EDI Mainstreaming and Equality Outcomes Progress Report 2021-2023

Contents

Chief Constable Foreword

Providing all our citizens and communities with a just and effective police service is our duty and crucial for ensuring public trust and confidence.

All communities must have confidence to come forward; trusting that they will be listened to and treated fairly, with dignity and respect; assured that their police service will respond professionally, with high levels of operational competence.

Building a positive working environment where everyone is able to thrive and flourish knowing they are valued for their true and authentic selves is also the right thing for our officers and staff.

Our Equality and Diversity Mainstreaming and Equality Outcomes Progress Report 2021-2023 demonstrates how we keep equality at the heart of all we do and outlines the progress that has been made.

This is a legal obligation for Police Scotland and demanded by our values of Integrity, Fairness, Respect and our commitment to upholding Human Rights.

Police Scotland has brought renewed focus, investment and leadership to equality and diversity imperatives during the period covered by this review.

The Policing Together programme brings together a whole Service effort driven with genuine commitment, rigour, and energy.

Our intent and approach were outlined in our Policing Together Strategy and Implementation Plan, published last September and I have appointed a dedicated Chief Officer to drive progress under the strategic oversight of Deputy Chief Constable Fiona Taylor QPM.

This report illustrates progress across our eight equality outcomes, which underline policing's important contribution to building a society where everyone feels safe, secure and welcome and are able to access police services.

Action to meet our outcomes demonstrate our commitment to tackling violence against women and girls and tackling sexism and misogyny across society and within our own workplace.

Recruitment, progression and retention are key as we build a service which better represents and reflects all our communities. We continue to listen to officers and staff and improve our systems and data so we can understand experiences and address barriers or concerns.

Much more must be done and driving progress will continue to be a priority, illustrated by the ongoing development of Police Scotland's first Human Rights Framework and our wider roll out of the Your Leadership Matters programme, both outlined in this progress report.

As we seek to build an anti-racist Service which champions equality, the onus is on every police officer and member of staff to live our standards and values and earn the trust of our fellow citizens.

I am realistic about the challenges ahead but confident and enthusiastic about our readiness to meet them head on.

A great strength of policing is that our officers and staff are drawn from different backgrounds and experiences. What unites us in Police Scotland are our shared values and a mission to keep people safe.

Sir Iain Livingstone QPM
Chief Constable

Scottish Police Authority Chair Foreword

The Joint Equality Outcomes for policing in Scotland drive improvements in, and increase understanding of, equality, diversity and inclusion across our services and our workforce; benefitting the communities of Scotland.

We know that there is more that policing needs to do to fully understand, represent and reflect Scotland's diverse communities. In the last two years, we have made significant efforts to deliver on our mainstreaming commitments and outcome aspirations; making real progress in this critical area. I am optimistic for even more improvement.

I am pleased that we are able to report progress, activity and improvement across all eight equalities outcomes in this, our first joint progress report. There is no doubt that the strategic intent, acknowledgement of challenges and leadership ownership across policing has been achieved. Efforts to mainstream equalities is now more apparent that ever through every facet of policing.

Of course sometimes the pace of change is slower than any of us would want and activity and progress in the year ahead will be closely monitored by the Authority through formal and informal governance, engagement with key stakeholders and the insights of others who are making progress in this area.

We are grateful, in particular, for the very valued input over these last two years of our trade unions, statutory and diversity staff associations who continue to provide significant insights and challenge to drive improvement. We look forward to continuing this improvement in the years ahead.

Martyn Evans
Scottish Police Authority Chair

Introduction

This is the 6th Equality and Diversity Mainstreaming and Equality Outcomes Report, describing progress made in delivering on Equality, Diversity and Inclusion activity within policing. In 2021 Police Scotland and the Scottish Police Authority (the Authority) developed and published its first suite of joint Equality Outcomes, reflecting a shared commitment to mainstreaming equality, diversity and inclusion (EDI) and taking action on key outcome areas. This first progress report since the joint outcomes were agreed describes how we continue to mainstream EDI and the progress made since 2021 in delivering against our joint equality outcomes.

The report evidences where we have invested in the continuous development opportunities for our people, and progression in the policies and processes which are underpinned by an equal, diverse and inclusive culture in all areas of policing. This approach demonstrates the importance placed on EDI as a key organisational issue and seeks to ensure wider organisational consideration and understanding of issues and opportunities associated with EDI. This is also true for the policing services we provide and ensures we take account of the different needs and expectations of the diverse communities we serve across Scotland.

Our Joint Equality Outcomes for 2021-25 are aligned with the overarching Joint Strategy for Policing (2023), Policing for a Safe, protected and Resilient Scotland, and our strategic outcomes, and will continue to provide the focus of our work in this key area.

Over the period covered by this report, the police service, our partners and communities across Scotland have experienced the challenges of the COVID-19 pandemic and significant economic pressures which continue to impact individuals and public services.

We have also experienced two of the largest and most complex policing operations in our history, with Glasgow hosting COP26 and more recently the events following the death of Queen Elizabeth II.

Our commitment to EDI has been central to our response to these events, and in September 2022, Police Scotland launched the Policing Together Strategy, which outlines the action we are taking to drive improvements to how policing in Scotland reflects, represents and serves all our communities. A dedicated Chief Officer was appointed in January 2023, recognising the importance of this work for our people and the public we serve.

The report is made up of two main sections:

Section 1 – Mainstreaming of Equality, Diversity and Inclusion

Evidence of how we continue to mainstream Equality, Diversity and Inclusion (EDI) within Police Scotland and SPA.

Section 2 – Equality Outcomes Progress

The progress made since 2021 in delivering against our joint equality outcomes.

Section 1—Mainstreaming

Police Scotland and the Scottish Police Authority continue to focus on developing our mainstreaming approach at both a strategic and operational level and have seen further improvements in this area over the last two years. While our approach to tactical matters is also underpinned by our commitment to mainstreaming Equality, Diversity and Inclusion (EDI), we have provided tactical level updates in section two of this report on delivery of our Joint Equality Outcomes to avoid duplication of reporting.

Strategy, Planning and Performance

EDI is core, across Police Scotland and the Authority, to all that we do. There is clear alignment from the Scottish Government National Performance Framework and Policing Priorities through the Vision for Justice and the Strategic Police Plan. In addition to Police Scotland's Policing Together Strategy, careful consideration is given to EDI impacts during development of strategies, plans and policies; reflected in an Equality and Human Rights Impact Assessment, (EqHRIA) for each document.

The Policing Together Strategy was published on 30 September 2022. The strategy was developed through a wide range of engagement which included statutory bodies, unions and diversity staff associations, as well as colleague insight and experience.

During a series of engagement sessions, opinions and experiences were gathered and analysed to identify common themes of:

- Ambitious Action
- Supporting our People
- Cultural Shifts

The Policing Together Implementation Plan outlines how the activities set out in the strategy will be delivered and reported. This ensures our shared commitment to reinforcing standards of behaviour and professionalism with the aim of becoming an anti-discriminative organisation. Policing Together will drive improvements to how policing in Scotland reflects, represents and serves all our communities, providing a platform to share the significant work already undertaken across the policing system in Scotland.

This includes a values campaign focused on improving understanding, defining unacceptable behaviour and sharing real stories on the impact of discrimination within and outside of the service. The Authority and Police Scotland are committed to achieving and promoting an organisational culture where people are treated with dignity and in line with our core values of integrity, fairness and respect.

The Policing Together communications platform also provides a space for officers and staff to share their lived experiences. In sharing these stories, staff have supported and encouraged others in similar situations and opened up conversations to reduce stigma and discrimination. The Policing Together cultural calendar enables the sharing and highlighting of key dates and events throughout the year.

National and Local Planning

The current Joint Strategy for Policing comes to an end in 2023. A new draft Joint Strategy for Policing 2023-26 has been developed and is currently out for public and stakeholder engagement and feedback. This document is aligned with the EDI Strategy and includes an equality focus in relation to both our officers and staff and the communities we serve. The draft strategic outcomes are:

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service.

- The needs of local communities are addressed through effective service delivery.

- The public, communities and partners are engaged, involved and have confidence in policing.

- Our people are supported through a positive working environment, enabling them to serve the public.

- Police Scotland is sustainable, adaptable and prepared for future challenges.

To support delivery of the strategic outcomes the Chief Constable prepares and presents an Annual Policing Plan (APP) which sets out our priorities and high level activities for the year ahead.

Alongside this are Local Police Plans covering each Local Authority area. Insights and feedback from communities and representative organisations inform these plans, and ensure alignment to equality outcomes and strategic plans.

Within the Authority there are a range of plans which support the commitment to mainstreaming equality. Forensic Services have an EDI plan in place which supports delivery of the Forensic Services Strategy. The Authority corporate strategy, covering the period 2023-2026, makes a range of commitments related to mainstreaming EDI.

Measurement and Performance

An EDI Planning and Performance short life working group (SLWG), was established in June 2021, with a remit to ensure efficient and effective delivery of our shared commitments and responsibilities in relation to performance reporting. This group was responsible for developing the joint equality outcomes, along with the measures and activities that support them. Regular performance reporting has been developed to support oversight of delivery, and ensure robust and detailed EDI data to inform decision making.

In recognition of the importance of this agenda, and the wider commitment to EDI and Human Rights, the SLWG has evolved into a permanent Policing Together Performance and Impact Group. This group will continue to refine our approach to performance reporting with a specific focus on impact.

The performance framework which underpins the strategic police plan contains a range of measures on EDI, reported in public every quarter through the Authority Policing Performance Committee.

As well as service delivery measures (hate crime, public confidence, sexual crime) the report now includes relevant workforce measures including the workforce profile, recruitment profile, rank/grade profile, leaver profile and pay gaps reporting.

Governance

In order to maintain and embed progress in mainstreaming EDI, a refreshed governance structure is in place through an overarching Policing Together Strategic Oversight Board (PT SOB) within Police Scotland with further commitment shown through the recent appointment of a Chief Officer who will oversee the Policing Together Program. The PT SOB drives delivery of the strategy and identifies action to close any identified gaps, reporting progress to public meetings of both the People, and Policing Performance Committees of the Authority.

Underpinning the work of the PT SOB are a series of groups focused on key areas of delivery such as employment priorities, data and insights, communication and engagement, and service delivery to diverse communities. In addition, an Independent Review Group (IRG) was established in May 2021 to act as a critical friend and partner supporting Police Scotland to deliver sustainable improvement to EDI outcomes across the policing system. The IRG provide informed scrutiny by offering expertise, guidance, critical oversight, challenge, review and assurance. In addition, the IRG constructively challenge Police Scotland in terms of thinking, policy, practice and initiatives relating to Policing Together. The IRG will report their findings publicly and periodically through Authority meetings.

Furthermore, some Divisions and specialist departments have also established dedicated local EDI Sub Groups to ensure implementation of specific EDI plans, use data analysis to identify areas for improvement, ensure proactive engagement with Diversity Staff Associations on an ongoing basis and ensure early development of meaningful EqHRIAs across all activity within the planning process.

A Human Rights Framework

In recognition of our shared commitment to the continuous improvement of the approach to EDI and human rights, a group has been established to develop a human rights based framework for Police Scotland. The creation of a formal framework will bring our tools, assessments and guidance together, further embedding a rights based approach across Police Scotland. To support this work Police Scotland have appointed a human rights lawyer and criminal justice policy advisor to undertake a review of the current organisational approach and identify areas of good practice as well as areas for further development.

Equality and Human Rights Impact Assessment

The Equality and Human Rights Impact Assessment (EqHRIA) continues to be an important tool in ensuring equality and human rights considerations are mainstreamed into all relevant functions, policies, strategies and practices.

Since 2021, following an internal EqHRIA Assurance Review, improvements have been made in relation to Governance and Compliance, and Training, Guidance and Communications.

These include: the development of an EqHRIA Framework; an EqHRIA Assurance Map; and dip sampling of EqHRIA content in board papers. This work has set clear success principles and established assurance mechanisms to ensure that EqHRIA processes are effective across the organisation.

EqHRIA Training has been refreshed and is now subject to an annual continuous improvement review, supported by EqHRIA awareness briefings, quick guides, employment tools and case studies. These resources help ensure all relevant staff are aware of their responsibilities regarding EqHRIAs, and are able to access the appropriate training and guidance to successfully use the EqHRIA process to support decision making.

In addition, the Authority have developed an Impact Assessment Framework, which is currently being used within the Corporate and Forensics functions of the Authority. This framework brings together guidance, contacts and assessment templates (including EqHRIA) into one place and includes a screening checklist to consider which impact assessments are required in each case. Learning from the implementation of this framework will be shared across the policing system to support further improvements to the assessment of impact.

Procurement

The procurement process requires departments and specialists to consider the requirement for an EqHRIA at the earliest stage. This has helped ensure EDI considerations are integral to the procurement decision-making process and the needs of all potentially impacted groups are fully considered.

The Clothing and Equipment Working Group provides a platform for staff and officers to share opinions and perspectives and drive improvements/changes to clothing and equipment to ensure consideration is given to the styles/fits of clothing and equipment that suit individual needs, and that any issues are addressed prior to award. An outcome of this collaborative approach has been gender neutral headwear for Police Officers, and access to cotton tops for menopausal colleagues.

Estates

The Estates Strategy strives to ensure that all colleagues, can come to work within a comfortable and inclusive environment which meets their needs and provides additional support where required. To support this approach, an Estates EqHRIA tool has been developed and is continuously updated as new ideas or concepts in relation to EDI are identified.

As we progress modernisation of our estate, opportunities are also being considered for co-location with partners, providing a more effective and inclusive public service, particularly to the most vulnerable members of the community.

As new ways of working embed in a post Covid 19 environment a pilot is progressing in offices in Ayr (operational) and Dalmarnock (non-operational). The pilot is exploring opportunities for increased flexible or agile working, provision of additional facilities in respect of nursing mothers and religious observances, and also provision of quieter areas which may benefit neuro-diverse colleagues. Communication and engagement with all colleagues is central to this work, and will assist in provision of the best possible environment.

Section 2 – Equality Outcomes Progress

This section of the report describes the progress we have made since 2021 in delivering against our joint equality outcomes. For each outcome we summarise progress made against the key activities we committed to. While not an exhaustive account of all action taken it provides an overview, and high level account, of key progress made and areas to be further progressed over the remainder of the outcome period. The updates also include insights and data against the key measures set for our equality outcomes where possible. Work is currently ongoing to develop our data processes to allow reporting against all data measures and address any current gaps.

Equality Outcome 1

Victims, witnesses and partner agencies feel confident to report hate incidents and received a consistent level of response and support.

Objectives:

- We have engagement approaches in place within local communities and partner agencies to improve trust and confidence to report hate crime to us.

- We have a consistent approach to supporting victims, witnesses and partner agencies that creates confidence in our response to hate crime.

- We have officers and staff who are equipped with increased knowledge of vulnerable groups.

Measures:

- Establish baseline confidence levels from Partners and Groups who represent and support victims of Hate Crime using their feedback to inform service delivery.

- Evaluate the outcome and impact of Campaigns we deliver or participate in.

- Capture, share and implement best practice and learning gathered through use of Hate Crime Advisers and Community feedback.

- Monitor the number of Hate Crimes, detections and incidents.

- Third Party Reporting – Improvement in use of these centres.

Police Scotland continue to roll out Core Operational Solutions programme to enhance how we record operational information and will include enabling full implementation of the new Hate Crime and Public Order (Scotland) Act 2021.

It is expected that implementation of the Act will not take place until 2024. A range of activities continue in relation to strengthening our approaches in relation to hate crime. We have proactively sought to place EDI considerations into the core of all key processes and practices, recognising the direct and indirect impact they may have on our diverse communities.

Activities:

We said we would:

Review our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents.

We have:

- Built benchmarking into every Police Scotland assurance review to identify best practice internally and externally. Established contacts are in place within comparative police forces to share best practice from elsewhere in the UK. In addition, the Hate Crime Improvement Plan, established in response to His Majesty's Inspectorate of Constabulary in no comma required Scotland (HMICS), Thematic Inspection on hate crime, includes benchmarking of Police Scotland's hate crime response.

- Published a cyber strategy with a view to delivering enhanced capabilities, capacities, technologies and partnerships to reduce the threats from cybercrime, which disproportionately affects people from protected characteristic groups.

- Implemented the Your Safety Matters (YSM), Police Officer Hate Crime pilot, in several divisions, with a number of officers and staff engaged in an anonymised interview process. This gathered first-hand accounts of the impact of hate crime which will inform the YSM and Hate Crime Working groups in developing new and effective processes. A Hate Welfare Support Assessment is now in place as a supervisor toolkit, to ensure officers who encounter hate crime are effectively supported.

- Monitored the number and types of hate crime. In the current year up until 30 September 2022, crimes have decreased significantly compared to last year, (452 fewer). The detection rate is 4.9% lower than last year, and 8.8% below the 5 year average.

Hate Crime	2021/22 YTD	2022/23 YTD	Change from Previous Year
Number of incidents	4,147	3,898	-6.0%
Number of crimes	3,835	3,383	-11.8%
Crime detection rate	64.6%	59.7%	-4.9%

Hate crimes with a race aggravator account for over 50% of all hate crime. These crimes are decreasing, compared to the same period last year, (337 fewer) and due to its dominant volume over other protected characteristics, its reduction has a significant impact on overall hate crime figures. Offences specific to Religion and those recorded with Multiple Aggravators (Excluding Race and Religion) are the only protected characteristics showing an increase compared to last year.

Aggravator	2021/22 YTD	2022/23 YTD	Change from Previous Year	% of Total Hate Crimes (2022/23)
Race	2,253	1,916	-15.0%	56.6%
Religion	220	225	2.3%	6.7%
Race & Religion	36	24	-33.3%	0.7%
Multiple Aggravators including Race & Religion	131	111	-15.3%	3.3%
Disability	227	226	-0.4%	6.7%
Sexual Orientation	851	780	-8.3%	23.1%
Transgender	77	51	-33.8%	1.5%
Multiple Aggravators excluding Race & Religion	40	50	25.0%	1.5%
Total	3,835	3,383	-11.8%	100.0%

We will:

- Continue to support local and national campaigns to raise awareness of hate crimes and their impact on our communities.

- Have active discussions with all communities to understand their expectations and concerns in relation to cybercrime and how to work productively to address jointly identified priorities.

- Roll out the new welfare assessment for police officers and staff who experience hate crime.

We said we would:

Review and develop ethical information sharing agreements.

We have:

- Worked with colleagues to ensure that we work within General Data Protection Regulation (GDPR), in our use of Information Sharing to ensure that where we share sensitive personal information that this is done lawfully and securely with a clear purpose. This means only relevant information is shared in a secure manner.

We will:

- Continue to work on our GDPR compliance.
- Share best practice regarding ethical information sharing agreements.

We said we would:

Monitor community tensions.

Police Scotland seek to identify any potential for disadvantage, unconscious bias, barriers – whether physical, verbal, systems related or attitudinal – and community tensions at an early stage and mitigate it. This can be done using a range of options which could include but is not limited to consultation with specific communities or leaders, additional patrols and educational inputs.

We have:

- Used our Community Impact Assessment (CIA) process as 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 impact / risk of any future planned or anticipated events and situations evolving.

- Established proactive monitoring of incidents both within the UK and abroad due to the potential for impact on community tensions in Scotland. International and national incidents are monitored through daily systems checks, with information used to maintain national and local CIAs. The actions arising from the CIA include tasking to mitigate any risk/ concerns and provide community reassurance measures.

- Commenced a Police Scotland recruitment drive for community advisors – civilian volunteers with a significant background or specialism within a protected characteristic group. Three new community advisors have been welcomed and reflect true intersectionality representing Black African communities, Christianity, LGBT+, age and other minority ethnic communities. Quarterly newsletters sent to all community advisors ensure ongoing positive engagement with this group.

- Taken a considered approach to our response to world events and the subsequent arrival of asylum seekers and refugees in Scotland. These have included families from Ukraine, Yemen and Afghanistan and single male asylum seekers from countries including Syria, Iraq and Iran. The delivered hate crime inputs have been designed to break down barriers with the police and to raise awareness of hate crime and the various methods in which it can be reported – instilling confidence that the police will treat any report seriously and appropriately. Messages have also been translated and disseminated on relevant social media platforms.

We will:

- Ensure our communities have confidence in our response to any emerging international incidents.

- Use Community Impact Assessments to identify and mitigate tensions arising from such incidents.

We said we would:

Enhance Third Party Reporting opportunities by delivering training and support for organisations.

Third Party Reporting (TPR) is one of a number of ways in which people can report a hate related incident to Police Scotland. TPR services provide the opportunity for victims or witnesses of hate crime to have more choice in how to report their experience: at places other than police stations; without having to speak directly to the police; or, anonymously. 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.

We have:

- Carried out a thematic review of current processes.

- Engaged with key partners, including Scottish Government.

- Delivered a range of training programmes across our TPR Centres.

- Implemented a process for reviewing and identifying good practice across the country to enhance approaches around TPR.

We will:

- Progress further work around TPR in collaboration with Scottish Government and other key partners to make improvements to current processes.

- We will increase knowledge and awareness of the system for those who can support individuals to report hate crimes. This will mean working with statutory and third sector organisations who may support individuals as many people do not recognise themselves that they are a victim of hate crime.

- Develop a robust TPR protocol to encourage confidence and capability for members of protected groups and communities to report hate crimes.

We said we would:

Deliver Hate Crime Advisor training to officers.

We have:

- Refreshed the Hate Crime Advisor (HCA) training course into a two day course. This has greatly improved the quality of training and we look to keep our advisors upskilled and abreast of developments. In the past 12 months we have seen an increase (+46) in the number of HCA's across the country.

- Delivered 9 courses with 18 Operational Deployments from Sept 2022 to January 2023. These vary in nature and are used for significant high profile operations such as COP 26, but also can be utilised for more local events such as football fixtures or processions and parades. In addition to this we have 509 Hate Crime Champions. Feedback received from courses informs our training and attendees identified the opportunity to undertake further case study examples which would consolidate their learning which has been taken on board.

- Provided real time, critical, specialist advice to incident / event commanders supporting them to take EDI into account during their planning and events.

We will:

- Commence a scoping exercise to ensure we have the correct balance of available advisors across the country and identify any improvements for the role of Hate Crime Advisor / Champions.

- In line with the Hate Crime and Public Order Act, deliver a significant training programme ensuring officers and supervisors are fully aware of the implications of the legislation on their daily duties.

- We will explore innovative ways to increase all operational officers knowledge and awareness around changes in protected characteristics of changes around protected characteristics across the organisation.

We said we would:

Work directly with and learn from the experience of people who have experienced hate crime / incidents.

We have:

- Shared lived experiences internally within Police Scotland for officers and staff.

- Hosted a series of Virtual Transgender Awareness inputs within our Contact, Command and Control Division in partnership with guest speakers from the financial and banking sectors. This provided an insight into lived experiences of their transition and the challenges members of their community encounter on a daily basis. The speakers shared their experiences of police interaction providing powerful insights around how we can meaningfully engage with people across LGBT+ Communities and ensure we support them to feel confident to report hate incidents.

- Engaged the National Independent Strategic Advisory Group as a 'critical friend' to provide advice on policies and processes.

- Continued to invest in our independent User Experience Survey to understand the experience of people who have used police services.

- Our Edinburgh City Division worked to address under reporting, and raise awareness, of disability related hate crime. In partnership with Edinburgh Voluntary Organisations Council Disability Forum the division built a platform to raise awareness of hate crime and offer training and inputs to many partners. Work has continued following this, in an effort to break down barriers, provide opportunities to report hate crime and offer support to people with disabilities.

We will:

- Continue to capture and share examples of lived experiences with police officers and staff.

- Consult the National Independent Strategic Advisory Group about a wide range of issues, including recruitment, training, promotion, IT, digital communications, communication, community engagement, and Police Scotland's governance and strategic priorities.

We said we would:

Lead and participate in national and local campaigns.

We have:

- Participated in the National Hate Crime Campaign on the week beginning 28 March 2022. The campaign involved Police Scotland and Scottish Police Authority media platforms as well as the internal intranet. The aim of the campaign was to tackle perceived barriers when reporting hate crimes. External consultation was conducted with key partners with meaningful feedback received. An email consultation was also carried out with local policing and police staff associations.

- Participated in the Hate Crime Awareness Week that took place from 9 October 2022. Police Scotland and the Authority again participated in social media messaging, which was centred on the encouragement of reporting hate crime and the different routes available to access reporting to police.

- Run the following campaigns:
  - Is That Me? Domestic Abuse – young men reflect on how they treat their partner.
  - Black History Month Oct 2022.
  - Hate Crime: Help make Scotland a better place.
  - Labour Exploitation – Break the chain of labour exploitation.
  - Get Consent – 2021 Sex & Consent within relationships.
  - Student safety.
  - Disability Hate Crime.
  - Child Sexual Abuse – online, how to report.
  - Worked in partnership with the Scottish Government to deliver provision of security measures to 42 places of worship from across a range of faiths throughout Scotland through the Hate Crime Security Fund.

We will:

- Support and engage partner agencies during their campaigns and where possible run simultaneous activities to maximise their impact.

Equality Outcome 2

People from across protected groups access services, communication and information provided by Police Scotland and the Scottish Police Authority in ways or methods that best suit their needs.

Objectives:

- We understand the accessibility barriers and have approaches in place to proactively address them.

- We have a range of methods and approaches available to access Police Scotland and the Scottish Police Authority.

Measures:

- Updates from Modernised Contact and Engagement Programme on progress in improving accessibility mediums.

- Unified Communications and Contact Platform progress through Digital, Data and ICT Programme.

- Corporate Communications strategy and Professionalism overview of standards for publication of documents and communication.

- User Experience Survey.

- Your Police, other targeted surveys and public engagement activities.

Our approach to engagement and reporting is continually being developed to identify insights which can be utilised at local, regional and national levels and enhance public confidence and user experience.

We have sought to enhance our understanding of community trust and confidence in policing over recent months. We deliver a number of activities and programmes to measure and understand what drives public confidence in policing amongst the public and communities. A new Engagement and Participation Framework underpins what we do to enhance understanding of public confidence and develop innovative approaches to research and public engagement.

Expanding user experience surveys and related research will be a key facilitator to this work. Investigation into what drives and impacts on user satisfaction and confidence with the expansion of the user experience survey has been broadened while working closely with Professional Standards Division to include complaints. This will also include Criminal Justice Services Division for those who come into police custody, and Specialist Crime Division (piloting with Major Crime).

Activities:

We said we would:

Review current published documentation on our website to improve accessibility.

We have:

- Reviewed the Police Scotland website to ensure compliance with new accessibility guidelines.

- Progressed the transformation of the Scottish Police Authority's public website to improve communication with the public. The new site will better meet the required accessibility standards in a range of different ways, including clearer formatting and structure, a more responsive search functionality, and being set up more effectively for e-readers. User feedback has been gathered as part of the project and this is being used to ensure that all needs are addressed.

We will:

- Continue to review the Police Scotland website to ensure a corporate approach is maintained.

- Launch the new Scottish Police Authority website with improved accessibility standards.

We said we would:

Make better use of technological tools to improve the range of communication and information formats.

We have:

- Published a Cyber strategy with a view to enhancing capabilities, capacities, technologies and partnerships, whilst reducing the threat from cybercrime.

- Developed a partnership with I Am Me to identify and promote Keep Safe premises via a mobile app.

- Continued to use the Citizen Space platform to provide opportunities for our people and the public to have their say on matters affecting them. The platform is created by Delib and has recently passed an accessibility audit, ensuring that all consultation activities meet legislative requirements.

We will:

- Continue to explore new and innovative opportunities such as video calling to further increase our availability supporting organisation and services.

- Discuss cybercrime with communities to understand their expectations and concerns, so we can work productively to address jointly identified priorities.

We said we would:

Translate key documentation, messaging and summary points into a format to meet accessibility needs.

We have:

- Carried out research for a new accessible communications strategy and guidance document.

- Made all of Police Scotland's public surveys available in British Sign Language (BSL) and Easy Read. Going forward, we seek to expand the approaches we use in order to create more opportunities to listen, understand and respond to the challenges affecting communities.

- Engaged with business areas to improve the information hosted on the website and improve ease of navigation and use.

- Arranged an audit of Police Scotland's website by the Government Digital Service, which found it was partially compliant with new web accessibility regulations. Measures to address a number of issues were identified in the audit, including issues with the disclosure log and recruitment site.

- As part of the 'Homes for Ukraine' and 'Afghan Resettlement' programmes information about Scots Law was presented to asylum seekers and refugees arriving in Scotland. Scots Law booklets have been translated into languages including (not limited to) Ukrainian and Pashto. Translated documents and posts have also been shared by partner agencies from their social media accounts.

- Identified local good practice across the country, for example Forth Valley Division routinely send a letter to victims of hate crimes / incidents. The letter includes relevant support services and has been translated into the 6 most commonly used languages within the area.

We will:

- Create a new accessible communications strategy and guidance document to ensure the service provided is approachable and accessible.

- Improve the information we host on the website and improve ease of navigation and use.

- Increase our use of easy read documents as part of the launch of the new Scottish Police Authority website.

- Work to improve how we communicate with young people through the Youth Hub internet page.

- Provide young people in custody with accessible information on the Criminal Justice Process to ensure they fully understand their rights.

We said we would:

- Set up a short life working group to assist with developing new processes, including the vetting of all interpreters and translators.

- Trained officers in the use of BSL to SQA Level 1.

- Ensured all of Police Scotland's online public engagement activities and consultations are published with a BSL and Easy Read version.

- Conducted a review of new contracts for interpreting and translation services, including BSL. These contracts include the development of new guidance being disseminated throughout the organisation, and include a simple and effective process for officers, staff and suppliers to improve accessibility to these services.

- Within Edinburgh City Division and Dumfries and Galloway Division we secured BSL Training to SQA Level 1 for officers. Officers completed 12 weeks of bespoke virtual training tailored for policing. This accredited skill will allow officers to better engage with those who use BSL as a first or preferred language, working jointly with partners and community groups in supporting access to policing and other public services by BSL users.

We will:

- Work with internal partners on the new contracts for Interpreting and Translation Services as well as BSL.

- Develop new guidance including a simple and effective process for officers, staff and suppliers to improve accessibility to translating and interpreting services.

- Publish this report in Easy Read and BSL summary versions to support our diverse communities.

We said we would:

Develop collaborative and linked messaging with partner agencies into easily accessible formats.

We have:

- Worked with university students to improve how we communicate with young people through the Youth Hub internet page.

- Mapped out seldom heard communities to provide alternative avenues of contact, ensuring people feel valued and listened to. Seldom Heard communities are those which often feel under represented, marginalised or neglected within the make-up of other larger community groups.

- Formed part of a collaborative partnership with NHS 24 and the Scottish Ambulance Service to create the Mental Health Pathway, (MHP), allowing members of the public to be directly referred into an NHS Mental Health Hub which has 24 hour access to trained professionals which is a more suitable service to support their needs.

- Both the Authority and Police Scotland jointly provided £62,000 to fund projects to support improved engagement between policing and seldom-heard communities, working in conjunction with the Scottish Institute for Policing Research (SIPR). The full report from this research has yet to be made available.

- Introduced the Police Verification Protocol (PVP), within our Contact, Command and Control Division which is utilised when a visually impaired person contacts Police Scotland for assistance and/or is visited by officers. It allows for the agreement of a unique passphrase during the initial call which is provided by attending officers. It aims to increase confidence in the police and assist in ensuring officers attending a service request can be confirmed as genuine. It also standardises the process for callers looking to confirm an officer is genuine in other circumstances via 101 or 999.

- Through the 'Children in Custody' project we developed a 'Rights of Accused' animated video presentation, in partnership with the Centre for Youth and Criminal Justice, Corporate Communications, Criminology Academics, Autism Scotland and Polmont Young Offenders Institution. The animation has been designed to afford young people in custody with accessible information on the Criminal Justice Process and to ensure they fully understand their rights. The animation ensures all persons in custody are afforded access to information and services equally.

We will:

- Embark on a three year Economic and Social Research Council (ESRC), funded programme called INTERACT led by SIPR, exploring the legitimacy of introducing new contact technologies to support the implementation of our Public Contact and Engagement Strategy. The core themes are: policing in a digital world; local policing; equality, diversity and inclusion; and a sustainable service.

- Continue to liaise with academia in support of data analysis, understanding.

Equality Outcome 3

People from and across protected groups are meaningfully engaged, with their insights, expertise and lived experiences being used to prioritise prevention and improve our joint services.

Objectives:

- We provide opportunities for people from protected groups to engage with us and participate in local and national decision making.

- We deliver our services in line with recommendations from people from protected groups and those who represent their interests.

Measures:

- E&D Forum alongside Local Policing and specialist divisions promoting engagement opportunities.

- Public Engagement and Participation Framework.

- Corporate Parenting Plan 2021-24 – engagement with care experienced children, young people and adults.

- "Not at Home" – Reducing policing interaction with missing children from residential or foster accommodation.

- User Experience Survey.

- Your Police, other targeted surveys and public engagement activities.

Our Engagement and Participation Framework sets out the standards and expectations for public and internal engagement. It aims to create engagement opportunities that put our values, ethics and human rights at the heart of everything that we do. The new framework aims to create a shared understanding of the necessary ingredients for high-quality opportunities to generate useful data and insights that can be acted on.

Examples of recent engagement and reporting include:

- Publishing service standards and user experience findings to enhance public confidence when contacting and engaging with police.

- Correlation of public and colleague insights – we have engaged with colleagues to understand factors that can affect public confidence and user satisfaction with Police Scotland. In understanding this information, we will use it to inform future strategy, policing plans, policy and practice.

Activities:

We said we would:

Support and encourage all areas of policing to connect with their diverse communities through relationship building opportunities.

We have:

- Worked collaboratively with a wide range of partners, including 'fan representation' on the Football and Events Working Group which is a strategic group who debate current topics / issues relevant to national football events. Membership includes groups such as, Football Safety Officers Association, Scottish Football Supporters Association and the Scottish Professional Football League.

- Continued to collaborate in the Safety Advisory Group (SAG), which consists of members from emergency services, local authority and event organisers. SAG provides a forum for discussing and advising on public safety at events.

- Implemented The Herbert Protocol, a national scheme that encourages carers, family and friends to provide and put together useful information that can then be used in the event of a vulnerable person living with dementia going missing. Its implementation was fully supported by the members of the 31 Health and Social Care Partnerships across Scotland, with 13 having implemented the protocol as part of their business practice.

- Continued to make good progress on the Scottish Police Authority's long term community confidence project, working with Police Scotland, the Poverty Alliance and a range of key stakeholders. The project is working in a number of small communities to understand, and where possible take actions to overcome, barriers to participation and involvement which may improve local experience and perception of, and confidence in, policing. The first project area was Letham, in Perth. We publish the **key findings from the community confidence project** on the Authority website.

- Put in place regular independent public polling run by the Scottish Police Authority, involving a representative sample of Scottish citizens, with a view to enhancing our understanding of public confidence. This uses a sample that is representative of the demographic profile of Scotland, ensuring representation from diverse communities and those which could be considered seldom heard such as young people, or people from Black and Minority Ethnic Communities. The polling seeks views and levels of confidence in, and support for, policing in Scotland, both in general and related to specific areas of work.

- As part of the public engagement the Police Scotland Body Worn Video Project focus groups and in-depth interviews were conducted with a range of stakeholders including: care experienced children and young people; people from a range of backgrounds as well as survivors of serious crime (including domestic abuse), people with physical, sensory and learning disabilities and people with refugee status were conducted. Online public focus groups were held to gauge public reaction and understanding of the use of emerging technology in policing, focused around legitimacy and policing by consent.

- Within Lothians and Scottish Borders Division plans are ongoing to extend social media engagement to inform Community and Police Priorities (CAPP). The division consulted with the public at ward level identifying three monthly priorities for the area driven by the local preventions officer and community policing team. Additionally by working with Local Authority Child Protection Staff, the division refreshed online safety messaging supplied to parents. The division is working with higher education to have them design products which will reach those who are specifically targeted for crimes that would not normally follow police social media, such as Sextortion and other crime types.

We will:

- Complete actions contained within the Football Public Engagement strategy action plan, delivered by the National Football Information Point who are responsible for coordinating information and intelligence and delivering national policy, strategy and quality assurance of football policing in Scotland. This action plan was generated as a result of a 2019 review by Deputy Chief Constable Roberts, at that time from South Yorkshire Constabulary, and as a result of public consultation and feedback. A bi-annual refresh of this public consultation is due to be released in May 2023 and will be open for a period of 12 weeks.

- Participate in joint-funded research between Police Scotland, the Scottish Institute for Policing Research (SIPR), and the Authority to support knowledge gaps in understanding the barriers when engaging with police and identifying solutions to further enhance confidence and trust in seldom heard communities.

- Produce easy read versions and forms in different languages for The Herbert Protocol.

We said we would:

Provide training/awareness opportunities for our officers and staff.

We have:

- Created a new mandatory Equality, Diversity and Inclusion e-learning module for officers and staff across the organisation. This sets out the legal, moral and ethical considerations for us all, aligned to our values and will be an annual online course.

- Shared the Alzheimer Scotland's 'Dementia Friends' Awareness video which is available to all officers and staff. This provides guidance on communication methods to use when dealing with a person thought to be suffering from the condition.

- Provided Corporate Parenting training across both Police Scotland and the Authority.

We will:

- Ask officers and staff to consider how their own lived experience plays a significant part in their decisions and actions each day.

- Use insights from officers and staff to inform strategy, plans, policy and practice, including data sources such as colleague engagement on Smarter Working, Your Safety Matters, Your Voice Matters and Body Worn Video.

We said we would:

Review our protected group engagement opportunities.

We have:

- Engaged with seldom-heard communities through three reference groups designed to embed good practice across policing. Those groups are: Seldom Heard Communities (SHC) Communications Sub Group, SHC Engagement Partnerships Sub Group and the SHC Insights and Learning Sub Group.

We will:

- Support local research by SIPR into engagement with Black, Asian, and minority ethnic communities across Scotland after a funding grant was awarded in Tayside Division as previously mentioned in Equality Outcome 2.

- Develop and support engagement regarding the 'Policing in a Diverse Society' project which is designed to train and upskill officers' knowledge across all protected characteristics.

We said we would:

Promote local groups and individuals to contribute at national forums.

We have:

- Carried out extensive consultation with community planning partners in each of the Local Authorities. This ensured our priorities were aligned with local community safety priorities, and where appropriate supported the Local Outcome Improvement Plans and other strategic documents such as the Children Services Plans.

- Launched Fearless Scotland's first ever national youth survey. This is designed to gather views from young people aged 11 to 21 years regarding how they feel about crime and community safety in their area. The online campaign is progressing well, with encouraging uptake by young people and excellent partner support. This includes projects with Polmont Young Offender Institution, secure care, people with care experience, and encompasses school based activities.

- Continued to work with partners in relation to the Afghanistan Resettlement Programme. The matching process has re-commenced with an increase in permanent properties being offered by local authorities. Police Scotland have also asked the Scottish Government for support in providing further information and guidance that can be distributed to divisions. Examples of initiatives include North East Division's continued work with councils and third sector organisations regarding the Afghan Resettlement and Assistance Programme and Afghan Citizen Resettlement Scheme providing information, engagement sessions and supply of materials in a variety of languages.

- Produced a cultural calendar of key dates and events.

- Our Equality and Diversity Unit hosted an online event to mark Holocaust Memorial Day 2022, partnered with the 45 Aid Society, who are a group of child Holocaust survivors. Officers and staff from across the organisation attended the event in which the insight into a survivor's story was shared.

- North Lanarkshire Partnership Strategic Leadership Board hosted a "Partnership Development Session" to ensure clear processes for partners to come together operationally to support the Community Boards. The Community Boards represent their local community and include those with seldom heard voices and the voluntary sector and each have their own priorities including but not restricted to poverty, digital inclusion and health. The Community Boards will ensure that local community priorities are identified and strategic priorities are localised by delivering wider engagement and participation through any mechanism supported by the Community Board.

- Greater Glasgow Division continue to support the Glasgow Community Plan as well as other community improvement initiatives through its policing priorities. Officers are working with Glasgow City Council graduates and analysts to undertake a Community Engagement Strategy to ensure the voices and concerns of our harder to reach communities are heard and acted upon as part of a Public Health Approach to Policing. There is a dedicated Asylum Seeker Liaison Officer who continues to work with partners and the community to build and maintain good relations with those involved, to ensure issues can be quickly identified and rectified.

We will:

- Continue to host relevant events in 2023.

- Participate in events relating to key cultural dates across all protected characteristics.

We said we would:

Use Community Impact Assessments and Equality & Human Rights Impact Assessments (EqHRIAs). Our utilisation of EqHRIA's was previously discussed in the mainstreaming section of this document.

We have:

- Established a process for the review of EqHRIAs with Equality & Diversity advisers.

We will:

- Seek to improve messaging around the need to build this function into timelines. Experience has shown EqHRIAs are too often being considered at the end of a project or policy update rather than throughout. The EqHRIA improvement group is seeking to improve messaging around the need to build this function into timelines.

We said we would:

Involve and work with members of the community who have lived experience to help foster understanding and awareness. This has been evidenced in Equality Outcome 1 through our increase in Community Advisors, which we will continue to recruit for and expand.

We have:

- Worked alongside representatives from Values into Action Scotland to invite members of the public with disabilities such as autism and cerebral palsy, to create short informative videos of their lived experiences and interactions with Police.

- Delivered on our Corporate Parenting Plans in both Police Scotland and the Scottish Police Authority:

- Police Scotland is working with the Each and Every Child programme, a Government funded initiative, to provide officers and staff with a broader and more diverse understanding of care experience, address the use of stigmatising and professional language, and ensure we appropriately apply reframing techniques when communicating about care and care experience. Together with Who Cares? Scotland, the Care Experienced Officers and Staff group produced an animation and case study which is currently showcased within Who Cares? Scotland's Knowledge Hub as an example of a project which has 'demonstrably promoted collaboration and growth within an organisation on their Corporate Parenting journey'.

- The Authority have also been working with Who Cares? Scotland to deliver training sessions on the role of a Corporate Parent to all Authority staff, and to explore how all staff can represent the interests of the care experienced community when discharging their duties.

- Youth Engagement was identified as an area of focus in the revised Ayrshire Division Local Police Plans. This includes specific engagement with local Corporate Parenting Groups and maximising the use of Campus Officers and other resources to achieve better outcomes for care experienced young people. A unique engagement event was held in North Ayrshire, where all Council youth development staff, campus officers, Local Authority Liaison Officers, and Local Police Team representatives met to increase shared awareness of roles and to explore opportunities to work more closely together. The outcome of this meeting will improve youth engagement and identification of initiatives, and East Ayrshire are now seeking to hold a similar event.

We will:

- Share lived experience videos from Values into Action Scotland with officers, highlighting good practice for future engagements.

- Together with the Scottish Biometrics Commissioner, carry out a review of the safeguards in place for acquiring biometric data from children and young people in police custody, engaging a range of children and young people to gain qualitative insights into their experiences.

We said we would:

Include Community Considerations as standard on all Police Scotland meeting agendas/daily activities.

We have:

- Community Considerations are included in the standardised reporting template for all Strategic, Primary, Portfolio Management and Thematic Boards.

- Produced a Community Engagement Framework for Policing Public Processions, Assemblies and Protests.

We will:

- Update guidance for Community Impact Assessments. Further information on Community Impact Assessments can be found in the mainstreaming section of this report.

- Complete our Policing in a Diverse Society project.

- Deliver Community Reassurance Cell training.

- Continue to review Community Considerations for inclusion in the development of new or revised policies and processes.

Equality Outcome 4

Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.

Objectives:

- We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators.

- Our response remains current and is reflective of victims' needs.

Measures:

- Child sexual abuse by gender.

- Human Trafficking indicators drawn from performance framework once approved.

- Number of Domestic Homicide by gender.

- Domestic Abuse by gender – number of crimes (DASA offences).

- Number of DSDAS applications (power to tell/right to ask).

- Evaluation of national campaigns.

- Update on work being undertaken with Victim Support Scotland (from strategy & insights).

- Survivor Engagement Strategy – feedback and insight from victims of sexual violence used to look at Service delivery/ policy etc.

Recent work in relation to this equality outcome includes the development of Police Scotland's new Violence Against Women and Girls Strategy. Online and in person public engagement was designed in conjunction with partner organisations (including Scottish Government, Women's Aid, White Ribbon and SWAN – representing women with autism) using a person-centred and trauma informed approach. The stories of survivors and witnesses, and ideas from the general public on how we can collectively make Scotland a safe space for women and girls, are valuable insights which will inform the strategy. Police Scotland's Strategy and Innovation Department held 'listening cafes' with men and boys to understand views/perspectives on male perpetrated violence against women and girls with a view to influencing a change in attitude and behaviours.

On 30 August 2022 advocates and experts (including local representation from the National VAW Partnership Network) met at an engagement event to support the development of Police Scotland's strategy for tackling and preventing violence against women and girls in Scotland. Police Scotland have chaired 3 Strategic Engagement Forums with key stakeholders and these three events specifically, alongside the public engagement work, have informed and influenced the development of the strategy, including the language used.

Activities:

We said we would:

Raise awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics through appropriate external media campaigns and internal communications.

We have:

- Launched 'Break the Chain' to raise the awareness of labour exploitation. This featured a TV advert, social media messaging and a web page to raise the awareness of labour exploitation. During the campaign, 10 foreign national workers attended at a Police Station after recognising that they were victims of trafficking, leading to one of the largest safeguarding investigations undertaken.

- Worked alongside Hemat Gryffe Womens Aid to develop and deliver an animated video, which aims to provide support to female migrants who may not be aware they are immediately protected by law from abuse and exploitation as soon as they set foot in Scotland. This video has been completed and translated into six languages.

- Participated in a project to undertake research within the D/deaf community and investigate the experiences of victims of gender based violence and crime when they interact with the police and the legal process. Police Scotland has collaborated with Heriot Watt University creating a day long masterclass workshop entitled 'Empowering D/deaf women who have experienced gender-based violence: Best practices for BSL (British Sign Language) interpreters and police officers working together'. The masterclass took place on 28 November 2022 as part of Police Scotland's '16 days of Activism' campaign. It included separate sessions for D/deaf women, police officers and interpreters to discuss issues faced by D/deaf women in reporting gender-based violence, plus joint sessions to explore best practices working together.

We will:

- Continue to be a recognised supporter of the annual '16 Days of Activism' campaign which aims to raise awareness of violence against women and girls.

- Consider embedding the recent one minute animated video to support female migrants into the registration process as they enter the country.

- Continue to develop campaigns around the That Guy concept which will focus on challenging men's behaviour to help generate conversations to effect societal change in attitudes.

We said we would:

Inform and improve the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning.

We have:

- Established our force wide network of trained Domestic Abuse Champions (DAC), staff and officers from across the force. They have a critical role in embedding and sustaining learning from the Domestic Abuse Matters Scotland training programme and developing the response to domestic abuse within local policing divisions across Scotland.

- Launched Domestic Abuse is everybody's business #ReportDomesticAbuse. The campaign sought to warn potential perpetrators and to encourage reporting of domestic abuse, including by requesting a disclosure under the Disclosure Scheme for Domestic Abuse Scotland (DSDAS).

- DSDAS gives people the right to ask about the background of their partner and it also gives concerned relatives and friends the right to ask about someone else's partner and if they have been abusive in the past. In the last quarter, DSDAS applications have increased by 14% overall.

- Launched the latest That Guy campaign launched in October 2022 focusing on supporting men to have those difficult conversations with friends whilst at the same time driving societal change through men empowering men. Police Scotland's intention at the outset was to change the narrative and call out male behaviour and move away from messaging to women about keeping themselves safe.

- Updated our Sexual Crime Investigation Standard Operating Procedure (SOP) and Rape & Serious Sexual Crime Handbook to ensure all officers provide a trauma informed and survivor centred, perpetrator focused response to the investigation of rape and sexual crime.

- Piloted utilising specially trained Sexual Offences Liaison Officers (SOLOs), to visually record witness statements provided by adult complainers and 16-17 year old complainers of rape and attempted rape and remain engaged with Scottish Government and key Justice partners to support delivery of the Lord Justice Clerk's recommendations to improve our overall response to investigating sexual crime.

- Delivered training to police officers and staff via The Suzy Lamplugh Trust that has had a positive impact supporting operational response to incidents of stalking and harassment, identifying where performance could be improved and prompting changes to guidance / protocols. During the last 3 years Police Scotland continue to detect and report on average 84% of all stalking incidents reported to the police in person, online or through a third party reporting centres.

- Provided training, guidance and support to staff in relation to Honour Based Abuse and Forced Marriage. Forced marriage is a form of violence against women/gender-based violence and when children are involved, child abuse. Forced marriage is associated with other forms of Domestic Abuse and Honour Based Abuse.

- Developed 'You, Me, Together'; a resource aimed at young people aged between 12-18 years. It targets domestic abuse in young relationships, including themes of coercive control, inappropriate relationships and peer pressure. The resource is built around a short film with a story line of coercive control between young persons in a school setting. It focuses on the 'warning signs' of escalation, isolation, emotional abuse and the devastating effects it can have on a victim, their life and their family.

- Monitored domestic incidents as one of our key performance measures. For the current year up until 30 September 2022 incidents have decreased by 2.0% (646 incidents) compared to last year and are down by 0.5% compared to the five year mean. Domestic crimes decreased by 7.8% (1,619 crimes) compared to last year and are also down 4.3% on the five year mean. Throughout the last quarter, the number of domestic crimes and incidents have decreased month on month.

Domestic Abuse	2021/22 YTD	2022/23 YTD	Change from Previous Year	5 Year Mean	Change from 5 Year Mean
Number of incidents	32,073	31,427	-2.0%	31,599.4	-0.5%
Number of crimes	20,865	19,246	-7.8%	20,114.0	-4.3%
Number of detections	14,327	12,416	-13.3%	13,895.2	-10.6%
Detection rate	68.7%	64.5%	-4.2% point	68.2%	-3.7% point
Proportion of incidents resulting in a crime	42.7%	41.7%	-1.0% point	44.5%	-2.8% point
Domestic Abuse Murders	5	2	-60.0%	n/a	n/a

Monitored online child sexual abuse crimes as one of our key performance measures. Between April and September 2022, 936 online child sexual abuse crimes were recorded in Scotland, a decrease of 0.6% (six fewer crimes) compared to last year and an increase of 6.4% (56 crimes) on the five year mean. The detection rate has increased compared to the previous year, up 4.8 percentage points to 68.4% and is also up compared to the five year mean (2.4 percentage points).

Child Sexual Abuse (Online)	2021/22 YTD	2022/23 YTD	Change from Previous Year	5 Year Mean	Change from 5 Year Mean
Number of crimes	942	936	-0.6%	879.8	+6.4%
Detection rate	63.6%	68.4%	+4.8% point	66.0%	+2.4% point

We will:

- Create and produce 6 education modules in partnership with SafeLives to be utilised in the training of Domestic Abuse Champions.

- Ensure that the Police Scotland HBA / FM Internal Guidance is refreshed to reflect the updated Police Scotland & COPFS Joint Guidance Document 'The Investigation, Reporting & Prosecution of Offences of Forced Marriage or with a Background of Forced Marriage'.

- Create/enhance/review training packages for Contact, Command and Control Division in their 3 areas (Call Takers, Area Control Room staff and Resolution Teams).

- Roll-out SOLO VRI upskill training to the cadre of SOLO trained officers across Scotland, ensuring that a victim centred and trauma informed approach is at the heart of our engagement with victims of sexual crime.

We said we would:

Increase access to support services for all victims and witnesses, by increasing internal awareness of services available and through continued working with partners.

We have:

- Worked collaboratively with Scottish Government and partners in support of the Equally Safe Strategy to prevent and eradicate all forms of violence against women and girls.

- Overall, positive feedback remains at 87.5% from Rape Crisis Scotland.

- Embedded 2 Victim Navigators from Justice & Care within the National Human Trafficking Unit to support all victims of trafficking.

- Implemented the Forensic Medical Services (Victims of Sexual Offences) (Scotland) Act 2021 on 1 April 2022, which places a statutory obligation on health boards to provide forensic medical examinations for people who have experienced rape or sexual assault or who have been the survivor of harmful sexual behaviour from a child under the age of criminal responsibility. This no longer takes place within a police facility, but instead within NHS premises. This gives access to an examination when a person may not feel ready to report to the police. Police Scotland will not be informed unless the person wishes, or where information disclosed by the person suggests there is an immediate risk to their safety, or the safety of another person.

We will:

- Ensure victims are being offered referral to support services and being issued Victim Care Cards.

We said we would:

Engage meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse, through the use of existing multi-agency groups.

We have:

- Collaborated with Heriot Watt University creating a day long masterclass workshop entitled 'Empowering D/deaf women who have experienced gender-based violence.'

- Embedded Victim Navigators into our Human Trafficking team, who are from the Justice and Care charity focused on rescuing and supporting victims of human trafficking.

- Hosted an International Human Trafficking Conference in Glasgow City Chambers in June 2022.

We will:

- Continue with annual divisional reviews in all 13 Local Policing Divisions in order to ensure our approach to tackling Domestic Abuse is operating efficiently which seeks to improve our response and identify more effective ways of working.

We said we would:

Work with local communities and partner agencies to better share information, learning and best practice through establishing appropriate governance and scrutiny arrangements.

We have:

- Created an interim version of a National Child Protection Register on the interim Vulnerable Persons Database, in the absence of a multiagency repository.

- Rolled out access to the Partners Intelligence Porta (PIP), to various key partners within the Public Protection business areas, which included those supporting survivors of Rape and Serious Sexual Crime.

- Introduced national Inter-agency Referral Discussion (IRD), data recording to provide a more comprehensive assessment of child protection information from across the country. This process provides agencies with greater opportunities to identify risk, the need for a child protection investigation or whether other measures are required.

- Continued to support the implementation of the National Guidance for Child Protection 2021. Alongside Social Work, Police Scotland are a lead partner in driving forward consistency in standards of IRD practice across Scotland.

We will:

- Work with Scottish Government to promote the use of MAPPS as the platform for the secure storage and sharing of information among MAPPA Responsible Authorities.

- Continue to support the Child Protection Register on iVPD until such times a dedicated Child Protection Register Database is available.

- Continue to progress with roll out of Partners Intelligence Portal across the remaining divisions that ASSIST operate within and consider expanding and delivering to other key partners.

- Progress Victim Survivor Feedback as a priority which will allow for victims/survivors of Domestic Abuse and other forms of Violence Against Women and Girls to provide feedback on the policing response at any stage of their engagement.

Equality Outcome 5

We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.

Objectives:

- We have improved systems and processes in relation to equality, diversity and inclusion monitoring.
- We have a suite of accessible monitoring reports with clear diversity and inclusion insights.
- Leaders understand and use insights to inform planning and decision making.

Measures:

- Proportion of E&D monitoring reports published in a timely manner.
- Insights on how Police Scotland and Scottish Police Authority promote the inclusion of E&D updates in primary/ management board briefing papers.
- Insights from equality, diversity and inclusion activities in National and Divisional plans.
- Number of EqHRIAs completed/published.

This outcome was identified to respond to systems limitations and time consuming data processes which affect the availability of timely insights from workforce diversity monitoring. While progress has been made against this outcome there is still significant work ongoing to streamline data processes and develop the use of analytics software.

Activities

We said we would:

Outline clear diversity monitoring and reporting requirements and priorities.

We have:

- Mapped what is currently monitored, any data gaps, the frequency of the monitoring undertaken and how information is published and shared.
- Embedded key EDI measures in our performance framework.

We will:

- Develop an employment focused data governance group
- Continuously develop the EDI Measures in our performance framework.
- Consider relevant findings from our EDI benchmarking review.
- Develop and progress actions/ insights based on pay gap and occupational segregation data.

We said we would:

Improve data systems and capabilities including addressing systems access issues and developing the use of analytics software.

We have:

- Refreshed the Policing Performance Framework for 2022/23. It now includes relevant EDI measures including the workforce profile, recruitment profile, rank/grade profile, leaver profile and pay gaps reporting. This ensures leaders are aware of key areas of focus, progress and trends.

- Introduced an E-Recruitment system in May 2021. The new system will ensure data is available more quickly, facilitate improved candidate monitoring by key protected characteristics and allow key trends to be displayed on visual dashboards.

- Made improvements to our Human Resources System (SCoPE) to allow applications for flexible working to be made via SCoPE rather than on paper forms. This allows more robust data collection in relation to flexible working applications to help improve monitoring, identify any trends or barriers and increase transparency.

- Extended pay gap and occupational segregation analysis and reporting to include Disability, Race and Sexual Orientation. In 2021, Police Scotland/ Scottish Police Authority were given a highly commended "Excellence Award" from the Employers Network for Equality and Inclusion (ENEI), an independent benchmarking organisation in response to the work that has been progressed in relation to "Closing the Pay Gaps". Our pay gap data can be found in our associated E&D workforce monitoring reports. PS EDI Monitoring Report and SPA EDI Monitoring Report

- Developed a proof of concept EDI Performance Dashboard using PowerBi software. The initial dashboard focuses on workforce profiles and rank/grade profiles. The dashboard includes filters to allow data to be split by division and employee type. The visuals can also be presented in a variety of ways including data tables and different chart formats. The dashboard will be used to supplement the Police Scotland six monthly EDI performance reporting to ensure the key data based performance measures are presented alongside the progress updates and insights.

- Undertaken Police Scotland monitoring of reasonable adjustments for the police officer promotion process to identify any potential barriers or opportunities. In addition, Police Scotland monitoring of the Accelerated Leadership Programme (ALP) and Police Leadership Development Programme (PLDP) has been piloted.

- Started developing the use of PowerBi software for E&D workforce monitoring to create timely monitoring dashboards. Development and testing is currently underway in preparation for the next reporting period.

We will:

- Develop an updated performance framework with any further EDI measures added as data processes are further established and improved.

- Begin using the e-Recruitment system for our police officer promotion processes to allow timelier monitoring of the promotion process to help identify and address any barriers or concerns for under-represented groups.

- Develop plans to further improve employment monitoring processes and reporting to help incrementally address data gaps.

- Embed the use of PowerBI for E&D Monitoring and performance reporting.

We said we would:

Use ongoing communications to build confidence in our monitoring and share insights from diversity monitoring.

We have:

- Reviewed and simplified our monitoring procedure to build understanding and confidence.

- Developed and shared a suite of annual National Workforce Diversity Monitoring Reports covering the period of 1 April – 31 March (financial reporting year). The reports cover workforce profiles, rank/grade profiles, newly appointed, promotion (officers and staff) and leavers. They now also highlight data trends, intersectionality and next steps. The 2022 data on newly appointed staff, promotion and leavers was included in the Quarter 1&2 EDI Performance Report covering April to September. Previously this information was not available to be reported until the Quarter 3&4 report covering October to March so the timescales are improving.

- Developed and shared divisional/ departmental profiles for police officers/police staff with divisional commanders/local management. These reports ensure leaders understand their workforce profiles and the needs of their officers and staff. This is used to inform and prioritise local activities to address any issues or trends as required. For example, the Corporate Finance Office (Estates, Procurement, Fleet and Finance) held a planning session where they reviewed various sources of evidence including the local findings from the 'Your Voice Matters' survey and local E&D monitoring profiles. The evidence was used to develop specific EDI actions which are now included within the local People Plan.

- Commenced publication of The Scottish Police Authority annual monitoring report with key insights which also informed the development of an **action plan.**

- Shared the 'Your Voice Matters' Staff Survey Findings Report which included a focused section on EDI. This presented noteworthy findings based on an analysis of the survey responses by protected characteristic groups. The survey results were published on the Police Scotland/ Scottish Police Authority intranets as well as being presented to key stakeholders and management teams. The survey results, including the specific EDI observations, have been used to identify priorities and create an organisational and local implementation plans.

- Developed six monthly EDI Performance Reports which are shared with management and stakeholders through our strategic oversight board.

- Issued new guidance to support recording of disability and reasonable adjustments.

- Delivered a Police Scotland led awareness session on the use of monitoring data to senior management undertaking Senior Police National Assessment Centre (SPNAC).

We will:

- Launch a 'Safe to Say' campaign to encourage officers and staff to provide their employment monitoring information.

- Publish all national annual monitoring reports on our intranet.

- Publish all EDI Performance reports on our intranet.

- Share good practice and lessons learned through our Policing Together Communications Platform.

- Further develop our performance reporting to ensure a focus on outcomes rather than action and include reference to agreed measures.

We said we would:

Consider sexual orientation monitoring options and how to record non-binary identities.

We have:

- Reviewed the new census for Scotland monitoring questions and compared to our monitoring form to inform potential changes to our monitoring and ensure continued benchmarking opportunities against the Scottish population data from the census.

- Undertaken benchmarking in relation to our Equality and Diversity Monitoring Form questions.

We will:

- Consult on monitoring questions including the question on sexual orientation and potential to add a question(s) on gender identity.

- Update our Equality and Diversity Monitoring Form.

- Update our HR System (SCoPE) and e-recruitment system as required to include any changes to the monitoring form.

Equality Outcome 6

Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.

Objectives:

- Leaders will be provided with effective and practical tools to support their peoples' diverse needs.

- Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion.

Measures:

- Information, tools, procedures, guidance and communications relating to equality, diversity and inclusion.

- Number of equality, diversity and inclusion training days delivered.

- Insights on the improvement in manager's knowledge and confidence in relation to equality, diversity and inclusion (from course evaluation and staff survey).

This outcome was identified in recognition of the need to refresh the skills of our leaders in relation to EDI. It aims to ensure a more inclusive workforce culture where people feel valued, supported and can be themselves at work. The introduction of a new Police Scotland Policing Together EDI strategy, launched in September 2022, has set out a clear strategic direction for leaders at all levels. The strategy aligns to the Joint Equality Outcomes for Policing and is supported by the delivery of an implementation plan and wider people and EDI plans.

There has also been a strong focus on developing and improving the guidance, training and continuous professional development programmes with an EDI element. EDI topics are embedded throughout our key training, leadership and development programmes to ensure emerging leaders are skilled to be able to manage a diverse workforce and deliver inclusive policing services. While work has been undertaken it is too early to fully assess the impact of our recent actions but initial feedback is positive. Further monitoring and evaluation is planned during the next reporting period (2023 – 2025).

Activities

We said we would:

Improve and develop leadership training in relation to equality, diversity and inclusion.

We have:

- Launched a mandatory online EDI learning module (Moodle) for all officers and staff. This training covers the moral, ethical and legal requirements in relation to EDI. The course content is linked to policing values and ensures a refreshed base level of EDI awareness and understanding for all officers and staff. It will be refreshed annually. As at 14 January, 4476 colleagues have completed the EDI e-learning module since it launched in Nov 2022. 89% of colleagues who have completed the module reported that they feel confident to apply the knowledge gained to their day to day behaviours and actions.

Some comments from colleagues who have completed the course include:

- 'Found this moodle particularly relevant and really got me thinking about how I conduct myself and the affects this can have on colleagues and members of the public'.

- 'This Moodle is a must for all officers to ensure Policing adapts and evolves with society and everyone benefits from these changes'.

- Developed three bite-sized training sessions (Empower Hours) specific to EDI covering Inclusion, Unconscious Bias and Allies. The sessions focus on raising self-awareness and understanding. In 2022, 88 colleagues attended the Unconscious Bias & You Empower Hour, 68 colleagues attended the Inclusion Starts with I Empower Hour and 53 colleagues attended the Being an Ally Empower Hour. All Empower Hour sessions are evaluated through a questionnaire which informs the continuous improvement of courses.

- Launched a suite of self-directed EDI learning resources in a variety of formats through a new CPD Brochure. The brochure contains a number of CPD 'HowTo' resources and 'learning nudges' designed to support mind-set and behaviour change which is key for learning and self-reflection. There are over 20 EDI focussed learning nudges covering topics such as the 'Power of Diverse Thinking', 'Inclusive Teams', 'Micro-messages', and 'Belonging and Uniqueness'.

- Relaunched 'CIMplexity' – Leading Critical Incidents training programme which is a strategic level immersive learning exercise covering the management of critical incidents. The exercise includes a strategic decision making scenario set against the ethics and values of Policing. The three rotating scenarios specifically examine how equality, diversity & inclusion matters can often be linked to criticality. The concepts of privilege and micro-aggressions are also explored. In addition, discussions centre on the language we use, the way we communicate, the behaviour we display and how these are received inside and outside the organisation. There is an external syndicate who provide an alternative view to our culture, behaviours, processes and procedures. One new element is the active participation of the "critical friend" role where an EDI Subject Matter Expert provides live advice to the Exercise Director and participants, giving insight into their lived experience to stimulate thoughts and learning. 51 colleagues completed the Cimplexity course in 2022.

- Added relevant EDI content to the Police Scotland Tutor Constables training module to support tutors who provide leadership support for all probationer constables. There is now guidance on how to positively support colleagues, considering individual needs such as dyslexia.

We will:

- Consider the development and roll out of face to face EDI training as required including anti-discrimination training.

- Continue work to mainstream EDI throughout all existing training including ensuring rank and role specific EDI training is incorporated into existing courses.

- Deliver a leadership training package in relation to EDI.

- Develop further evaluation tools to help us better understand how EDI empower hour courses have effected peoples beliefs and behaviours and how impactful they have been.

- Further improve the Police Scotland Tutor constable training by including EDI content including an input on unconscious bias based on probationer experiences.

We said we would:

Include equality, diversity and inclusion in leadership development programmes.

We have:

- Piloted a Senior Leaders Continuous Professional Development (CPD) learning programme focused on 'Transforming Culture through Inclusion' within two Senior Leadership Teams. The programme was developed in partnership with a behavioural change specialist and focuses on how to create psychological safety. The course was delivered to 108 colleagues in 2022 with positive feedback and evaluation. The programme content has been updated to align with the new Policing Together Strategy and a further six senior leadership teams commenced the programme on 25 January 2023.

- Launched a new appraisal system called MyCareer, which supports managers and colleagues at all levels to recognise their everyday contributions to policing and plan their future development. MyCareer is based on core values, the Competency Values Framework and our commitment to EDI. It has been designed to ensure leaders

have positive and constructive conversations with all of their team members about their achievements, wellbeing and development plans. It offers a consistent and transparent process for all colleagues and encourages line managers to take a coaching approach and support colleagues. A number of training, guidance and communications were developed to ensure leaders utilise the new appraisal system fairly and effectively and minimise any potential risk of unconscious bias.

- Delivered a First Line Managers Programme for all managers through a blended model of online learning and virtual face to face workshops. This programme has a specific Inclusive Leadership Module and has been further strengthened to include a specific focus on disability.

- Produced an Introduction to Leadership (ITL) Play Book which is a selection of bite sized and micro learning designed for Acting and Temporary Leaders and staff equivalents. The ITL Play Book includes a topic on creating an inclusive culture at work.

- Completed a learning needs analysis to identify any specific learning gaps for officers moving into the ranks of Superintendent/Chief Superintendent/ Inspector/Chief Inspector. EDI, partnership working and collaboration were identified as key themes and built into a 'transition into role programme' for a group of newly promoted Chief Superintendents.

- Delivered a 'Your Leadership Matters' programme to the top 250 leaders in the organisation. The programme had a golden thread of EDI and human rights throughout and included a specific EDI Webinar. The programme focused on three key leadership behaviours:
    - Have the courage to do the right thing
    - Lead and learn inclusively
    - Collaborate for growth

- Delivered an Accelerated Leadership Pathways (ALP) programme designed to identify, attract, engage and develop the leaders of the future. The topics covered through the programme are wide ranging and included specific EDI content including a session exploring EDI in a leadership context with the diversity staff associations and a session about menopause.

- Supported officers to attend the Diploma and the new qualification gained via the Police Leadership Development Programme (PLDP) which have an EDI topic included in the curriculum.

- Developed leaders through the Senior Police National Assessment Centre (SPNAC) development programme which includes EDI inputs on the strategic viewpoint, the Golden Thread, the Diverse Workforce, an Ethical Dilemma and EDI across the UK.

- Utilised the Strategic Command Course (SCC) which focused on the key themes of Inclusion, Legitimacy and Politics. There was also a particular focus on building and maintaining Chief Officer resilience, highlighting what we do well and are proud of, and learning from history to inform the future.

- Undertaken a pilot of a 'creating an inclusive climate' programme.

We will:

- Roll out Phase 2 of the Your Leadership Matters Programme to the next 400 leaders (Chief Inspector/staff equivalent) and then to 5000 leaders (sergeants/inspectors/staff equivalent). This will include delivering the EDI Empower Hours on 'Inclusion starts with I' and 'Unconscious Bias' to the cohorts.

- Provide development support for the new Police Executive Leadership Programme (PELP) which is the replacement to the College of Policing SPNAC. The opening summit will include a number of sessions dedicated to EDI including; Leadership and Inclusion, EDI 'a lived experience' and Living our Values – why our values matter.

We said we would:

Use lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders.

We have:

- Established Police Scotland Executive sponsors for under-represented groups.

- Undertaken 'Talk Truth to Power' sessions to better understand the lived experiences of colleagues from under-represented groups. These sessions were held by Police Scotland executive sponsors. They were very impactful, helping the executive gain a deeper understanding of the lived experiences and barriers colleagues in these groups face. The insights were used to inform planning.

- Continued engagement with statutory and diversity staff associations to develop the knowledge of our leadership teams and ensure informed decision making. Diversity staff associations are represented on key EDI governance meetings, participate in relevant working groups and provide feedback on a range of policies, procedures, projects and EqHRIAs.

- Created a national mentoring programme to support the development of our leaders. External mentoring has also been established with two other police organisations and was advertised through the Scottish Women's Development Forum (SWDF). A reverse mentoring scheme was also piloted in partnership with the Scottish Lesbian, Gay, Bisexual, and Transgender (LGBTI) Police Association. The scheme saw individuals with differing sexual orientation identities or gender identities paired up to mentor senior officers and staff. Feedback showed 100% found this a worthwhile process and benefited from the experience. The scheme has since been expanded out to include other protected characteristics including race and disability in partnership with diversity staff associations.

- Piloted a Police Scotland Divisional Inclusive Advisory Panel in the east where colleagues from a diversity of backgrounds provide scrutiny and input to the local people plan.

We will:

- Run follow up Police Scotland 'Talk Truth to Power' sessions.

- Review the reverse mentoring scheme.

- Undertake ongoing collaboration and partnership working with statutory and diversity staff associations.

We said we would:

Improve and develop accessible equality, diversity and inclusion Standard Operating Procedures (SOPs), guidance, documents and tools.

We have:

Introduced a new accessible template for procedures.

- Added to our suite of policies, procedures, guidance documents and toolkits relating to EDI or with EDI content. Examples of new EDI related guidance introduced since April 2021 include a disability in employment procedure, a menopause toolkit, pregnancy and maternity guidance, a smarter working toolkit and guidance in relation to duty modifications.

- Undertaken Equality and Human Rights Impact Assessments for all new or revised people policies and procedures to ensure any equality or human rights barriers or opportunities are identified and acted upon.

- Supported the launch of new guidance with ongoing intranet content, regular line manager's briefings with EDI content and wider updates through the Policing Together communications work.

- Piloted an 'Inclusion Moments' package to support leaders to mainstream EDI by facilitating EDI discussions at a local level. The package covers a wide range of EDI topics and includes video clips, discussion prompts and links to additional resources. The 'Inclusion Moments' help guide and promote discussion around EDI and allow leaders at all levels to highlight their commitment to EDI and support ongoing learning.

Developed additional Equality and Human Rights Impacts (EqHRIA) assessment briefings and tools, greater detail on these contained within the Mainstreaming section.

We will:

- Review procedures in relation to Dignity in the Workplace, Transitioning at Work and Grievance.

- Launch refreshed EqHRIA guidance.

- Further develop the Inclusion Moments package and extend the topics covered.

We said we would:

Use ongoing communications to support continuous learning.

We have:

- Launched a Police Scotland led Policing Together communications initiative.

- Developed a cultural calendar supported by ongoing communications and events.

- Worked in partnership with diversity staff associations to promote career development programmes.

We will:

- Continue use of the Police Scotland led Policing Together communications platform.

- Publish an EqHRIA Hub with all EqHRIA guidance in one place to make it more easily available to all colleagues.

Equality Outcome 7

Resignation rates of under-represented groups are proportionate to our current workforce profile.

Objectives:

- We understand why individuals from under-represented groups choose to end their employment with Police Scotland/Scottish Police Authority.

- We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/Scottish Police Authority.

Measures:

- Proportion of leavers who resign that are from under-represented groups

- Insights from Exit interviews

- Insights from People Survey (Your Voice Matters)

- Insights from Diversity Staff Associations, Trade Unions and Staff Associations

This outcome was identified in recognition that some groups are more likely to experience discrimination and harassment, feel their needs are not understood/ supported at work or feel like they cannot be themselves in the workplace. Significant work has been undertaken to develop our understanding of why people from under-represented groups leave Police Scotland/ Scottish Police Authority and develop actions to create a welcoming and inclusive culture. Some of this work links to our other employment outcomes.

Activities

We said we would:

Identify barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.

We have:

- Captured and monitored resignation rates. The table below shows the resignation rate for police officers and police staff:

Group	Police Officer Resignation rate 2019/20	Police Officer Resignation rate 2021/22	Police Staff Resignation rate 2019/20	Police Staff Resignation rate 2021/22
Disability	0.8%	0.5%	3.1%	5.3%
BME	2.8%	2.6%	6.1%	9.8%
WME	1.2%	1.7%	6.4%	14.7%
Male	1.0%	1.0%	2.9%	4.0%
Female	0.9%	1.2%	3.3%	4.8%
LGB	1.2%	0.8%	4.8%	6.6%
Overall Workforce	0.9%	1.0%	3.1%	4.5%

The number of resignations within SPA are too low to allow meaningful reporting of resignation rates.

This section highlights the work ongoing to understand this data and the reasons that people from under-represented groups leave as well as actions that are underway to address potential barriers to retention. It is recognised that the age and length of service of officers and staff can have an impact on the resignation rates of colleagues from under-represented groups. Further information can be found in the associated E&D Employment Monitoring Reports. PS EDI Monitoring Report and SPA EDI Monitoring Report

- Introduced a simplified exit survey for officers and staff that is quicker and easier to complete and offers more opportunity for those leaving to provide qualitative feedback. The new survey includes diversity monitoring questions to allow any specific factors affecting particular groups to be identified and acted upon. The re-launch was supported by internal communications which highlighted the importance of the survey and committed to the strictest levels of confidence. High-level analysis of the data has been carried out and key learning has been drawn from the additional comments sections. Further analysis by protected characteristics will be carried out once the number of responses allows statistical analysis. As at 31 December 2022, 741 leavers had completed an exit survey since it launched in October 2021.

- Undertaken annual monitoring of leavers by protected characteristics. The reports are based on leavers for the reporting period from the 1st April to 31st March each year and highlight relevant trends and insights. The reports are presented to relevant governance boards and shared with key stakeholders to ensure that relevant actions are identified and progressed.

- Undertaken an analysis of the employment journey of female officers in Police Scotland. The analysis aimed to provide an understanding of the reasons that female officers leave Police Scotland and help identify any barriers and areas for action. The initial data analysis is now being further developed to include insights from staff surveys, exit interview survey findings and other relevant feedback from officers.

- Utilised insights from engagement with colleagues to inform our understanding of the lived experiences of colleagues from under-represented groups or groups who face barriers in employment. This includes for example findings from the 'Your Voice Matters' survey, 'Talk Truth to Power' sessions and engagement with key stakeholders including statutory and diversity staff associations.

- Developed an Engagement and Participation Framework to set out the standards and expectations for public and colleague engagement. It aims to create engagement opportunities that put our values, ethics and human rights at the heart. The framework supported the development of recent large-scale colleague engagement activities on sexism and misogyny, grievance and on the future introduction of body worn video.

We will:

- Further develop the reporting of exit survey results.

- Continue monitoring of leavers with a focus on resignation and identifying trends and insights.

- Follow up on the 'Your Voice Matters' survey to identify areas of improvement and areas for further action.

- Revisit the Police Scotland 'Talk Truth to Power' sessions to understand the impact of actions and identify next steps.

- Undertake internal research to understand the journey of Black Minority Ethnic (BME) officers during the two year probation period within police Scotland.

We said we would:

Establish programmes to tackle the barriers to the retention of those from under-represented groups.

We have:

- Progressed work in relation to race equality through a 'Break the Race Ceiling – Retain' group within Police Scotland. This aims to increase the recruitment, retention and promotion of police officers and staff from an ethnic minority background. The group initially focused on the Greater Glasgow division and undertook a number of actions including creating a BME Forum, delivering 'Valuing Difference and Inclusion' workshops, identifying themes from grievances and reports, introducing system's to provide support to all our people who are subjected to hate crime or incidents and delivering ongoing communications. The impact of this work has been evaluated and overall feedback is positive.

- Established a 'Sex Equality and Tackling Misogyny' group and carried out a colleague experience survey to gather information on colleague's experience of sexism and misogyny at work and their ideas about how these issues can be tackled. Over 500 colleagues completed the survey. The survey will be carried out annually to help measure progress. More than 150 colleagues also took part in focus groups and interviews to explore the emerging themes and ideas in more depth. In addition, an 'Ideas for Change' space has been created for staff to think creatively about what could be done to tackle sexism and misogyny now and in the future. The ideas can be rated and commented on by colleagues and will be considered and actioned through the group. An example of initial action from the group is the use of the 'That Guy' ads at the start of probationer training and in our detective training.

- Established a 'Creating a Positive Workplace' group to review our approach to grievance and the support in place. This work is key to ensuring that all officers and staff have the right tools to raise any concerns that arise in the workplace which can be particularly relevant to individuals from under-represented groups and includes any concerns in relation to EDI. A 'Raising Workplace Issues and Grievances' survey was carried out to gather the views and personal experiences of colleagues who had lived experience of these processes. Follow up interviews were also carried out with around 40 individuals to gain deeper insights. The high-level themes from the survey along with benchmarking findings are being used to inform work to develop our policy, process, training and culture. So far, work has been undertaken to develop two infographics covering 'Raising

a Workplace Issue' and 'Resolving a Workplace Issue'. Mediation will also be promoted on these infographics as an early intervention.

- Made changes to leave arrangements for police officers and staff to provide greater flexibility to suit individual need in a way that should particularly benefit parents/carers whilst promoting a culture of shared parental responsibility. This includes reducing the length of time it takes police officers to receive maximum annual leave entitlement, the ability to take leave in hour blocks rather than being restricted to full/half days and the new provision of full pay for the first four weeks of parental leave per child for officers and staff who have children

- Introduced flexi-time provision for Inspecting and Superintending ranks to provide the ability to work more flexibly, where possible.

- Launched a new Reward and Benefits Gateway which gives officers and staff free access to a range of offers and discounts, plus wellbeing support and diversity staff associations.

- Refined the process to access reasonable adjustments and launched supporting guidance and tools including a National Process for the Provision of Reasonable Adjustments (NPPRA) and a suite of guidance documents, process maps, checklists and frequently asked questions. This aims to ensure that colleagues with a disability are aware of support available and can access the reasonable adjustments that they require. The number of applications for access to work have risen each year since 2019. In the 2019/20 budget year there were 105 requests for reasonable adjustments through the Access to Work scheme which rose to 217 requests in the 2021/22 budget period.

- Developed a new disability awareness input to provide line managers with greater awareness and understanding of disability, neurodiversity conditions and the relevant internal processes and procedures. This new input was trialled and will be further developed based on feedback.

- Established a 'West Neurodiversity Network' in partnership with the Disability and Carers Association. The network supports officers and staff who have neurodiversity conditions and is being extended nationally.

- Established an LGBT+ Champions Group which have refreshed and re-launched the LGBT Allies Network and supported the pilot of the LGBT Youth Charter in Edinburgh division. An induction pack for allies has been created which includes a newly developed allies pledge, a statement of intent and an ally's toolkit. The LGBT Allies Network was re-launched during LGBT History Month in February 2022. A special event was also held to encourage people to become an ally and raise awareness of ally commitments and responsibilities. This work resulted in an increase of LGBT allies across the organisation and a general interest in LGBT+ issues. The Scottish LGBTI Police Association noted a 44% increase in their membership between April and September 2022.

- Created a new agreement with our diversity staff associations to support continued partnership working.

- Removed the use of the Bradford Score in our attendance management procedure to reduce potential impact on women and people with a disability.

- Delivered presentations for those who are pregnant or on maternity, paternity, and adoption or shared parental leave to provide information and engagement.

- Established a British Sign Language (BSL) group to identify the needs of BSL users internally and externally.

- Piloted an 'Inclusion Moments' package to encourage discussion about EDI throughout Police Scotland.

- Improved recording of modified duties to support effective deployment of officers and staff who are pregnant or have an injury or disability.

- Embarked on an estates transformation pilot in two police premises which take account of opportunities to meet the diverse needs of colleagues and customers.

- Undertaken a number of local initiatives to support EDI. For example, Lanarkshire division highlighted its commitment to EDI by inviting colleagues to share their experiences and feedback with divisional management in a series of 'Let's Talk about...' sessions. The sessions were set up to discuss race, disability, religion or belief, sexual orientation and sex/gender. Participants did not need to belong to a protected characteristic group to take part. In another example, some local divisions have introduced Virtual Keeping in Touch events to support and communicate more effectively with colleagues who are pregnant, are off on maternity / paternity / adoption leave / shared parental leave or on a career break. Contact, Command and Control (C3) Division have also introduced a pilot for those coming back from maternity leave. Known as the 'Welcome Back Week' it allows colleagues returning to work specific time allocated to assist with their transition back to work and catch up with emails, training and re-familiarise them with their role.

We will:

- Develop further actions based on the findings from exit interview survey, 'Your Voice Matters' survey, leavers monitoring and any other evidence.

- Fulfil the remits of the established working groups.

- Sign up to the Scottish Government Race Commitment and deliver work to meet this.

- Continue to explore opportunities for partnership working with our diversity staff associations through a new collaboration group.

- Launch new leaver's procedure with information on exit surveys and interviews.

- Develop a BSL action plan with internal and external actions.

- Review the Inclusion Moments Pilot and further develop the package content.

- Explore opportunities to incrementally improve our estate e.g. accessibility, gender neutral facilities.

- Further develop Disability awareness input and improve support for officers and staff with disabilities and/or modified duties.

- Undertake work with care experienced officers and staff to establish any lived experience and specific employment needs.

- Enhance transparency, consistency and fairness through the 'Fair Play Programme' pilot.

- Ensure planning of events, operations and conferences cater for dietary requirements based on faith and there are facilities for prayer.

- Explore options regarding introduction of an independent advocate to support colleagues raising concerns around discrimination.

We said we would:

Use ongoing communications to promote an inclusive culture and values.

We have:

- Launched our Police Scotland led Policing Together communications platform highlighting our commitment to creating a culture that embraces diversity and fosters a sense of belonging. This includes an intranet area focused on our values, and sharing the lived experiences of colleagues within policing.

- Launched a 'Know Our Values. Live Our Values' campaign to help improve understanding and change behaviours throughout Police Scotland. The campaign focuses on each of the ten legislative standards of professional behaviour. It explains what they mean, why they are significant and why it is critical we adhere to them. It also provides real examples of behaviours which can breach them and real stories outlining the impact of discrimination from within and outside of the police service. For example, an 'Abuse of power for a sexual purpose' video was produced and published on the intranet to highlight the standards of behaviour required. The video specifically highlights examples of inappropriate conduct towards colleagues and members of the public.

- Established a cultural calendar which has seen a number of key dates highlighted and celebrated across policing. Communications and events have been developed in partnership with our diversity staff associations to recognise dates such as Ramadan, National Infertility Awareness Week, Pride, Carers Week, Deaf Awareness Week, Mental Health Awareness Week, International Day of Prayer, Black History Month and Disability History Month.

- Developed a Police Scotland Corporate Communications Accessibility Strategy and guidance.

We will:

- Further develop the Police Scotland led Policing Together communications platform and campaigns.

- Continue events and communications in support of our cultural calendar.

- Raise awareness of the exit survey and encourage participation.

Equality Outcome 8

We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.

Objectives:

- We understand internal and societal barriers to attracting individuals from under-represented groups to join Police Scotland/Scottish Police Authority.
- We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices.

Measures:

- Insights into how Police Scotland and the Scottish Police Authority are using positive action events and activities.
- Proportion of newly appointed recruits from under-represented groups.
- Increase in workforce representation of under-represented groups (workforce & rank/grade profiles).
- Proportion of newly promoted officers and staff from under-represented groups.

Police Scotland and the Scottish Police Authority recognise the benefits that a diverse workforce brings to policing. This outcome was developed in response to the organisational and societal barriers that may affect our ability to attract diverse candidates into policing. Our initial focus in relation to this outcome has been working to fully identify the barriers that we can address and establish what action is required. We have also continued our positive action initiatives to highlight career opportunities in policing to those that are under-represented, have faced historical barriers or have specific needs.

Activities

We said we would:

Identify the internal and societal barriers to under-represented groups joining Police Scotland/Scottish Police Authority.

We have:

- Commissioned an external provider to undertake research to identify barriers to attracting and recruiting females and those from minority ethnic and LGBT+ communities to police officer and police staff roles. The research included:

  - Desk based research including a review of relevant data.
  - Exploratory interviews with independent experts on attraction, recruitment and retention of individuals within relevant protected groups.
  - Internal Police Scotland/Scottish Police Authority stakeholder in-depth interviews.
  - A quantitative online self-completion survey with recent recruits.
  - Qualitative 1:1 in-depth interviews with recently recruited colleagues from under-represented groups.
  - A quantitative online self-completion survey of adults in Scotland who are eligible to apply for work with Police Scotland.
  - Qualitative group discussions with people in target protected groups, who are eligible to be employed by Police Scotland but are not currently employees.

The initial report findings were presented to Police Scotland on 24 January 2023.

- Offered independent discussions to all Police Scotland officers who resign in their first two years probationary period to establish any recruitment journey learning or organisational issues which impacted on their decision to resign.

- Identified a barrier around some negative perceptions about positive action and taken steps to address this by raising awareness of what positive action is and how it is used.

- Undertaken benchmarking work in relation to barriers affecting females in policing.

We will:

- Continue to develop diversity monitoring and reporting for recruitment processes.

- Analyse findings of the research commissioned to identify barriers to recruitment and develop actions to address barriers to attraction and recruitment of candidates from diverse or under-represented backgrounds.

- Capture and review experiences of individuals seeking to join the service.

We said we would:

Deliver a recruitment system and processes that support inclusive recruitment practices.

We have:

- Introduced an e-recruitment system for the recruitment of police officers, police staff, special constables and transferees. The system restricts access to protected characteristic data other than where disability information is required to provide support and reasonable adjustments in the recruitment process. This aims to reduce any risk of unconscious bias within the recruitment and selection process. The e-recruitment system also includes functionality to ensure adverts and other attraction materials are all formatted, structured and use appropriate gender-neutral language. In addition, the system has improved our ability to support reasonable adjustments in the recruitment processes more efficiently and importantly in a secure area with controls on the sensitive data being provided.

- Undertaken a recruitment and selection survey to support the development of a new recruitment & selection procedure. The survey received 1,482 responses and all points will be considered during wider policy development. An EqHRIA has also been initiated to ensure all equality and human rights impacts and opportunities are identified and acted upon.

- Introduced business psychologists to support the design of all recruitment and promotions exercises which are being developed with equality, diversity and inclusion at the forefront.

- Restructured the police staff recruitment team and delivered unconscious bias training to all members.

We will:

- Launch a new recruitment and selection procedure which meets good practice and is in line with the Equality Act.

- Capture organisational learning from the implementation of the e-recruitment process and utilise findings to inform improvements.

We said we would:

Use inclusive recruitment strategies and positive action activities.

We have:

- Delivered a new recruitment campaign including a new promotional video showing police officers from across the country, acting out everyday scenarios. This video appears on the Police Scotland recruitment pages on the internet, as well as social media platforms. Our recruitment campaign saw an initial increase in our Ethnic Minority Candidates (BME & white minority) from 5% to 8% and female applications from 18% to 25% in the initial 6 weeks of the campaign.

- Delivered positive action events as part of our attraction activities. These events ensure that under-represented groups are aware of career opportunities in policing as well as highlighting our commitment to creating a culture of belonging for all. Our police officer positive action initiatives have extended beyond race to include other under-represented groups such as women, LGBT+ and neurodiversity. Positive action events have also been introduced for police staff roles. Over the last two years, events have been delivered virtually, face to face or as hybrid events. In addition, an input to dispel any myths about positive action initiatives has been developed for delivery to all probationer courses at the Scottish Police College and is now being rolled out as part of First Line Managers' training and wider divisional e-briefings.

- Monitored our recruitment process for police officers. The following chart shows the intake figures for police officers split by male, female, Black Minority Ethnic (BME) and White Minority Ethnic (WME):

Year	Total number of recruits	Male (No. & %)	Female (No. & %)	BME (No. & %)	WME (No. & %)
2021	622	338 (54%)	284 (46%)	30 (5%)	38 (6%)
2022	910	554 (61%)	356 (39%)	30 (3%)	47 (5%)

Data is provided by candidates at application point. Individuals can choose not to disclose their personal data.

This data shows that the recruitment rates are higher than the current workforce profiles and will lead to a more representative workforce over time. The time taken will be impacted by the levels of recruitment and the retention rates of officers from under-represented groups.

- Monitored our workforce profiles across under-represented groups. The total workforce data as of 31 March 2022 is included in the table below:

Group	Police officer number	Police officer %	Police staff number	Police staff %	SPA staff number	SPA staff %
Disability	589	3%	375	7%	35	5.8%
BME	276	1.6%	104	2%	11	1.8%
WME	376	2.2%	78	1%	18	3%
Male	11342	67%	2079	38%	193	31.7%
Female	5698	33%	3405	62%	415	68.2%
LGB	683	4%	202	4%	32	5.3%
Total	17040		5484		608	

Data is provided by colleagues after appointment and can be updated at any point. Individuals can choose not to disclose their personal information.

Since the last report, there has been an increase in the numbers for all groups except White Minority Police Staff which has seen a small decrease. Further detail can be found in the associated E&D Employment Monitoring Reports. PS EDI Monitoring Report and SPA EDI Monitoring Report

We will:

- Deliver ongoing positive action events and initiatives.

We said we would:

Continue ongoing development of diversity monitoring and reporting.

We have:

- Developed Police Scotland monitoring of police officer promotion process including monitoring the provision of reasonable adjustments.
- Introduced an e-recruitment system that has improved EDI data and monitoring.

We will:

- Use the e-recruitment system for the police officer promotion process.

We said we would:

Launch bespoke development programmes to increase promotion opportunities for under-represented groups.

We have:

- Delivered a 'Springboard' leadership programme, in partnership with the Scottish Women's Development Forum (SWDF), aimed at developing women in policing.

- Promoted our Accelerated Leadership Pathways (ALP) programme through various staff associations to attract a diverse talent pool to apply for the scheme.

- Supported diversity staff associations to deliver a range of personal and professional development events.

- Monitored officer in promoted ranks. The table below shows the profile of officers in promoted posts as of 31 March 2022.

Group	All Police Officer Number	All Police Officer %	Constable Number	Constable %	Sergeant & Above Number	Sergeant & Above %
Disability	589	3%	465	3%	124	3%
BME	276	1.6%	230	2.4%	46	1.2%
WME	376	2.2%	322	1.7%	54	1.1%
Male	11342	67%	8600	65%	2742	72%
Female	5698	33%	4620	35%	1078	28%
LGB	683	4%	562	4%	121	3%
Total	17040		13220		3820	

Since the last reporting period, there has been small increases in the profile of officers in promoted ranks for all under-represented groups.

- Monitored the police officer promotion process. The table below shows the profile of officers successful in the promotion process between 1 April 2021 and 31 March 2022:

Group	All police officers number	All police officers %	Officers promoted between 1 April 2021 and 31 March 2022 number	Officers promoted between 1 April 2021 and 31 March 2022 %
Disability	589	3%	42	3%
BME	276	1.6%	16	1.25%
WME	376	2.2%	14	1.09%
Male	11342	67%	913	71%
Female	5698	33%	370	29%
LGB	683	4%	56	4%
Total	17040		1283	

Further analysis is ongoing to understand the monitoring findings and establish insights and actions.

- Monitored police staff in senior graded roles. The tables below shows the profile of authority and police staff at grades 1-7 and 8 and above as of 31 March 2022:

Group	All police staff number	All police staff %	Grade 7 & below police staff number	Grade 7 & below police staff %	Grade 8 & above police staff number	Grade 8 & above police staff %
Disability	375	7%	363	7%	12	3%
BME	104	2%	91	2%	13	3%
WME	78	1%	66	1%	12	3%
Male	2079	38%	1829	36%	250	60%
Female	3405	62%	3238	64%	167	40%
LGB	202	4%	190	4%	12	3%
Total	5484		5067		417	

Group	All authority staff number	All authority staff %	Grade 7 & below authority staff %	Grade 8 & above authority staff %
Disability	35	5.8%	6.4%	4.6%
BME	11	1.8%	1.53%	2.3%
WME	18	3%	2.8%	3.2%
Male	193	31.7%	31%	33%
Female	415	68.2%	69%	67%
LGB	32	5.3%	4.9%	6%
Total	608			

The previous updates reported in this section highlight work ongoing to address known barriers to people from under-represented groups, improve the insights from the monitoring data and identify any further actions.

Further detail on our monitoring can be found in the associated E&D Employment Monitoring Reports. PS EDI Monitoring Report and SPA EDI Monitoring Report

We will:

- Develop communications on the types of reasonable adjustments that can be offered to support officers in the Police Scotland promotion process.
- Undertake ongoing environmental scanning and benchmarking.

Appendix

||||||||||||||||||||||||||||||||||||||||||||||||||

Joint Police Scotland / SPA Equal Pay Statement 2023

The Scottish Police Authority 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 corporate and forensic services. Police Scotland is responsible for the implementation of pay and reward structures for police officers and members of police staff. We will continue to work in partnership to achieve the commitments and actions laid out in this statement.

The Authority and Police Scotland fully supports the principle of equal pay for work of equal value. The single employment package for staff established in 2019 ensures that we have eliminated bias in our pay systems supporting us to meet our obligations in relation to equal pay under the Equality Act 2010. The appeal process for the pay and grading structure, which concluded in 2021, was a partnership approach with panels consisting of management and trade union representatives who had undergone job evaluation training.

We will continue to work in partnership with trades unions and staff associations to ensure that in future we continue to meet our obligations and that pay and terms and conditions of employment are fair and equitable.

We believe that by eliminating bias in our pay system we are sending a positive message to our staff and partners. Having a fair and transparent reward system makes good business sense and helps us to control costs. We recognise that avoiding unfair discrimination will improve morale and enhance efficiency.

Our objectives are to:

- Eliminate any unfair, unjust practices that impact on pay (including overtime) or reward,

- Promote equality of opportunity and the principles of equal pay throughout the workforce,

- Promote good relations between people sharing different protected characteristics in the implementation of equal pay,

- Continually scrutinise our pay and grading structures and processes, to eradicate any potential areas of gender, disability or racial discrimination.

To this end we will continue to:

- Publish employment information including pay gap information and use this information to develop insights that inform evidence based actions.

- Consider award criteria and conditions in relation to public procurement.

- Gather information on the composition of our workforce with respect to protected characteristics.

- Plan and implement actions in relation to changes to reward policy in partnership with trade union and staff associations.

- To evaluate each job role using appropriate analytical job evaluation schemes in establishing pay for members of staff.

- Provide training and guidance on job evaluation for those involved in determining pay.

- Inform employees of how these practices work and how their own pay is determined.

- Respond to grievances and appeals relating to pay as urgent.

- Continue to develop a suite of metrics to allow meaningful benchmarking and trend analysis.

Police officer pay is established by the Police Negotiating Board (PNB). Although we do not determine the pay systems for police officers, we are committed to identifying and taking appropriate actions within our control to support pay equality. In addition there is a commitment to seek to influence the work of the PNB through SPA and Police Scotland's formal role on the Official Side of the PNB.

Glossary of Terms

Terminology

ACC Assistant Chief Constable

ALP Accelerated Leadership Pathways Programme

APP Annual Policing Plan

BSL British Sign Language

BME Black Minority Ethnic

C3 Contact, Command and Control

CAPP Community and Police Priorities

CIA Community Impact Assessment

COPFS Crown Office Procurator Fiscal Service

COP26 2021 United Nations Climate Change Conference

COVID-19 Coronavirus

CPD Continuous Personal Development

E&D Equality and Diversity

EDI Equality, Diversity and Inclusion

ENEI Employers Network for Equality and Inclusion

DAC Domestic Abuse Champions

DASA Domestic Abuse Scotland Act

DSDAS Disclosure Scheme for Domestic Abuse Scotland

ESRC Economic and Social Research Council

EqHRIA Equality and Human Rights Impact Assessment

GDPR General Data Protection Regulation

HCA Hate Crime Advisor

HBA Honour Based Abuse

HMICS His Majesty's Inspectorate of Constabulary in Scotland

HR Human Resources

IT Information Technology

ICT Information, Communication Technology

IRD Inter-agency Referral Discussion

IRG Independent Review Group

ITL Introduction to Leadership

iVPD Interim Vulnerable Persons Database

LGB Lesbian, Gay and Bisexual

LGBT Lesbian, Gay, Bisexual and Transgender

LGBT+ Lesbian, Gay, Bisexual, Transgender and others

LGBTI Lesbian, Gay, Bisexual, Transgender and Intersex

MAPPA Multi Agency Public Protection Arrangements

MAPPS Multi Agency Public Protection Panels

MHP Mental Health Pathway

NHS National Health Service

NPPRA National Process for the Provision of Reasonable Adjustments

PELP Police Executive Leadership Programme

PIP Partners Intelligence Portal

PLDP Police Leadership Development Programme

PNB Police Negotiating Board

PT SOB Policing Together Strategic Oversight Board

PVP Police Verification Protocol

SAG Safety Advisory Group

SCC Strategic Command Course

SHC Seldom Heard Communities

SIPR Scottish Institute for Policing Research

SLWG Short Life Working Group

SPNAC Senior Police National Assessment Centre

SOB Strategic Oversight Board

SOLO Sexual Offences Liaison Officers

SOP Standard Operating Procedure

SPA Scottish Police Authority

SPF Scottish Police Federation

SQA Scottish Qualification Authority

SWDF Scottish Women's Development Forum

TPR Third Party Reporting

VAW Violence Against Women

VRI Visually Recorded Interviews

WME White Minority Ethnic

YSM Your Safety Matters

YTD Year to Date