

Meeting	Forensic Services Committee
Date	08 August 2022
Location	MS Teams
Title of Paper	Forensic Services Director's Report
Presented By	Fiona Douglas, Director Forensic Services
Recommendation to Members	For noting
Appendix Attached	Appendix A: Equality, Diversity & Inclusion Strategy

PURPOSE

To update members on the recent key activities across Forensic Services

1. BACKGROUND

- 1.1 This report is to update members on activities across Forensic Services since the last meeting of the Forensic Services Committee.

2. UPDATES**Drug driving cases**

- 2.1 HMICS have published the terms of reference of their Assurance Review of the SPA Forensic Toxicology Provision which will review the end-to-end process for obtaining, analysing and reporting drug driving blood sample results in order to support criminal proceedings. This review was requested by the Chair of SPA.
- 2.2 As part of a Gold Command Group Forensic Services, Police Scotland and the COPFS continue to review the backlog to identify and prioritise further cases at risk of reaching the statutory limit after 386 cases could not be pursued to prosecution because of forensic testing and analysis delays.

Senior Management Team appointments

- 2.3 From 1 August 2022 the newly-restructured FS Senior Management Team took up their new appointments with: Vicki Morton (Chief Operating Officer); Alan Connell (Head of Forensic Infrastructure and Support); Helen Haworth (Head of Function); Alastair Patience (Head of Function); Derek Scrimger (Interim Head of Function); Joanne Tierney (Head of Change and Development); Craig Donnachie (Head of Quality, Assurance and Information Compliance); and Kevin O'Hare (Communications and Engagement Specialist).
- 2.4 Gary Holcroft, who is also a Head of Function, is currently seconded to Project Weaver (the transfer of the Post Mortem Toxicology service from the University of Glasgow) and is also a member of the FS Senior Management Team. The remit and responsibilities of the Head of Function roles will transform as Forensic Services implements our New Operating Model.

Recruitment for new posts

- 2.5 Following agreement with the Joint Negotiating and Consultative Committee (JNCC) at the end of June, Forensic Services is now in the process of advertising 41 new posts as part of the implementation of our change programme.
- 2.6 This is the largest recruitment we have undertaken and there will be opportunities for staff to develop from their current positions as well as new people to join Forensic Services. These are posts available at all four main offices and at many different grades. They include: 12 new Forensic Tasking officers based in Dundee; a new Research, Development & Innovation Manager; additional staff in Toxicology in Edinburgh; a new Training & Development Manager; a Training Support Officer, an additional Forensic Lead; as well Facilities Officers in Dundee and Edinburgh and two new Information Compliance roles.

Visit by Cabinet Secretary for Justice

- 2.5 The Cabinet Secretary for Justice Keith Brown made an informal visit to the new Glasgow laboratory being set up for the transfer of Post Mortem Toxicology services on 1 December 2022 along with the chairs of the Forensic Services Committee and the Scottish Police Authority.
- 2.6 Mr Brown toured the new facilities, including the laboratory areas, and held extensive discussions about with both Forensic Services and University of Glasgow staff about the benefits that transferring this service will bring the Justice and Health sectors in Scotland.

Equality, Diversity & Inclusion

- 2.7 The Forensic Services Equality, Diversity and Inclusion sub-group of the People Board, set up around fifteen months ago, has now created its inaugural Equality, Diversity and Inclusion Strategy which is attached as Appendix A.
- 2.8 The purpose of the sub-group is to: “Develop and implement the vision, strategy and plans re. Equality, Diversity & Inclusion to make Forensic Services an even more inclusive workplace, in support of our Equality Outcomes and FS2026 strategy and objectives”.
- 2.9 The sub-group reports in to the Forensic Services People Board and consists of staff representatives from all functions, the Diversity Staff Associations, SPA Corporate, People & Development and the Trades Unions.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this paper.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATION

Members are requested to note the information contained within this report.



SPA Forensic Services

Equality, Diversity & Inclusion Strategy



Equality, Diversity & Inclusion Sub-Group
Jul 2022
V1.3

Contents.

Foreword.

Part A - Context

Introduction.

Legal Framework and our Public Duty.

Our Scotland.

Forensic Services – an overview.

Part B – Our strategic approach

Vision

Roles, Responsibilities and Resources.

Our Equality, Diversity & Inclusion Strategy.

Terms of Reference of the Equality, Diversity & Inclusion sub-group.

Foreword

I am delighted to be able to write the foreword for this inaugural Equality, Diversity & Inclusion strategy for Forensic Services.

Forensic Services believe that equality, diversity and inclusion is vitally important in creating an even more modern, inclusive and successful workplace, building on the many, many successes that we have achieved together over the years.

We want to continue to embed equality, diversity and inclusion considerations into everything that we do, so that it is, put simply: 'just the way we do business around here'. Perhaps more importantly, we want to do this because it is the right thing to do, rather than because we see it as something that we *have* to do.

After careful consideration, we have decided to incorporate the Gaelic Language Plan within the work of the Equality, Diversity and Inclusion sub-group, and so this aspect is also included within the Equality, Diversity and Inclusion Strategy. As you can appreciate, protection and development of the Gaelic language is vitally important to Scotland and the requirement to have a Gaelic Language Plan is enshrined in law.

Everyone wants to have an environment that fosters inclusion, values difference and is accessible to all. This strategy will help us achieve that ultimate aim, supports our Forensic Strategy Vision of 'Scientific Excellence for Safer Communities' and is our public declaration of our commitment in making Forensic Services an even better place to work, to work with and to visit.

We want to further develop an environment where 'our people are supported through a positive working environment, enabling them to provide excellent forensic services'. We aspire to have 'a positive culture and our people identify with and demonstrate Forensic Services SPA values and have a strong sense of belonging'.

We all have a part to play to ensure we continue to be successful, in pursuit of that vision, so I would like to encourage everyone to embrace these changes, and I would like to thank you all, in anticipation of you playing your part in helping Forensic Services to continue to go from strength to strength. I have every confidence that it will.



Fiona Douglas

Director of Forensic Services SPA



Part A - Context

Introduction

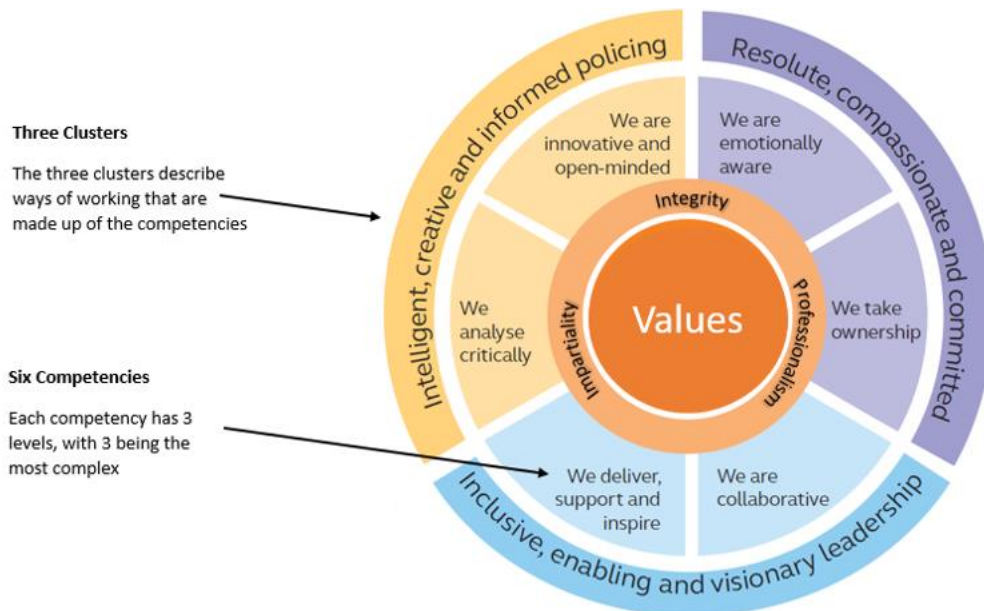
Forensic Services are firmly committed to Equality, Diversity & Inclusion, creating a sense of ‘belonging’ and providing a world-class service to our customers and the population of Scotland. This is in support of our vision of ‘Scientific Excellence for Safer Communities’.

Our Forensic Strategy aims to continue to grow scientific excellence to prevent, detect and investigate crime – in line with the Scottish Government’s Justice Outcomes and the strategic aims of Police Scotland and the Crown Office & Procurator Fiscal Service.

In pursuit of our vision, we are fostering a positive and vibrant workplace for all of our people and ensuring responsive provision of science from crime scene to court. To do that, we value and develop our people, promoting equality, diversity and wellbeing.

As such, this Equality, Diversity & Inclusion Strategy is of fundamental importance to us pursuing our vision. To realise the full benefits that Equality, Diversity & Inclusion can bring, we must adopt a broader and more inclusive approach and to develop an environment where Equality, Diversity & Inclusion considerations are embedded firmly into our ‘Ways of Working’ (commonly referred to as ‘mainstreaming’) in order to lay the foundations for all staff feeling a sense of ‘belonging’.

This work aligns with our values of Impartiality, Integrity, and Professionalism, which are embodied within the Competencies & Values Framework:



Our strategy focuses on two key themes – employment and service delivery – which are underpinned by a number of Equality Outcomes. These Equality Outcomes are designed to enable Forensic Services to be an even better place to work, to reflect a

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modern Scottish society better and to provide a more inclusive service to our customers.

Our strategy also details how we will embed more fully our use of the Gaelic language in Forensic Services, in support of the SPA Gaelic Plan.

There is no doubt that implementing this strategy will be challenging. For example, Forensic Services has a very low level of staff turnover and, therefore, this limits what diversification can be achieved through external recruitment. However, we are committed firmly to the principles and application of equality, diversity and inclusion. Developing a more diverse and aware workforce in the future will also present future opportunities, which we welcome.

In terms of measuring our success, we will report against our plans periodically, we will seek open and honest feedback through our Equality, Diversity & Inclusion Sub-Group, Champions and staff and we will celebrate our collaborative achievements, together.

Legal Framework and our Public Duty

The Equality Act 2010

The Equality Act 2010 is the main piece of legislation outlining a series of duties designed to protect employees and service users against discrimination. These are supplemented by the Public Sector Equality Duty.

The Public Sector Equality duty is in two parts – the public sector equality duty in the Equality Act 2010 itself (often referred to as the ‘general duty’), and specific duties which are made by Scottish Ministers through Regulation (the purpose of which is to help organisations such as SPA meet the general duty).

The General Duty

On 5 April 2011 the Public Sector Equality Duty (Section 149 of the Equality Act 2010) came into force in Scotland, England and Wales. This duty replaced the previous race, disability and gender equality duties. A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

SPA are subject to the public sector equality duty in carrying out all of their employment and service delivery functions.

Equality Act 2010 (Specific Duties) (Scotland) Regulations

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force on 27 May 2012. They set out our responsibilities as a public body to be transparent about our compliance with the Equality Duty by publishing information about our equality performance and objectives annually, which include:

- Report progress on mainstreaming the equality duty
- Publish equality outcomes and report progress
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay, etc.
- Consider award criteria and conditions in relation to public procurement
- Publish in a manner that is accessible, etc.
- Consider other matters
- Scottish Ministers to publish proposals to enable better performance

In Forensic Services, we believe that it is important to create a productive environment where everyone feels valued, where talents are utilised fully and where prejudice, discrimination, stereotyping, and harassment are not tolerated.

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Our staff, partners and stakeholders need to be confident that we understand their needs in order for us to be effective and able to perform our duties and deliver services in a manner which is sensitive and appropriate without compromising our operational integrity.

Forensic Services are committed to eliminating discrimination on the basis of all of the protected characteristics as identified from the Equality Act 2010. These are: age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

It is also important that we recognise intersectionality, as many people have more than one protected characteristic and many may live with undiagnosed or undisclosed conditions. As people will work for longer, it is likely that the number of people developing ill-health will also increase, so therefore the impact of caring responsibilities on the workforce will continue to rise too.

We are keen to provide a customer-focused service to our partners and stakeholders which is demonstrated by our commitment to fair and consistent equality policy and practice.

Fairer Scotland Duty

The Fairer Scotland Duty, Part 1 of the Equality Act 2010, came into force in Scotland in April 2018.

This places a legal responsibility of particular public bodies in Scotland (including the Scottish Police Authority) to consider actively (pay 'due regard' to) how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions, such as preparation of an annual budget, major procurement exercises or preparation of a corporate plan.

Forensic Services are committed to supporting SPA's obligations under the Fairer Scotland Duty.

The Gaelic Language (Scotland) Act 2005

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

SPA support the aim set out in the National Gaelic Language Plan 2018-23 that "Gaelic is used more often, by more people and in a wider range of situations."

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We are committed to the achieving this aim by focusing our efforts on the following key areas;

- Promoting a positive image of Gaelic whenever we can as part of our day-to-day operations as an organisation.
- Increasing the use of Gaelic within our organisation and encouraging more people to use Gaelic more often when they interact with us;
- Offering opportunities for our staff to learn about Gaelic.

Forensic Services are committed to developing a Gaelic language plan to support SPA's commitment to achieving the aim.

British Sign Language (Scotland) Act 2015

The Bill for this Act of the Scottish Parliament was passed by the Parliament on 17 September 2015 and received Royal Assent on 22 October 2015.

This Act requires Scottish Ministers to 'promote, and facilitate the promotion of, the use and understanding of the language known as British Sign Language'.

The Act also requires certain authorities to 'prepare and publish their own British Sign Language plans in connection with the exercise of their functions and to provide for the manner in which such plans are to be prepared and for their review and updating'.

For the purposes of this Act, SPA are a designated 'relevant public authority'.

Forensic Services are committed to supporting SPA's British Sign Language Plan.

Our Scotland

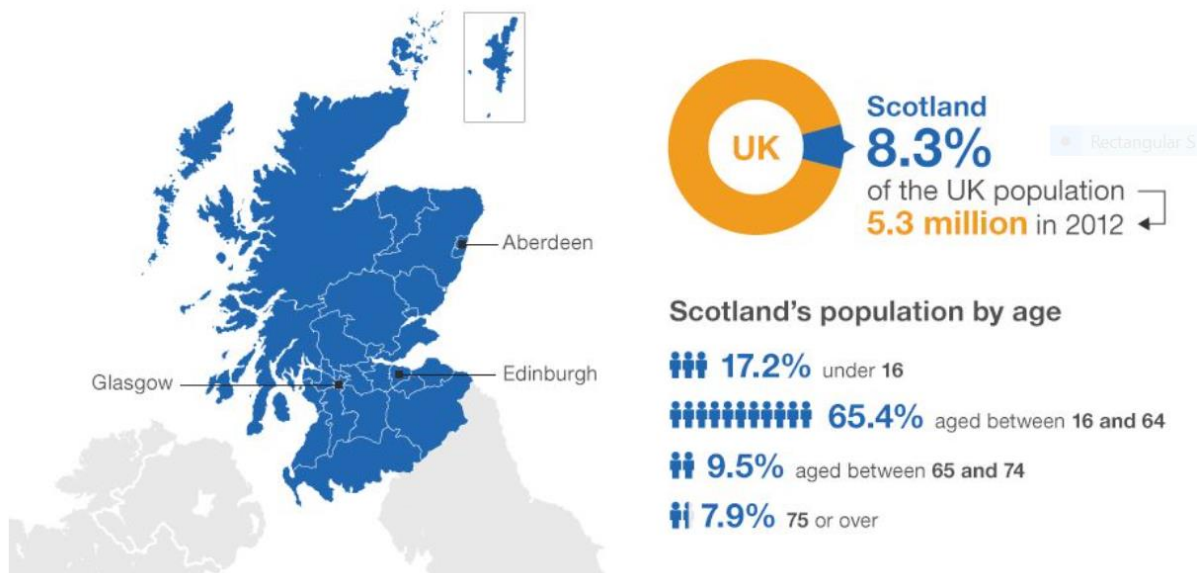
Introduction

Scotland is a rich and diverse country, made up of many different communities who bring a wide range of skills, experiences and cultures to bear on the way in which we live and work. Related changes in workforce legislation have helped raise the public's awareness of prejudice and unfairness and have improved the profile of equality and diversity issues across Scotland. Ongoing changes in the workplace and improvements in society generally have also helped to provide representation and voice for many different groups to make a real difference to those living in Scotland.

As of April 2019, the Scottish unemployment rate was 3.3%, below the UK's overall rate of 3.8%, and the Scottish employment rate was 75.9%.

Population

Scotland is the second largest country in the United Kingdom, and accounted for 8.3% of the population (5.3 million) in 2012.



Scotland is made up of many different communities who bring a wide range of skills, experiences and cultures to bear on the way in which we live and work.

The population of Scotland on census day in 2011 was estimated to be 5,295,403 - the highest ever and a 4.6 per cent rise since 2001.

Health

The majority of the population (82 per cent) stated their health was good or very good. This ranged across the country from 77 per cent in Glasgow City to 87 per cent in Aberdeenshire.

The proportion of people in Scotland with a long-term activity-limiting health problem or disability was 20 per cent, the same as in 2001.

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According to a Scottish Government report on Scotland's Carers, published on 24 March 2015:

- There are an estimated 759,000 carers aged 16+ in Scotland - 17% of the adult population
- There are an estimated 29,000 young carers in Scotland - 4% of the child population (aged 4-15)
- There are estimated to be over 171,000 carers aged 16+ caring for 35 hours a week or more

These figures are considered the most accurate available for the number of carers in Scotland in 2012/2013. This is a substantial increase from the previous data published in 2012.

Sixty-nine per cent of households in Scotland had at least one car or van available for use in 2011 compared with 66 per cent in 2001. Aberdeenshire had the highest (86 per cent) proportion of households with at least one car or van available while Glasgow City had the lowest (49 per cent).

Housing

One person households are now the most common household type - accounting for 35 per cent of all households.

The proportion of households renting their accommodation from a council or housing association has fallen by 12 per cent. The percentage of households living in the private rented sector has increased by 65 per cent.

Since 2001, the proportion of households who own their accommodation has stayed fairly constant at around 62 per cent, though more now own their property outright.

Education

Just over quarter (26 per cent, 1.1 million) of the population in Scotland aged 16 and over had achieved Census Level 4 or above qualifications, such as a university degree.

Just over a quarter (27 per cent, 1.2 million) of the population aged 16 and over held no qualifications.

City of Edinburgh had the highest proportion of population (41 per cent) with a Census Level 4 or above qualification. West Dunbartonshire (17 per cent) had the lowest.

City of Edinburgh had the lowest proportion of population (17 per cent) with no qualifications. East Ayrshire (34 per cent) had the highest.

Marriage/Civil Partnerships

The proportion of adults (people aged 16 and over) in Scotland who are married is 45 per cent, a five percentage point decrease since 2001. The proportion of adults

who are single (never married or never registered a same-sex civil partnership) rose to 35 per cent in 2011, an increase of 5 percentage points from 2001.

There were 7,000 people (0.2 per cent of adults) who reported that they were in registered same-sex civil partnerships.

Sex

There were more women (2,728,000 or 51.5 per cent) than men (2,567,400 or 48.5 per cent) in Scotland. This was the case for all council areas except for Shetland Islands.

Gender Reassignment

There is no definitive figure for the number of transgender people in Scotland but an NHS report (Scottish Public Health Network, Health Care Needs Assessment of Gender Identity Services) published in May 2018 cited an estimate of 0.5% of the population, or some 24,000 adults.

Age Profile

The most recent breakdown of the population age profile of Scotland (National Records of Scotland Census 2011: Population Estimates for Scotland) is as follows:

Age Range	% of Population
16-24	18%
25-34	19%
35-44	21%
45-54	23%
55-64	19%
65+	10%

Religion/Belief

The most recent breakdown of religion or belief in Scotland (from National Records of Scotland Census 2011: Population Estimates for Scotland) is as follows:

Religion/belief	% of Population
None	39%
Church of Scotland	29%
Roman Catholic	17%
Other Christian	6%
All other religions	3%
Choose not to disclose	6%

Sexual Orientation

The most recent breakdown of sexual orientation in Scotland (Scottish Government Scottish Surveys Core Questions 2016) is as follows:

Sexual Orientation	% of Population
Lesbian/Gay/Bisexual	2.2%
Heterosexual	95.3%
Choose not to disclose	2.5%

National Identity

Eighty-three per cent of the population of Scotland felt they had some Scottish national identity, including 62 per cent who felt Scottish only. 18 per cent felt Scottish and British. 2 per cent felt Scottish plus another identity.

Out of the seven per cent (369,000) people in Scotland who were born outside of the UK, 15 per cent (55,000) were born in Poland, 6.4 per cent (23,000) in India and 6.2 (23,000) per cent in the Republic of Ireland.

Council areas with large cities had the highest proportion of their population from a minority ethnic group: 12 per cent in Glasgow City, 8 per cent in City of Edinburgh and Aberdeen City and 6 per cent in Dundee City.

55 per cent of those born outside of the UK arrived in the UK between 2004 and 2011.

Ethnicity

According to the most recent Census, Scotland's population is predominantly made up of White British residents, who account for 92% of the population. Minority ethnic groups and white non-British groups made up the remaining 8% of the population. The percentage of people in Scotland from minority ethnic groups is 4%, with the Asian population being the largest minority ethnic group (3% of the population).

In 2011, 84% of Scotland's population reported their ethnicity as 'White: Scottish' and a further 8% as 'White: Other British'. Together, minority ethnic groups and white non-British groups (which include 'White: Irish', 'White: Polish', 'White: Gypsy/Traveller' and 'White: Other white') made up 8% of the total population.

The percentage of people in Scotland from minority ethnic groups had doubled to 4%, up from 2% in 2001.

The Asian population is the largest minority ethnic group (3% of the population or 141,000 people), representing an increase of one percentage point (69,000) since 2001. Within this, Pakistani is the largest individual category, accounting for 1% of the total population. The African, Caribbean or Black groups made up 1% of the population of Scotland in 2011, an increase of 28,000 people since 2001. Mixed or

multiple ethnic groups represented 0.4% (20,000) and other ethnic groups 0.3% (14,000) of the total population.

Disability

In terms of disability, approximately 20% of Scotland's population are living with long-term health problem or disability, which impacts their ability to carry out day-to-day activities.

Use of the Gaelic Language

At the time of the 2011 census, 87,100 people aged three and over in Scotland (1.7% of the population) had some Gaelic language skills.

Of these 87,100 people:

- 32,400 (37%) had full skills in Gaelic, that is could understand, speak, read and write Gaelic
- 57,600 (66%) could speak Gaelic
- 6,100 (7%) were able to read and/or write but not speak Gaelic
- 23,400 (27%) were able to understand Gaelic but could not speak, read or write it.

Highland, Eilean Siar and Glasgow City are the local authority areas with the largest numbers of people with some Gaelic language ability; with almost half (49%) of those with some Gaelic language skills nationally, and 70.3% of people who used Gaelic at home, living within these three local authorities.

The proportion of people aged three and over with some Gaelic language skills was highest in Eilean Siar (61%), Highland (7%) and Argyll & Bute (6%). In Glasgow City it was 1.7%, while this is the same as the national average, it represents a high density of Gaelic speakers within one geographic location. Of the people who were Gaelic speakers, 40% reported using Gaelic at home nationally, although the proportion varies geographically from 22.1% up to 79.2% according to how widely Gaelic is used in the local community.

Within households that had adults with some Gaelic skills, the incidence of Gaelic-speaking ability among children was 37.8% for children aged three to four, 48.6% at ages five to 11 and 46.3% at ages 12 to 17. However, at both the primary school and the secondary school stage the largest group of Gaelic speakers lived in households where no adult had any Gaelic skills (36.1% at ages five to 11 and 39.3% at ages 12 to 17).

Forensic Services – An Overview

The Scottish Police Authority (SPA) is a non-departmental public body (NDPB). Forensic science in Scotland is funded directly by the Scottish Government via a Grant in Aid and is provided by Forensic Services (FS) which is part of the Scottish Police Authority.

Chapter 3, Section 31 of the Police and Fire Reform (Scotland) Act 2012 states that: “The Authority must provide forensic services to the Police Service, the Police Investigations and Review Commissioner and the Lord Advocate and procurators fiscal.”

Forensic Services provide a complete forensic science service to Police Scotland and the Crown Office & Procurator Fiscal Service (COPFS). Forensic Services also serve the forensic science needs of additional customers such as other law enforcement agencies, PIRC, the National Crime Agency (NCA), defence agents, national and local government, the Ministry of Defence and commercial organisations.

Forensic science has the potential to make the following significant contributions to the investigative criminal justice process:

- Elimination of individuals from the investigation;
- Inform enquiries, for example by reducing the range of possible suspects or by clarifying circumstances;
- Link a series of incidents;
- Corroborate individuals by linking suspects to scenes;
- Identify an unknown, including suspects;
- Assist in the prosecution of offenders;

Our 580 highly-trained and skilled scientists and staff operate from four main laboratory sites in Aberdeen, Dundee, Edinburgh, and at the Scottish Crime Campus in Gartcosh with Scene Examination based throughout Scotland. The services we offer include: Biology; DNA; Chemistry and Documents; Drugs and Toxicology; Fingerprint Comparison; Finger Mark Enhancement; Firearms; Imaging and Multimedia Services; and Scene Examination.

Forensic Services’ model ensures primary control of the evidence chain, from location and recovery to analysis, interpretation and final report placing forensic services in Scotland at the forefront of evidence capture and analysis.

Our services are currently delivered through a functional model led by our Director of Forensic Services supported by an appropriate Head of Function.

These functions are as follows;

- Biology
- Business Support (including Quality)
- Physical Sciences
- Scene Examination

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The majority of the work of Forensic Services has been accredited by United Kingdom Accreditation Service (UKAS) for more than 20 years – this provides third-party quality assurance on the technical and managerial standards in place. Forensic Services hold accreditation to ISO 17025 (schedule available here) and is currently seeking accreditation to ISO 17020.

The Director of Forensic Services SPA reports to the Chair of the Scottish Police Authority. The SPA Forensic Services Committee was established in October 2018 by the Scottish Police Authority to provide oversight and scrutiny the work of Forensic Services and the committee's meetings are open to the public.

Each year, SPA publishes a summary of the employment monitoring data that has been collated and considered in our equality and diversity workforce reports. This publication continues an annual reporting process which supplements the key insights included with the SPA Equality and Diversity Mainstreaming and Outcomes Progress reports which are published every two years.

These reports are available on the SPA website:

<https://www.spa.police.uk/about-us/equality-and-diversity/progress-reporting/>

<https://www.spa.police.uk/about-us/equality-and-diversity/monitoring-analysis-data/>

Forensic Strategy

Our Forensic Strategy aims to continue to grow scientific excellence to prevent, detect and investigate crime – in line with the Scottish Government's Justice Outcomes and the strategic aims of the Scottish Police Authority, Police Scotland and the Crown Office & Procurator Fiscal Service.

Plan on a page

Forensic Strategy:

Delivering excellence in forensic science for a safe, protected and resilient Scotland

Our values	Integrity – Professionalism – Impartiality
Our purpose	To provide excellent, innovative forensic services to support justice in Scotland and keep our communities safe and protected
Our vision	Scientific excellence for safer communities
Strategic outcomes	Objectives
Our people are supported through a positive working environment, enabling them to provide excellent forensic services	<ol style="list-style-type: none"> 1. Focus on wellbeing so that our people are safe, supported and empowered 2. Support our people to be confident leaders, innovative active contributors and influencers 3. Support our people to identify with and demonstrate forensic services values and have a strong sense of belonging
Forensic Services SPA is sustainable, adaptable and prepared for future challenges	<ol style="list-style-type: none"> 1. Use innovative approaches to build our capability and capacity to provide high quality forensic services 2. Commit to making a positive impact through an increased focus on environmental sustainability 3. Drive forward the implementation of digital and new technologies to enable forensic services for the future
Forensic Services SPA delivers high quality, ethical services; and leads in order to advance forensic science	<ol style="list-style-type: none"> 1. Influence and collaborate to enable the advancement of forensic capabilities 2. Promote exceptional customer service for our services and focus on best value 3. Embed ethical considerations into every aspect of our forensic services
Forensic Services SPA works collaboratively with partners to serve the needs of the public and Criminal Justice in Scotland	<ol style="list-style-type: none"> 1. Collaborate and work effectively with criminal justice partners to develop strategies to maximise the value of forensic science particularly where there are increasing demands 2. Adopt a whole justice sector approach to design new future-focused services with partners 3. Demonstrate and promote the value that forensic services provide to our customers, partners and the public

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In pursuit of our vision, we are fostering a positive and vibrant workplace for all of our people and ensuring responsive provision of science from crime scene to court. To do that, we value and develop our people, promoting equality and wellbeing.

As such, this Equality, Diversity & Inclusion Strategy is of fundamental importance to us pursuing our vision.

Part B – Our Strategic Approach

Our Vision

To have an environment that fosters inclusion, values differences and is accessible to all people – as a place to work, to work with and to visit. Everyone will be respected and valued. We will attract, develop, support and retain our people to enable them to flourish.

We will commit to our aims, which are:

-to challenge ourselves, learn from feedback and nurture a safe environment that encourages us all to grow *together*.
-to have a diverse workforce that reflects our communities.
-to identify and remove barriers to success, resulting in our people being motivated to stay.
-to anticipate and value uniqueness, such that everyone is encouraged to be themselves.
-to treat everyone fairly, with dignity and respect.
-to have a welcoming culture which creates a sense of belonging.
-to respect and value the contribution everyone makes to deliver our service.

What will these aims mean for staff and how will we deliver them?

- We will raise our individual, and collective, awareness about Equality, Diversity and Inclusion, accept and give constructive feedback, which will help us to foster a sense of belonging.
- We will strive to recruit new people from diverse backgrounds, so that our workforce better reflects the communities of Scotland.
- We will be proud to work for Forensic Services and will seek feedback from our staff on how to make it easier to succeed in our work.
- We will proactively look for the unique attributes that everyone can bring to Forensic Services, and celebrate our differences.
- We will treat our colleagues the way we would wish to be treated ourselves, following the principles of the Competencies & Values Framework for Forensic Services.
- We will do everything we can to make everyone feel 'at home' in Forensic Services, supporting each other and learning from our mistakes.
- Regardless of our role in Forensic Services, we all play an important part in our shared success and we should recognise these contributions regularly.

Roles, Responsibilities and Resources

(1) SPA Board

A key focus of the Board is to challenge and support Police Scotland and SPA in delivering the long-term strategies for policing and forensic services. Given the link between the long-term strategic focus and equality outcomes, these objectives outline the important role that Board Members can play in ensuring SPA Equality Outcomes are delivered.

(2) Forensic Services Committee

Responsible for providing assurance that Forensic Services are meeting equality obligations, with a key focus on oversight on the delivery of Forensic Services to Police Scotland, Police Investigations and Review Commissioner and the Lord Advocate and procurators fiscal.

(3) SPA Head of Change and Operational Scrutiny

Has overall responsibility to develop and embed the SPA's approach to consideration of ethics, equalities and human rights issues ensuring consideration of these issues are mainstreamed effectively across Police Scotland, SPA Corporate and Forensic Services.

As well as oversight role has specific responsibilities to ensure ethics, equalities and human rights are appropriately considered as part of:

- operational policing service delivery
- transformational change activity
- Independent Custody Visiting
- approach to strategic horizon scanning

(4) SPA Head of Finance, Audit and Risk

Ensures appropriate consideration of ethics, equalities and human rights in relation to finance, audit, risk and information management considerations.

(5) SPA Head of Legal

Ensures the SPA acts in accordance with its statutory and other legal obligations and discharges its public body and statutory duties effectively with minimal risk.

(6) SPA Head of Strategic Business Management

Supports compliance of all public duties.

Ensures appropriate considerations of ethics, equalities and human rights in relation to:

- events and training
- internal and external communication
- approach to stakeholder engagement
- Corporate/Committee/Board working practices
- business planning

- corporate performance reporting
- board member appointments

(7) SPA Head of Strategy and Performance

Ensures alignment between Strategic Outcomes and Equality Outcomes

Ensures appropriate consideration of ethics, equality and human rights as part of the development of strategies for policing

Plays a leading role in ensuring appropriate consideration of ethics, equalities and human rights in relation to the SPA Corporate Plan and Annual Business Plan

Leads on engagement with Police Scotland to ensure appropriate consideration of ethics, equalities and human rights considerations in relation to development of annual and local police plans.

Ensures appropriate consideration of ethics, equalities and human rights considerations through overarching performance frameworks for policing.

Ensures appropriate mainstreaming of equality outcomes and mainstreaming reporting into Annual Report and Accounts.

Ensures approach to research, evidence, insight and data embeds appropriate consideration of ethics, equality and human rights issues.

(8) SPA Head of Governance

Ensures ethics, equality and human rights considerations are embedded into:

- approach to workforce governance
- the complaints handling process
- senior officer recruitment
- Board Member Recruitment, development and succession planning
- SPA Corporate People and OD Plan

(9) Director of Forensic Services

The Director of Forensic Services provides leadership through the Senior Management Team and governance structure and takes overall responsibility for ensuring that Equality, Diversity & Inclusion obligations are met, through the implementation of this strategy (through the People Board, and Equality and Diversity sub-group). The Director will work to ensure the availability of resources and that core values and staff behaviours reflect and reinforce equality, diversity and inclusion principles are taken forward. This is in support of SPA Equality Outcomes and Forensic Strategy and objectives.

(10) E & D Sub-Group Chair

Responsible for leading the Forensic Services Equality, Diversity & Inclusion sub-group, with delegated responsibility for creating the vision, strategy and plans for Equality, Diversity & Inclusion to make Forensic Services an even more inclusive workplace, in support of SPA Equality Outcomes and Forensic Strategy and objectives.

(11) E & D Sub-group

The representatives are responsible for assisting the development and implementation of the vision, strategy and plans re. Equality, Diversity & Inclusion to make Forensic Services an even more inclusive workplace, in support of SPA Equality Outcomes and Forensic Strategy and objectives.

(12) Heads of Function/Service (or equivalent in Forensic Services SMT)

All Heads of Function are responsible for co-ordination and implementation (at a strategic level) of this strategy. They must ensure that Equality, Diversity & Inclusion objectives feature in their business plans and that monitoring and evaluation are included in the planning process.

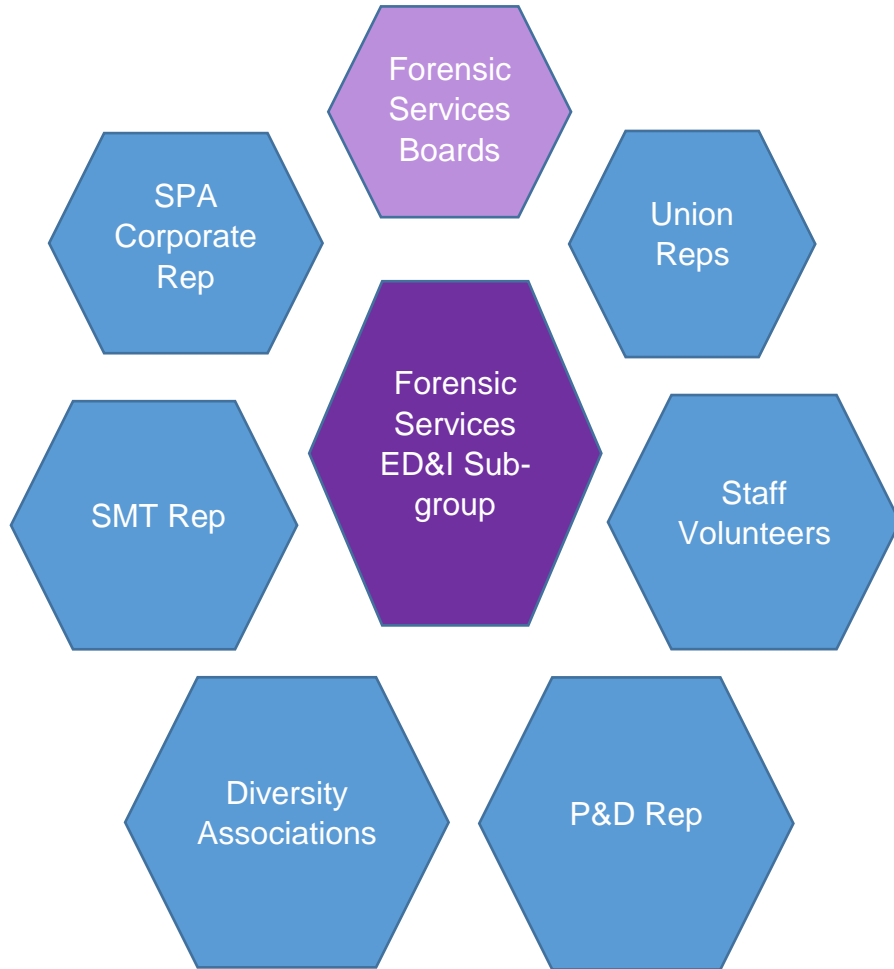
(13) All Line Managers

All line managers have a responsibility for helping us to implement and actively promote this strategy, through provision of information, training and support to ensure their duties are carried out effectively.

(14) All Staff Members

Our staff have a vital role to play in ensuring that Equality, Diversity & Inclusion is embraced in everything that we do and becomes embedded in our Ways of Working as 'business as usual'.

A diagram illustrating how these groups align is shown on the next page.

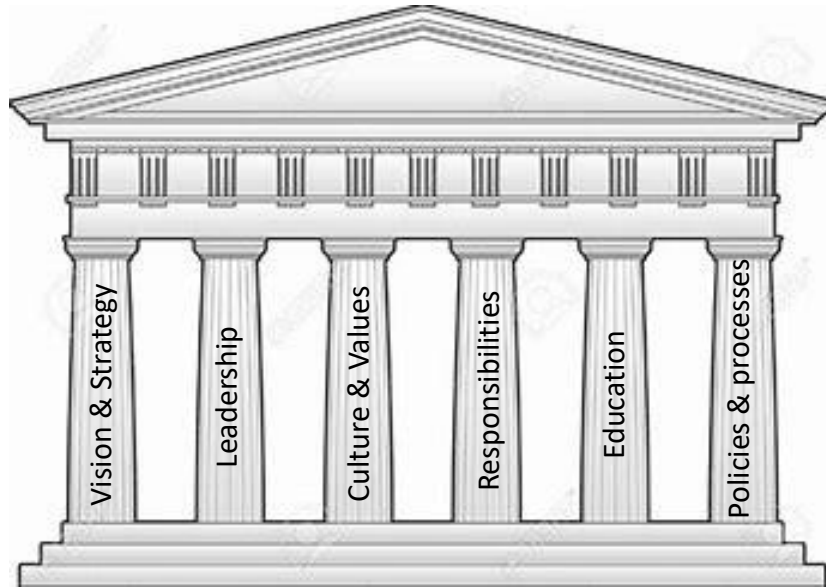


Please refer to Terms of Reference (ToR) of the Equality, Diversity & Inclusion sub-group, Appendix A.

Our Equality, Diversity & Inclusion Strategy

As stated in the Introduction, Forensic Services has adopted a Competency & Values Framework, which aims to support and guide all Forensic Services staff, now and into the future. Clearly, our core values guide everything that we do and are fundamental to our development as an organisation.

In general terms, our Equality, Diversity & Inclusion approach brings together a number of 'building blocks' which will aim to ensure we will do the right things, *well*:



An equality outcome is a result which we aim to achieve to further one or more of the three needs of the general equality duty, to eliminate discrimination, advance equality of opportunity and foster good relations.

SPA/Police Scotland Joint Equality Outcomes are categorised as being either Employment-related (with an internal focus) or Service Delivery-related (with an external focus).

Employment	Leadership
	Workforce insights
	Officer/staff retention
	Recruitment & Progression
Service Delivery	Reporting Hate Incidents – confidence and support
	Violence against Women and Girls – confidence and support
	Meaningful Engagement
	Accessibility of Services and Communication

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In relation to the Employment theme, evidence, engagement and consideration of priorities has identified the need to focus attention on:

- upskilling and increasing leaders confidence
- removing barriers to recruitment, progression and retention
- improving data processes to support effective and timely insights and prioritisation of action

In relation to Service Delivery Equality theme, Forensic Services act in a supporting role for the Criminal Justice System by increasing confidence in responding to Hate Crime and Crime against Women & Girls. Forensic Services engage with partners to improve the service to the public and also seeks to improve accessibility to services, communications and information, thus helping to keep Scotland safe.

Our Strategy is divided into these themes, which are then supported by specific actions, included in a detailed action plan. The action plan will be updated annually to reflect changing priorities.

An explanation of each of these themes, the aims and how we will approach these is detailed in the following pages.

Although these themes relates to particular focus areas, they will be supported by other activities such as:

- raising awareness amongst staff (e.g. training and coaching)
- informal resolution
- highlighting best practice and learning opportunities (e.g. from Employment Tribunal outcomes)

The Forensic Services Equality, Diversity & Inclusion sub-group (through the Chair) will produce an annual Equality, Diversity & Inclusion plan for consideration and approval by the Forensic Services People Board.

Leadership	
Aims	<p>To provide Leaders with effective and practical tools to support their peoples' diverse needs.</p> <p>To provide Leaders with skills to identify barriers to equality and inclusion, and be impart confidence to address these and progress opportunities to promote inclusion.</p>
How	<p>Key actions include:</p> <ul style="list-style-type: none"> • provision of education, training and mentoring to leaders and managers. • provision of clear SOPs and guidance. • active promotion of Equality, Diversity & Inclusion throughout Forensic Services. • completion of Equality and Human Rights Impact Assessment (EqHRIA) for key processes and procedures.

Workforce Insights	
Aims	<p>To improve systems and processes in relation to EDI monitoring</p> <p>To develop a suite of accessible monitoring reports with clear diversity and inclusion insights</p> <p>To help Leaders to understand and use insights to inform planning and decision making</p>
How	<p>Key actions include:</p> <ul style="list-style-type: none"> • provision of dashboard reports. • provision of more timely information. • identify, monitor and publish robust workforce data. • Include Equality, Diversity & Inclusion considerations into planning and decision-making (mainstreaming).

Officer/staff retention	
Aims	<p>To help us understand why individuals from under-represented groups choose to end their employment with Police Scotland/SPA.</p> <p>To develop a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA.</p>
How	<p>Key actions include:</p> <ul style="list-style-type: none"> • undertake research designed to identify barriers to retention of under-represented groups. • understand barriers identified through staff 'exit interviews'. • work with internal and external stakeholders to identify priority issues based on robust data and design solutions.

Recruitment and progression

Aims	To help us understand internal and societal barriers to attracting individuals from under-represented groups to join Police Scotland/SPA To implement inclusive attraction strategies and a recruitment system that supports inclusive recruitment practices.
How	Key actions include: <ul style="list-style-type: none"> • undertake research designed to identify barriers to recruitment & development of under-represented groups. • work with internal and external stakeholders to identify priority issues based on robust data and design solutions.

Reporting Hate Incidents – confidence and support

Aims	To have engagement approaches in place with local communities and partner agencies to improve trust and confidence in reporting hate crime to us. To have a consistent approach in supporting victims, witnesses and partner agencies that creates confidence in our response to hate crime. We will have staff who are equipped with increased knowledge of different disabilities, cultures, religions and ethnicities to better understand their needs. To be able to effectively measure levels of confidence and stakeholder views on quality of response.
How	Key actions include: <ul style="list-style-type: none"> • Equality, Diversity & Inclusion training to be provided for all staff (in conjunction with SPA and Police Scotland).

Violence against Women and Girls – confidence and support

Aim	We will help improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking.
How	Key actions include: <ul style="list-style-type: none"> • Continue work on the multi-agency Chief Medical Officer Sexual Offence Task Force (for the improvement of services for adults and children who have experienced rape and sexual assault). This includes provision of training to increase the number of female Forensic Medical Examiners which are available for victims of rape and sexual assault.

Meaningful Engagement	
Aims	<p>We will provide opportunities for protected groups to engage with us and participate in local and national decision making.</p> <p>We will ensure that the needs and knowledge of people in our communities is heard and reflected in the way we deliver our services in the longer term.</p> <p>We will have staff who are equipped with increased knowledge of different disabilities, cultures, religions and ethnicities to understand their needs better.</p>
How	<p>Key actions include:</p> <ul style="list-style-type: none"> • Creation of the Forensic Services Equality, Diversity & Inclusion sub-group, Vision, Strategy and Plan. • Engagement with stakeholders through the Forensic Strategy programme • Equality, Diversity & Inclusion training to be provided for all staff (in conjunction with SPA and Police Scotland)

Accessibility of services and communication	
Aims	<p>We will fully understand accessibility barriers and have approaches in place to proactively address them.</p> <p>We will have a range of methods and approaches available to access Police Scotland/SPA.</p> <p>We will have staff who are equipped with increased knowledge of different disabilities, cultures, religions and ethnicities to better understand their needs.</p>
How	<p>Key actions include:</p> <ul style="list-style-type: none"> • Equality and Human Rights Impact Assessment (EqHRIAs) completed and published re the Forensic Strategy projects • Carry out accessibility audit on SPA FS Website • Publish an accessibility statement on the SPA FS website • Rebuild of public-facing website, ensure it meets accessibility criteria • Equality, Diversity & Inclusion training to be provided for all staff (in conjunction with SPA and Police Scotland)

In relation to the Gaelic Language Plan:

Use of Gaelic	
Aims	We will use Gaelic more often, by more people and in a wider range of situations.
How	Key actions include: <ul style="list-style-type: none">• Promoting a positive image of Gaelic whenever we can as part of our day-to-day operations as an organisation.• Increasing the use of Gaelic within our organisation and encouraging more people to use Gaelic more often when they interact with us;• Offering opportunities for our staff to learn about Gaelic.

Work is ongoing to determine how we can support SPA's responsibilities re the British Sign Language Act.

Appendix A – Terms of Reference for FS Equality, Diversity & Inclusion sub-group

TERMS OF REFERENCE

TITLE: Forensic Services Equality, Diversity & Inclusion Sub-Group

CHAIR: Operations Manager

DEPUTY CHAIR: SMT/SPA Corporate Services Link person

MEMBERS: Nominated rep/s, Biology
Nominated rep/s, Scene Examination
Nominated rep/s, Physical Sciences
Nominated rep/s, Business Support
Nominated rep/s, Quality
Nominated rep, People & Development
Nominated rep/s, Trade Unions (Unison & Unite)
Nominated rep/s, Diversity Staff Associations
Nominated rep/s, SPA Corporate Services
Nominated rep, SMT/SPA Corporate Services Link person

It is expected that members will contribute actively for the duration of their tenure, which is suggested as being a minimum of one year.

ATTENDING: Those assisting the sub-group with specific packages of work, or if members are not available.

PURPOSE:

The Equality and Diversity Sub-Group of the Forensic Services People Board is to develop and implement the vision, strategy and plans re. Equality and Diversity to make Forensic Services an even more inclusive workplace, in support of SPA Equality Outcomes and Forensic Strategy and objectives.

The role is to:

- Act in an ambassadorial capacity, and as conduit, in relation to Equality and Diversity matters within Forensic Services.
- To act as a conduit for Equality and Diversity in dialogue between Forensic Services, SPA and Police Scotland.
- Develop Equality and Diversity vision and strategy for Forensic Services, which aligns with SPA Equality Outcomes and Forensic Strategy and objectives.

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- Develop and lead implementation of the Equality and Diversity plan for Forensic Services to support people-related activities, using data analysis to identify areas for improvement (e.g. identification of underrepresented groups) and to identify and monitor key indicators for Equality Outcome reporting.
- Raise the profile of Equality and Diversity within Forensic Services, ensuring our commitment is clearly communicated.
- Ensure that all Equality and Diversity related activities are appropriately defined, planned and (subject to People Board/SMT approval), resourced.
- Explore and consider published good practice and assess the feasibility of how individual aspects could be incorporated into Forensic Services ways of working, in support of the Forensic Services People Plan.
- Embed early development of meaningful Equality and Human Rights Impact Assessment (EqHRIA) considerations across all activity within planning processes.
- Identify, document and maintain oversight of the development of all Equality and Diversity-related issues.
- Lead the identification and implementation of organisational Equality and Diversity outcomes and to monitor progress towards achieving these outcomes.
- Maintain a record of relevant actions and decisions and ensure that these are dealt within appropriate timescales.
- Provide regular updates to the appropriate groups, for example Forensic Services People Board, with respect to Equality and Diversity outcomes.

MEETING FREQUENCY	Monthly, duration 1 hour
QUORUM	Chair or Deputy Chair plus 50% of staff
REPORTING TO	People Board
LOCATION	MS Teams
SECRETARIAT	FS Executive Support All papers for discussion and approval must be uploaded to the Sharepoint site at least 4 working days prior to each meeting