'.
- 60% of those who requested to undertake 'Compressed Hours – Full Time' were male compared to 89% of those requesting a 'Reduction in Hours/Part Time Working' who were female.

- The most common reason for requesting flexible working was 'Childcare' for both male and female police officers.
- 97% of requests submitted by female police officers were supported compared to 99% for male police officers.

Of those who submitted a flexible working request:

- 48% were in the 35-44 age group. 26% were in the 25-34 age group and 25% were in the 45-54 age group.
- 4% had a recorded disability.
- 1% identified their ethnic origin as BME and 1% identified their ethnic origin as White Minority.
- 52% identified their Religion or Belief as 'None' and 1% identified as 'All Other Religions'.
- 4% identified their Sexual Orientation as LGB.

# Appendix G

## Police Staff

- The proportion of female police staff submitting recorded flexible working requests is higher than the overall workforce profile of 63%, whereas the proportion of male police staff submitting recorded flexible working requests is lower than the overall workforce profile of 37%.
- The most common type of flexible working requested for female police staff is 'Reduction in Hours/Part Time Working' followed by 'Variance in Shift Pattern' compared to 'Variance in Shift Pattern' being the most common reason for male police staff followed by 'Compressed Hours – Full Time'.
- The most common reason for requesting flexible working was 'Childcare' for both male and female police staff. This was closely followed by 'Work-Life Balance' for both male and female police staff.
- Proportionately, more male police staff requested flexible working for health reasons and for travel time/arrangements.
- Proportionately, overall female police staff requested flexible working for caring responsibilities (inclusive of childcare, elder care and other dependent care).
- 94% of requests submitted by female police staff were supported compared to 91% for male police staff.

Of those who submitted a flexible working request:

- 32% were in the 35-44 age group and 28% were in the 45-54 age group.
- 7% had a recorded disability.
- 1% identified their ethnic origin as BME and 1% identified their ethnic origin as White Minority.
- 44% identified their Religion or Belief as 'None' and 1% identified as 'All Other Religions'.
- 2% identified their Sexual Orientation as LGB.

# Appendix H

## Appendix H – Terminology

ASPS	Association of Scottish Police Superintendents	EO	Equality Outcomes
BSL	British Sign Language	EqHRIA	Equality and Human Rights Impact Assessment
CEEPA	Central and Eastern European Police Association	FGM	Female Genital Mutilation
CIA	Community Impact Assessment	GPA	Gay Police Association
COPFS	Crown Office Procurator Fiscal Service	GDPR	General Data Protection Regulation
CSE	Child Sexual Abuse	HBV	Honour Based Violence
CPA	Christian Police Association	HMICS	Her Majesty's Inspectorate of Constabulary in Scotland
CPD	Continuous Personal Development	HR	Human Resources
CVF	Competency and Values Framework	ITPP	Introduction to Policing Programme
E&D	Equality and Diversity	IVPD	Interim Vulnerable Persons Database
EAP	Employee Assistance Program	LGB	Lesbian, Gay and Bisexual
ELP	Engaging Leaders Programme	LGBT	Lesbian, Gay, Bisexual and Transgender
DACA	Disability and Carers Association	LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
DSAs	Diversity Staff Associations	NCA	National Crime Agency
EHRC	Equality and Human Rights Commission		

# Appendix H

NPCC	National Police Chiefs' Council	SPF	Scottish Police Federation
NTPA	National Trans Police Association	SPMA	Scottish Police Muslim Association
NSSU	National Stop and Search Unit	SHRC	Scottish Human Rights Commission
PAT	Positive Action Team	SPRM	Staff Pay and Reward Modernisation
PDCs	Personal Development Conversations	SWDF	Scottish Women's Development Forum
P&D	People and Development	SII	Strategy, Insight and Innovation team
PMO	Portfolio Management Office	TPR	Third Party Reporting
SEMPERScotland	Supporting Ethnic Minority Police Staff for Equality in Race	TCSS	Transforming Corporate Support Services (Programme)
SLB	Strategic Leadership Board	TRiM	Trauma Risk Management
SLDP	Scottish Leadership Development Programme	WEI	Workplace Equality Index
SPA	Scottish Police Authority		

## 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.

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