

**Equality and Human Rights Impact Assessment (EqHRIA)**

# Summary of Results

## Policy/Practice Name:

Police officer recruitment marketing campaign

## Owning Department:

Corporate Communications

## Date EqHRIA Completed:

07/08/2025

## Purpose of Policy/Practice:

Following the results of an MOT carried out by an external consultant, which identified the need for a recruitment brand to support the attraction of police officers, the Recruitment department, approached Corporate Communications for brand marketing support.

The aim was to support the creation of a brand to attract candidates from urban, rural and remote communities, with the brand potential to expand to include SPA/police staff and special constables within the brand portfolio. Over the course of the past year, a brand identity was created, and launched, with the strap line: ‘a job like no other’, underpinned by a bank of imagery and assets, supported with an omni-channel marketing distribution.

Following the initial launch and roll out, brand plans for 2025/2026 include the ‘always on’ marketing campaign to establish the recruitment brand, attract interest and build a bank of quality pipeline police officer applications.

This EqHRIA focuses on the ongoing, ‘always on’ awareness campaign for police officer recruitment and does not cover: the recruitment/candidate process; the management of police officers on appointment; or specific marketing for special constables and SPA/police staff.

## Summary of Analysis / Decisions:

### Assessment findings and actions taken.

The recruitment strategy and target audience profile were evidence-based, informed by research undertaken in 2022, by the Corporate Communications Strategy and Insight team, and underpinned with focus groups and insights from The Union, MOT and a recent 2025 Scotpulse survey.

Face-to-face focus groups helped shape the strategy, target audience profile and key messaging for 2024 and 2025.

Corporate Communications and Recruitment collaborated to establish a process to capture weekly and quarterly reporting on campaign performance and recruitment intake data. This facilitates statistical tracking to ensure the campaign resonates with key target audience profiles, in particular, underrepresented groups.

To ensure an inclusive and accessible campaign, consideration was given to several factors, including:

* Key message design incorporating opportunities to highlight commitment to equality and inclusion.
* Accessible materials including design, layout, language, imagery, style, tone etc.

### Key message design:

Corporate Communications drafted and reviewed key messages ensuring clarity and simplicity to support accessibility.

Serving police officers featured in the campaign, enhancing authenticity, and providing real on-the-job examples. These messages presented a variety of perspectives and touched on specific aspects which support a diverse and inclusive workforce e.g. motivations to join the police and what makes it a job like no other. This aligns with Police Scotland’s commitment to being an equal opportunities employer.

### Design and accessibility of materials:

Police Scotland’s graphic design team created visuals designed to be accessible, using appropriate font sizes, colour schemes and layouts, producing a framework for the new recruitment brand which meets legislative accessibility requirements using appropriate font sizes and a AAA rating for the colour palette (which exceeds WCAG compliance of an AA rating).

### Other:

Whilst paid digital advertising on Meta, YouTube and other channels will target 18–45-year-olds. A mix of messaging on owned, earned, and shared channels will ensure a wider and inclusive reach to those outside of this age bracket. Messaging will be clear that there is no upper age limit for the role and applications are open to anyone aged 18 years old and above.

Research recommends proceeding with adjustments to remove and/or mitigate any identified potential for discrimination and/or interference in relation to our equality duty within our approach. During delivery of police officer recruitment marketing during 2024/2025, frequent consideration of the points raised in this EqHRIA and weekly evaluation of creative performance and candidate statistics allowed us to ensure an accessible campaign was delivered which resonated with a diverse audience group. In specific months where the key campaign creative shared the story of a BME officer, BME applications increased. Throughout the campaign, sharing stories from a diverse range of colleagues has ensured consistent submission of diverse applications. Considerations raised in this EqHRIA will continue into 2025/2026 as recruitment marketing continues.

## Summary of Mitigation Actions:

### Assessment findings and actions taken.

All communications methods and channels were pre-agreed by the Corporate Communications and Recruitment teams respectively.

Corporate Communications will be responsible for monitoring and evaluating the impact of the ongoing ‘always on’ campaign. This monitoring comprises of: click throughs to web pages; impressions on social media; number of applications completed; and the number of interactions with OLEEO – the e-recruitment portal which facilitates enquiries direct to our recruitment specialists and captures applications submitted. The three main OLEEO measurables are: applications submitted, requests for more information, and attendance at recruitment events.

Recruitment will monitor the longer-term impact of the campaign. Noting specifically quality of applications etc.

Ongoing day-to-day monitoring by a dedicated recruitment marketing resource facilitates an agile approach – reflective of maximising trends within recruitment and ensuring Police Scotland’s maintenance number of officers remains stable.