

<b>Meeting</b>	<b>Public SPA Board Meeting</b>
<b>Date</b>	<b>22 March 2017</b>
<b>Location</b>	<b>Stirling Court Hotel, Striling</b>
<b>Title of Paper</b>	<b>PS Mainstreaming Report and new Equality Outcomes 2017/2021</b>
<b>Item Number</b>	<b>12.2</b>
<b>Presented By</b>	<b>DCC Livingstone</b>
<b>Recommendation to Members</b>	<b>For Noting and Approval</b>
<b>Appendix Attached</b>	<b>Yes</b>

**PURPOSE**

This paper provides a background to the Police Scotland Mainstreaming Report and also presents the new Police Scotland Equality Outcomes for 2017 – 2021 for approval (Appendix A).

Police Scotland has a legislative requirement to publish the Equality Outcomes by the end of April 2017, under the Equality Act 2010.

## 1. BACKGROUND

1.1 Under the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#), Police Scotland has a statutory duty to review its current Equality Outcomes at four yearly intervals and to publish a progress report against those outcomes and any actions taken to proactively mainstream equality into all areas of its business. The revised Equality Outcomes and the Mainstreaming Report are both due for publication by end of April 2017.

1.2 The Mainstreaming Report outlines the work of Police Scotland to mainstream equality as well as providing an update on progress made in relation to our 2013 – 2017 Equality Outcomes, since our last progress report which was published in April 2015.

1.3 In order to comply with the above duty, work has been ongoing to gather the relevant information / evidence and to consult with appropriate internal and external stakeholders. The following two documents have subsequently been drafted:

i) Equality and Diversity Mainstreaming Progress Report 2017 – this reflects the noteworthy activities over the past two years that are considered to have contributed to the delivery of Police Scotland Equality Outcomes 2013 -2017. It also provides evidence of the efforts made to integrate equality into different structures and processes. This paper is in final draft form and available for members.

ii) Equality Outcomes 2017-2021 – this reflects the future equality priorities identified through consultation (Appendix A).

## 2. FURTHER DETAIL ON THE REPORT TOPIC

### 2.1 Police Scotland Approach to Mainstreaming

For Police Scotland, mainstreaming equality means taking steps to ensure that equality and diversity matters are accepted as being everyone's responsibility within all structures – regardless of rank or role. This approach is evident in the layout of the report (evidence of activity by different business areas), the strategic direction outlined (Executive ownership of equality) and in the reporting of improvements in respect of a number of key processes. For example, Human Rights have been integrated into the Police Scotland Equality Impact Assessments. This will help ensure a rights-based approach,

during policy decisions, major change and operational activities.

In addition, the Mainstreaming report provides evidence of different Divisions and Departments proactively engaged with key partners from the community and/or statutory sector to achieve positive outcomes for our diverse communities. Similarly, statutory and Diversity Staff Associations are engaged internally at different levels, to enable positive change for Our People.

Whilst the Mainstreaming Report 2017 offers positive progress against all of the seven Equality Outcomes identified in 2013, it also rightly acknowledges areas for further improvement which will be included in the delivery of our future Equality Outcomes.

## 2.2 Development of Equality Outcomes

Police Scotland Equality Outcomes for 2017 – 2021 have been shaped by consultation, engagement, national research and reports, staff associations, equality groups and networks, partner organisations and professional knowledge and experience.

Throughout the consultation period, there was clear support for the revised Outcomes to continue in a similar vein to those of 2013 – 2017. As a result, **Outcomes 1 – 5** continue to focus on external service delivery, with **Outcomes 6 and 7** focused on internal staffing.

In response to the consultation, we have made significant amendments to **Outcomes 2 and 5**:

- **Equality Outcome 2** is now focused on identity-based harassment and wellbeing concerns.
- **Equality Outcome 5** has been broadened to add accessible services and communication.

## 2.3 Linkages between SPA and Police Scotland's Equality Outcomes

The equality outcomes for both organisations are different, rightly recognising the distinct roles the SPA and Police Scotland perform. However both sets of outcomes complement each other and are designed to support the Strategic Police Priorities and the Policing 2026 Strategy. These outcomes are key in supporting the overall aim of improving outcomes for people, communities and places.

## 2.4 Engagement with HR & Remuneration and People Committees

The Police Scotland Mainstreaming Report draft and Equality Outcomes have been presented to the HR & Remuneration Committee in December 2016 and the People Committee in February 2017.

As a result, a number of suggested amendments were made by Committee members in relation to both reports. These have duly been considered and the reports updated to reflect this feedback.

The full draft of the Police Scotland Mainstreaming Report has been made available to Board Members for review.

## 3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

## 4. PERSONNEL IMPLICATIONS

4.1 As one of the largest public bodies in Scotland it is imperative that Police Scotland are at the leading edge of good practice to attract, develop and retain officers and staff from all communities in Scotland.

4.2 The attached Appendix A sets out our Equality Outcomes for 2017-2021.

## 5. LEGAL IMPLICATIONS

5.1 Failure to publish by the statutory due date of 30 April 2017 will expose Police Scotland to the risk of legal challenge from the Equality and Human Rights Commission for non-compliance with the requirements of the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#)

## 6. REPUTATIONAL IMPLICATIONS

6.1 If the statutory publication date for the revised documents of 30 April 2017 was not met and this was made public by the Equality and Human Rights Commission or others, it has the potential to cause significant reputational harm.

## **7. SOCIAL IMPLICATIONS**

- 7.1 The ability of Police Scotland to deliver its Vision of 'Keeping People Safe' depends on the confidence and trust people have in Police Scotland as an organisation. Periodic reporting of positive progress being made in relation to Equality, Diversity and Human Rights helps to build that confidence and trust. In this respect, the PS Mainstreaming Report 2017 and the PS Equality Outcomes 2017-2021 are important documents. They inform our diverse communities and staff about past progress and future focus regarding some of the key issues/concerns identified through consultation with stakeholders.

## **8. COMMUNITY IMPACT**

- 8.1 All policies/practices related to operational service delivery and external publications have the 'potential' to impact on communities in some way. The attached Appendix A is not expected to have a negative impact on any protected group/s. There will be some sections of the community and community groups that may have further questions about the content or specific needs. When the documents are published, they will include contact details and the option to request information in a different format.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 The attached Appendix A is of significant interest to Scotland's diverse communities externally and staff internally. They provide evidence of Police Scotland's progress in respect of its Equality Outcomes and the efforts made to mainstream equality within the organisation as required under the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#)

## **10. ENVIRONMENTAL IMPLICATIONS**

- 10.1 There are no environmental implications associated with this paper.

**RECOMMENDATIONS**

Members are requested to:

- Approve the Police Scotland Equality Outcomes

NOT PROTECTIVELY MARKED

Appendix A

**POLICE SCOTLAND**

**EQUALITY OUTCOMES  
2017-2021**

**DRAFT**

## FOREWORD – CHIEF CONSTABLE

I am pleased to present Police Scotland's Equality Outcomes for 2017-2021, discharging our statutory duty under the Equality Act 2010. The outcomes have been informed by the strategic planning consultation that led to the Scottish Government's Strategic Police Priorities.



They have been further informed by consultation and engagement with the people we serve, including a wide range of equality and diversity stakeholders across Scotland and internally with our staff.

As a public body, we are committed to providing a service that is designed around people as individuals, ensures their safety and security and treats them with Integrity, Fairness and Respect – our core values. The introduction, in June 2016, of our integrated approach to equality and human rights impact assessment makes a significant contribution in that regard. It recognises that equality and human rights are inextricably linked – many areas of our work impact on both.

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

Going forward, I have set broad objectives for long term excellence in policing; Protecting the Public; Localism and Serving Diverse Communities; Culture and Performance; and Creating a Sustainable Operating Model. The strategic direction of the Service will be aligned to these broad objectives. Our ten year Strategy for Policing in Scotland details how this will be done and our Equality Outcomes are aligned with our 2026 Strategy.

It is accepted that much more still remains to be done on our journey to ensure equality, including equality of opportunity for all. We will continue to build on the positive progress made since the publication of our first Equality Outcomes in 2013.

I am confident that these revised Equality Outcomes 2017-2021, when achieved through consistent and meaningful engagement with our communities, will ensure Police Scotland continues to serve all the people of Scotland.

*(Insert CC's signature)*

Phil Gormley, QPM  
Chief Constable

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

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

### **OUTCOME 1**

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

#### **Evidence base:**

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

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

**Activities:**

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

**Measures:**

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

**OUTCOME 2:**

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

**Evidence base:**

- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Analysis of Scottish Household Survey 2015 (Scottish Government 27/09/2016);
- Report of Independent Advisory Group (IAG) on Hate Crime, Prejudice and Community Cohesion (Scottish Government 23/09/2016);
- Review of Evidence on Hate Crime and Prejudice (SCCJR report for Scottish Government's Independent Advisory Group by Maureen McBride Sept 2016);
- Policy update on delivering the 'Getting It Right For Every Child' GIRFEC approach (Scottish Government 08/09/2016);
- Crime & disabled-people - measures of disability-related harassment (EHRC research report-103 – 06/09/2016);
- Children and Young People 2016/20 – Our Approach (Police Scotland Sept 2016);
- Causes & motivations of hate crime (EHRC research report 102 - 29/07/2016);
- Prejudice & unlawful behaviour - Exploring the levers for change (EHRC research report 101 - 29/07/2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- 'Seen Something? Say Something' (Scottish Government campaign Feb 2015 and Feb 2016);
- Police Scotland Hate Crime Awareness campaigns Oct 2016 and Sept/Oct 2015; Revised Prevent Duty Guidance for Scotland (Scottish Government/HM Government 16/07/2015);
- Adult Support and Protection – a social marketing campaign: partner toolkit (Scottish Government Feb 2015);
- Adult Support and Protection (Scotland) Act 2007 – Code of Practice (Scottish Government, April 2014);
- What you need to know about becoming a Third Party Reporting Centre (HateCrimeScotland.org 2014);
- Scotland's National Action Plan for Human Rights 2013-2017 (SHRC 10/12/2013);

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- Manifesto for change: progress report 2013 - steps taken to address disability related harassment (EHRC 01/12/2013);
- Criminal Justice (Scotland) Act 2016;
- Children and Young People (Scotland) Act 2014;
- Victim and Witnesses (Scotland) Act 2014;
- European Directive on Rights, Support and Protection of Victims of Crime (European Parliament 25/10/2012);
- Police and Fire Reform (Scotland) Act 2012;
- United Nations Convention on the Rights of the Child (UNCRC).

### **Activities:**

- We will deliver a practice model to bring about the required changes across culture, systems and practice in how we research, assess and share wellbeing concerns regarding individuals - that will help people with situational vulnerabilities achieve their full potential.
- We will implement nationally consistent roles, responsibilities and common business processes within Concern Hubs. (A Concern Hub is a single information repository in a Police Division for all wellbeing concerns to be triaged, researched, assessed and - where appropriate - shared securely with partners).
- We will embed consistent, equitable and improved risk assessment and decision- making.
- We will introduce a national training strategy for Risk and Concern which will provide a greater investment in the people who deliver this service, through enhanced workforce development and effective leadership, maximising opportunities for improved performance and positive outcomes.
- We will achieve a consistent approach to the management of police information to ensure the right information reaches the right people at the right time to better support individuals and prevent further victimisation or harm. We will ensure that the sharing of wellbeing concerns is lawful, necessary and proportionate for the purposes for which it is being shared.
- We will work collaboratively with partners to develop innovative approaches and make a decisive shift towards early intervention and prevention rather than waiting for crises responses.
- Where there is a protection need we will work with partners to investigate and protect from further risk of harm, whilst holding perpetrators to account.
- We will develop a national method to record Inter-agency Referral Discussion outcomes; adult protection concerns and risk factors.

- We will develop and implement a prevention strategy in relation to all forms of abuse when adults may lack capacity.
- We will develop and implement a Community Engagement framework that actively contributes to the ongoing prevention strategy and encourages early identification of adult abuse.
- We will work with Scottish Government and partners to introduce a nationally consistent Initial and Significant Case Review procedure for adult protection.
- We will develop and publish a toolkit/investigator guide for broader wellbeing aspects to benefit officers and staff in the early identification of wellbeing concerns (using the GIRFEC guidance and assessment for child wellbeing concerns).
- We will continue to work with Scottish Government to improve the development of the Appropriate Adult Scheme or introduction of wider Intermediaries in Scotland.
- We will support vulnerable individuals who may be susceptible to radicalisation. We will do this by working in partnership with communities and statutory organisations, ensuring early identification of such vulnerabilities.

**Measures:**

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

**OUTCOME 3:**

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

**Evidence base:**

- Understanding Forced Marriage in Scotland (Scottish Government 30/01/2017);

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- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Domestic Abuse recorded by the Police in Scotland, 2015-16 (Scottish Government 25/10/2016);
- Draft Trafficking & Exploitation Strategy (Scottish Government 12/10/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Recorded Crime in Scotland 2015-16 (Scottish Government 27/09/16);
- Results from the 2015 Scottish Household Survey (Scottish Government 27/09/2016);
- Violence Against Women Partnership Guidance (Scottish Government & COSLA 31/08/2016);
- Insights into key equality outcomes across Scotland (Scottish Government website 18/05/2016);
- Scotland's National Action Plan to Prevent and Tackle Child Sexual Exploitation: update (Scottish Government 17/03/2016);
- Equally Safe - Scotland's strategy for preventing and eradicating violence against women and girls (Scottish Government & COSLA March 2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);
- Scottish Surveys Core Questions 2014 - supplementary analysis Police Confidence (Scottish Government 18/05/2016);
- Scottish Crime & Justice Survey 2014-15 Main Findings (Scottish Government 15/03/2016);
- Scotland's National Action Plan to eradicate Female Genital Mutilation 2016-2020 (Scottish Government 04/02/2016);
- SNAP: Scotland's National Action Plan for Human Rights - Year Two Report (SHRC 10/12/2015);
- Multi-agency practice guidelines- Handling cases of Forced Marriage (HMG 18/06/2014);
- The Right to Choose - Multi-agency statutory guidance for dealing with forced marriage (HMG 18/06/2014).
- Supporting LGBTI survivors of sexual violence (Rape Crisis Scotland 2014);
- Scotland's National Action Plan for Human Rights 2013-2017 (SHRC 10/12/2013).

**Activities:**

- We will reduce the harm caused by domestic abuse: by supporting victims, targeting perpetrators and working with local communities and partner agencies to better share information, learning and best practice.
- We will continue to build upon our operational response to reported incidents of domestic abuse and will review national training to ensure our response remains current, is reflective of victims' needs and incorporates new and effective ways of working.
- We will develop a robust process to enable our partner agencies to securely share intelligence they may have on domestic abuse perpetrators.
- We will continue to work with local communities and relevant partner agencies to identify and eliminate barriers to reporting for domestic abuse victims. We will continue to develop our domestic abuse 'online' reporting system, ensuring it is accessible to all.
- We will maximise opportunities to engage with the public through joint [partner agency] domestic abuse campaigns and other national events.
- We will continue to raise staff understanding and awareness of domestic abuse and coercive control policies and processes.
- We will continue to raise staff understanding and awareness of honour-based violence, forced marriage and female genital mutilation policies and processes.
- We will engage with partners, locally and nationally, to ensure best practice is used to prevent and investigate sexual crime and target those who pose the greatest risk of harm. Prevention strategies will address each of the levels that influence sexual violence (individual, relationship, community and society). This will include the use of victim risk-reduction techniques and bystander prevention strategies to empower individuals to intervene to prevent a sexual assault from occurring.
- We will continue to work with partners to provide support to victims and build their confidence to report sexual crimes. We will review national training to ensure responses to reports of sexual crime are victim-focused. We will work in partnership with Rape Crisis Scotland to increase the number of victims referred for support through the National Rape Crisis Scotland Helpline and the National Advocacy Project. We will increase third party reporting mechanisms across Scotland. We will challenge negative attitudes

to sexual crime through joint partner campaigns and encourage confidence to report.

- We will expand engagement with key partners who work with perpetrators of rape and sexual crime in order to improve prevention and intervention opportunities.
- We will develop and launch Phase III of Police Scotland's national 'We Can Stop it' campaign to support a grass roots shift in attitudes rape and sexual crime.
- We will continue to work with partners, nationally and locally, to explore opportunities to increase self- referral service and availability of multi-agency sexual assault centres across Scotland.
- We will engage with key partners and explore opportunities to improve communications routes in order to receive victim feedback and ensure that it is shared and learned from.
- We will work in partnership with Scottish Government and the Scottish Courts and Tribunals Service to improve interview facilities and to consider visual recording interviewing of witness interviews in rape cases.
- We will collaborate with academic and research institutions in support of high quality quantitative and qualitative research into rape/sexual crime issues, for the purposes of developing a stronger evidence base.
- We will work in partnership to develop and implement intervention strategies to ensure that all reports of Human Trafficking and Exploitation ('Human Trafficking') are appropriately and promptly assessed.
- We will collaborate with statutory agencies and 3<sup>rd</sup> sector support services to develop and implement a Human Trafficking prevention strategy.
- We will develop Human Trafficking multi-agency training products for the consideration of the Scottish Government's Human Trafficking Strategy Implementation Group.
- In partnership with statutory and 3<sup>rd</sup> sector services, we will further develop Human Trafficking community awareness products.
- We will develop and implement a Human Trafficking community engagement framework that reaches out to all communities across Scotland to raise awareness.
- We will work with relevant partners to develop an Inter-agency Referral Discussion approach to all reports of Human Trafficking.
- We will work with key stakeholders to consider the introduction of Joint Investigative Interviews with adult potential victims of Human

Trafficking and Exploitation, and to improve the quality of forensic interviews.

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

**Measures:**

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

**OUTCOME 4:**

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

**Evidence base:**

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

**Activities:**

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

**Measures:**

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

**OUTCOME 5:**

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

**Evidence base:**

- A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);
- Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);
- Insights into key equality outcomes across Scotland (Scottish Government website 18/05/2016);
- Scottish Surveys Core Questions 2014 (Scottish Government 18/05/2016);

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

### **Activities:**

- We will work with equality groups to review all contact methods to identify where alternative or additional support may be required (e.g. BSL video services, appropriate adult provision, allowing use of intermediaries/advocates to report on behalf of victim).
- We will facilitate improved communication, where necessary, for children who are unable or reluctant to engage directly with officers.
- We will scope potential to create a network of police officers/staff skilled in Deaf Awareness and BSL, to act as link officers for the Deaf and BSL communities across Scotland.
- We will use diverse communication methods/platforms/formats to provide personal and community safety advice and/or to inform and reassure communities regarding crime, disorder, arrests, detections and convictions.
- We will ensure that Police Scotland Equality & Diversity action plans include regular review of accessibility of services, communication and information.

- We will ensure front line and contact centre staff have the knowledge and technical support to manage contact from all members of our communities.
- We will enhance Website usability for all protected groups.
- We will explore potential use of digital platforms for contacting the police.
- We will carry out site audits of our buildings to identify any physical access barriers, and this information will be made available on our website.
- We will develop easy read and other accessible information resources for literature we produce that is available to the public.

**Measures:**

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

**OUTCOME 6:**

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

**Evidence base:**

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

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

**Activities:**

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

- We will monitor the impact on workforce diversity arising from organisational change and ensure appropriate mitigating actions are put in place.

**Measures:**

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

**OUTCOME 7:**

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

**Evidence base:**

- Stonewall Workplace Equality Index Results for Police Scotland (2015, 2016);
- Pregnancy and Maternity Discrimination Research Findings (Equality and Human Rights Commission [EHRC] 21/10/2016);
- Scottish Social Attitudes 2015: Attitudes to discrimination and positive action (Scottish Government 30/09/2016);
- EHRC Section 20 Investigation into the Metropolitan Police Service, September 2016;
- SEMPERscotland Strategy 10/08/2016;
- House of Commons Home Affairs Committee Police Diversity, First Report of Session 2016-2017 (House of Commons 21/05/2016);
- Is Scotland Fairer? (EHRC 21/01/2016);
- Pregnancy and Maternity Report 2015 (Scottish Women's Development Forum 01/10/2015);
- Report for SPA/Police Scotland Opinion Survey 2015 (Axiom, September 2015);
- "You said We Did" Newsletter (SPA/Police Scotland);
- "Year of the Dad" (Fathers Network Scotland 23/07/2015);
- Carer Positive Employer Scotland (Carer Scotland 13/05/2015);

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- Police Scotland Code of Ethics and Values (Police Scotland 10/12/2014);
- Analysis of Equality results from the 2011 census (Scottish Government 14/10/2014);
- Labour Market EHRC research; over 50's new work generation; changing needs of families, workers and employers; disability skills and employment;
- Internal equality monitoring data.

### **Activities:**

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

### **Measures:**

- Progress in meeting the recommendations of the Equality and Diversity Monitoring Report 2015/2016.

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