SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 3.4

Meeting	SPA People Committee
Date	27 November 2023
Location	Video Conference
Title of Paper	Bi-Annual Policing Together Report
Presented By	ACC David Duncan
Recommendation to Members	For Discussion
Appendix Attached	Yes – Policing Together Performance Report Q1&Q2 2023/24

PURPOSE

The purpose of this paper is to introduce the Policing Together (PT) 6 Monthly Performance Report. The report covers the quarters 1 and 2 of 2023/24.

Members are invited to discuss this paper.

1. BACKGROUND

1.1   Police Scotland now have a fully established and permanent Policing Together Performance and Impact Group (PT P&I). The Group ensures effective delivery of Police Scotland's legislative and voluntary performance reporting responsibilities in the area of Equality, Diversity and Inclusion. In addition the Group considers the insights and measures available seeking to capture, monitor and measure the impact and outcomes of EDI activity at a national and local level.

1.2   The Policing Together 6 Monthly Performance Report is an output from this group and is submitted to the Policing Together Strategic Oversight Board on a 6 monthly basis incorporating 2 quarterly cycles.

1.3   The PT P&I Group has considered Police Scotland's reporting against the Policing Together Strategy and sought to embed progress reporting into already established methods. The 6 monthly EDI Performance report, now the Policing Together 6 Monthly Performance Report, Appendix A, has therefore evolved to include reporting against the PT Strategy and its Implementation Plan. The report will continue to develop going forward based on feedback and evolutions in the data space. It will aim to enable concise, visual, impact focused reporting supported by key measures.

2. POLICING TOGETHER PERFORMANCE REPORT - CONTENT

2.1.1 The PT 6 Monthly Performance Report at Appendix A comprises of updates in relation to mainstreaming and delivery against Policing Together and the Joint Equality Outcomes for Policing. It describes progress between April and September 2023.

2.1.2 The report is part of a suite of performance reports based on the Performance Framework which includes measures of progress linked to the Equality Outcomes. This six monthly reporting supplements the updates included in quarterly performance reporting and provides additional detail and focus from an equality, diversity and inclusion perspective.

2.1.3 The mainstreaming section of the report provides key strategic updates which are aligned to Policing Together. Key reporting against the Joint Equality Outcomes for Policing are included within the report to ensure ability to comply with legislative reporting requirements. The report provides high-level progress updates, examples of national and local activities and their impacts and some key next steps that will be updated on through future reporting. The report is structured to cover Police Scotland commitment, actions, achievements/impact and next steps. This method of reporting is consistent with Police Scotland's approach to the legislatively required Joint Equality Outcomes for Policing Mainstreaming report.

2.2 SCOTTISH POLICE AUTHORITY REPORTING

2.2.1 Following the launch of the Policing Together Strategy in September 2022 multiple positional and progress updates have been requested and provided to the SPA Board and SPA People Committee. This has included Bi Annual Workforce EDI Reports to People Committee, Annual Workforce EDI reporting to SPA Board and additional Policing Together Updates to both People Committee and SPA Board. It is envisaged that going forward the new and enhanced Policing Together 6 monthly Performance Report will fulfil reporting requirements.

2.2.2 The most recent Policing Together Update was reported to the SPA People Committee 29 August. As part of the update, work carried out to refine the Implementation Plan was presented to the Committee along with an illustrative template of the Performance Report at Appendix A. Members highlighted a need for more outcome and impact focused reporting supported by data and key measures in order to demonstrate effort is having the intended

effect. This mirrors the ambition of Police Scotland and work is ongoing to strengthen the use of data.

2.3   DATA DEVELOPMENT

2.3.1 The development and delivery of the Performance Report is dependent on ongoing work to improve the analysis and presentation of key data and measures.

2.3.2 An EDI Performance Dashboard is being developed. The dashboard will be valuable in supplementing the updates in the 6 monthly Policing Together Performance Report. The proof of concept highlighted that there are strong links with the EDI workforce monitoring dashboard being produced by Strategic Workforce Planning (SWP), as well as other interdependencies which has paused the development of the EDI dashboard beyond the proof of concept at this stage.

2.3.3 SWP are developing Power BI workforce monitoring dashboards which will significantly improve access to EDI summary data and will enable tracking of tends over time. The dashboards will be updated monthly and will include data on:

- Workforce sex, age, disability, race, transgender, religion and sexual   orientation
- Organisational segregation in terms of rank by age, disability, race, religion and sexual orientation
- Horizontal segregation in terms of function age, disability, race, religion and sexual orientation
- Leavers by age, disability, race, religion and sexual orientation
- Recruitment by age, disability, race, religion and sexual orientation
- Promotion by age, disability, race, religion and sexual orientation

    The work is at final consultation phase.

2.3.4 The People and Development Data Owner Group has recently been established to provide wider strategic oversight of People and Development (P&D) data. This group is being led by the People and Development Data Owner, Nicky Page, with support to manage the group provided by the Data Governance Team. The group has responsibility for directing ownership of people data on behalf of Police Scotland, and in support of the Force Data Strategy. The Group feeds directly to the Data Governance Board where required

and will have the authority to create tactical subgroups to progress complex issues.

2.3.5 The Data Governance Roadmap outlines the actions that the Data Governance team will be responsible for delivering. These primarily focus on the scope of P&D data, cataloguing the data (including definitions and location of the data), recording agreed data standards, measuring, and improving data quality and providing visualisations to allow the Data Governance team and business users to effectively track and remediate Data Quality issues. There is no firm timeline in place for this activity, however it is expected that the full roadmap, based on likely initial scope, would be completed in the coming nine months to a year based on current resources. This is in line with the timescales for Roadmap activities within other data domains.

2.3.6 The Group has identified some significant barriers in terms of the capabilities of systems which are decades old, operate in isolation and were not designed with reporting in mind. This means that it is very difficult and labour intensive to extract meaningful insights. Barriers have been identified by the Data Governance Group around access to SCOPE data due to outstanding issues relating to the Data Protection Impact Assessment. These are currently being progressed. The Data Governance team is in the process of articulating a risk around accessibility of People and Development data and this will be recorded within the Enterprise Data Register on 4Risk, along with any relevant mitigation.

2.3.7 The Head of Data Strategy along with the People and Development Senior Management Team are liaising regarding options to enable better dashboards and data insights. The preferred option is to align to the strategic data delivery method being laid down by the Force-wide Analytics (FWA) Project under the Data Drives Digital Programme. This methodology allows for the maximum re-use of data and long term sustainability. The FWA Project however remains in its initial delivery phase and as such conversations on next steps continue.

2.4 CONCLUSION

2.4.1 Appendix A provides the Bi-Annual Policing Together Update. The additional detail in terms of our data development work is provided to update the Committee on our progress in this area.

3 FINANCIAL IMPLICATIONS

3.1   There are no financial implications in this report.

4 PERSONNEL IMPLICATIONS

4.1   There are no personnel implications in this report.

5 LEGAL IMPLICATIONS

5.1   There are no legal implications in this report.

6 REPUTATIONAL IMPLICATIONS

6.1   The confidence of our officers/staff, partners and the public is likely to be positively impacted by this work being successfully delivered.

7 SOCIAL IMPLICATIONS

7.1   There are social implications in this report.

8 COMMUNITY IMPACT

8.1   There are community implications in this report. There is known public interest in relation to elements of Equality, Diversity and Inclusion, therefore there could be public interest in this work.

9 EQUALITIES IMPLICATIONS

9.1   There are equality implications in this report. Embedding EDI activities into planning and performance supports mainstreaming and will have a positive impact on equality. Activities delivered as part of the relevant plans should be subject to EqHRIAs as appropriate. Accessibility of the reports being developed will be considered as part of the design and development work.

10   ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss this paper.

Police Scotland
Policing Together Performance Report

Quarters 1 & 2
(April to September 2023)

DATA YTD (Apr-Sept) unless otherwise noted.

Contents

Introduction

Our Equality, Diversity and Inclusion Performance Report describes progress between April and September 2023 toward meeting the commitments in our Policing Together Strategy and Joint Equality Outcomes for Policing 2021. The report evidences our service wide mainstreaming approach to equality, diversity, and inclusion supported by additional specialist activities as required. It follows on from the recent updates published in our Joint Mainstreaming and Equality Outcomes Progress Report.

Our Policing Together Strategy and equality outcomes are aligned to the Strategic Outcomes as detailed in the 2022/23 Annual Police Plan, these being:

- **Public Safety and Wellbeing -** threats to public safety and wellbeing are resolved by a proactive and responsive police service

- **Needs of Local Communities -** the needs of local communities are addressed through effective service delivery

- **Confidence in Policing –** the public, communities and partners are engaged, involved and have confidence in policing

- **Positive Working Environment -** our people are supported through a positive working environment, enabling them to serve the public

- **Sustainable and Adaptable Service -** Police Scotland is sustainable, adaptable and prepared for future challenges

This report is part of our suite of performance reports based on our current Performance Framework which includes measures of progress linked to Policing Together and our equality outcomes. This six-monthly reporting supplements the updates included in our quarterly performance reporting and provides additional detail and focus from an equality, diversity and inclusion perspective. It provides high-level progress updates, examples of national and local activities and their impacts and some next steps that will be updated on through future reporting.

The processes to plan, deliver and report on the impact of our activities are being continuously developed to ensure effective reporting that measures our progress and drives our next steps.

An overview of our EDI performance reporting journey including current and future aspirations is included in the summary below:

EDI PERFORMANCE REPORTING JOURNEY

20 19

20 21

20 23

20 25
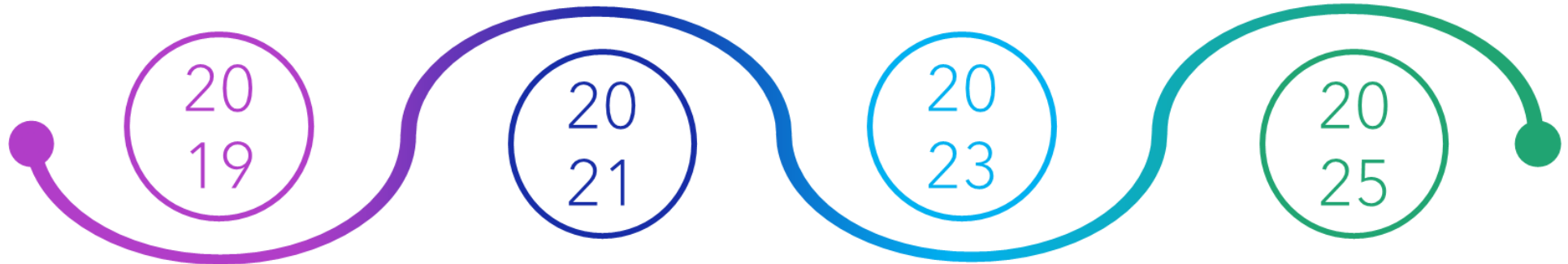
Police Scotland Equality Outcomes (2017 – 2021) are in place.

Equality Outcomes 6 monthly progress reports are collated. These reports are lengthy, high-volume, activity based and repetitive. They include updates from all divisions and departments against each equality outcome for every reporting period.

EDI performance measures are in place but require development and improvement.

Multiple different EDI progress papers are passed through various governance meetings.

New Joint Equality Outcomes for Policing are launched (2021-2025) based on a full evidence review and significant consultation.

New data and insights measures are established against the equality outcomes as a basis for further improvement.

Relevant EDI measures are embedded into the Performance Framework.

A new 6 monthly EDI Performance Report is developed. The report focuses on key strategic updates supported by examples of local progress.

The single 6 monthly EDI performance report is well established and progresses through all relevant governance meetings.

The EDI Performance Report is becoming more impact focused and informs the biennial mainstreaming report.

Policing Together Strategy has been launched and reporting is being embedded into the single EDI performance report.

Data gaps have been identified, and a plan is in being developed to improve EDI data and measures e.g. development of EDI Performance Dashboards.

The 6 monthly Policing Together performance report is used to effectively track impact and informs the legislatively required biennial reporting.

Reporting is concise, impact focused, includes key EDI performance measures and insights and informs our planning and next steps.

Many data gaps have been addressed and data measures, processes and presentation are being continuously improved.

The Joint Equality Outcomes for Policing are refreshed and alignment to Policing Together has been strengthened leading to a simplified strategic landscape.

Mainstreaming of Equality, Diversity and Inclusion

This section provides strategic updates that highlight how equality, diversity and inclusion are being mainstreamed throughout Police Scotland. It covers key pieces of work that cut across the various strategic outcomes relevant to equality, diversity and inclusion. Additional mainstreamed activities are also embedded through the delivery of the Policing Together strategy and Joint Equality Outcomes for Policing and are reported in the relevant sections of this report and cross referenced where relevant.

Institutional Discrimination

At the Scottish Police Authority (SPA) Board meeting on Thursday, 25th May 2023 the former Chief Constable publicly addressed the matter of institutional discrimination.

In order to provide the opportunity for Police Scotland officers and staff to voice their questions, thoughts, and views on institutional discrimination with policing and Police Scotland an internal survey has been developed. The survey provides an opportunity for officer and staff experiences to be listened to, and acknowledged, and provide further actionable insights related to institutional discrimination.

The survey was launched on 14th August and closed on the 30th of September (2023). The six-week survey was advertised on Police Scotland's Intranet as well as disseminated through line manager briefings and discussed at regional delivery boards. To date (20th September 2023) over 1,100 colleagues have responded to the survey.

Analysis of the quantitative findings is underway on perceptions of institutional discrimination being an issue for Police Scotland, perceptions of how to better become an anti-racist organisation, and the impact of the Chief Constable's statement on discussions regarding institutional discrimination. Qualitative findings will also be analysed to convey the nuanced and lived experiences, and perceptions, of institutional discrimination that our colleagues are feeding back on.

It is anticipated that the final insight packs will be developed late 2023/beginning of 2024.

Human Rights Framework

A proposal to develop a Police Scotland Human Rights Framework was approved at the Strategic Leadership Board in January 2022. A Human Rights Framework Short Life Working Group was established, chaired by DCC Fiona Taylor. A human rights lawyer and policy advisor Jane Gordon was procured to carry out a baseline assessment of Police Scotland's approach to embedding human rights across the organisation. A comprehensive documentary and literature review,

qualitative interviews with Police Scotland's executive team, a series of focus groups with police officers and staff at various ranks/grades and interviews with key external stakeholders was completed. A report containing 37 recommendations across 9 themes was produced for Police Scotland.

The report was the first of a four-stage process to embed Human Rights throughout the organisation. The next stages will comprise of the design and implementation of a Human Rights Framework, building organisational capacity and maintaining progress in compliance with the Framework.

A structured plan is being created on the 4Action system to manage the delivery of the recommendations within the Baseline Assessment with actions categorised over the short, medium, and long term based on the prioritisation within the report. The Plan will be aligned to Policing Together activities and managed through already established Policing Together governance structures.

Policing Together Independent Review Group

The Policing Together Independent Review Group presented its first interim report to the SPA Board on 25 May 2023. The report set out the IRGs emerging reporting framework and an indication of initial findings in respect of the three outcomes of Strategic Direction, Training and Development and Culture based on partial evidence gathering and analysis. The IRG acknowledged significant developments and key milestones over the course of their review including the publication of the Policing Together Strategy, retired Chief Constable Sir Iain Livingstone's commitment to lead an anti-racist and anti-discriminatory service and the establishment of the Policing Together ACC Portfolio.

The IRG outlined 7 proxy themes which it anticipated would form the basis of its reporting framework in relation to the outcomes. The themes have enabled the group to consider forms of data and evidence it would require to assess the level of assurance it can offer Police Scotland across the key outcomes;

- Governance and Oversight

- Dealing with Complaints and Grievances

- Role of Middle/People Management

- Policies and Practice

- Training and Development

- Recruitment, Retention, and Promotion

- Vetting

In the interim report the IRG highlighted insights gathered from interviews and discussions, review of policies, guidance and external reports and observations of training delivery. This was presented across the 7 themes. Police Scotland were provided with suggested initial areas of focus. Over the course of May to November the IRG have been conducting follow up meetings with key individuals responsible for delivery across key areas. These meetings have served to initiate further discussion and support to Police Scotland in considering the areas of focus, to delve further into the insights gathered and highlighted in the first interim report; and to scrutinise and act as a critical friend on the direction of travel. The IRG have committed to providing a second interim report in November 2023 and to publish its full report early 2024.

Sex Equality and Tackling Misogyny

Police Scotland's work on Sex Equality and Tackling Misogyny (SE&TM) is also being delivered under the Policing Together Programme. The SE&TM Oversight Board is chaired by DCC Malcolm Graham and meets three times per year to agree plans and oversee progress. A delivery group is chaired by ACC Emma Bond and meets every 2 months. The delivery group supports, enables and drives forward a range of key change activities that responds to the insights gathered via the SE&TM research and engagement phase.

The SE&TM Implementation Plan includes 7 evidence-led work streams. These work streams are being taken forward by the Delivery Group members and are;

- Promotion

- Working Practices

- Leadership

- Culture and Engagement

- Peer Support

- Reporting

- Estates

The SE&TM Implementation Plan will be prioritised with performance measures developed, following de-confliction and strategic alignment with the activities of Policing Together, VAWG and Public Confidence. Work stream activities are being categorised into feasible deliverables over the short, medium and long-term enabling sustainable change. Multiple avenues of work in relation to SE&TM are already underway. This includes;

- Conversations with management teams across Police Scotland providing support and insight,

- Collation of SCOPE data around gender equality and intersectional analysis,

- Review of reporting mechanisms,

- Development of dynamic online colleague collaboration platforms.

- 'You Said, We Listened, We're Doing' feedback for colleagues.

A critical friends group including diverse representation of public organisations and academia has been established to help support the direction and monitoring of the SE&TM Implementation Plan.

HMICS Thematic Inspection of Training and Development Phase 2.

The HMICS Thematic Inspection of Training and Development Phase 2 was published in October 2021. The report outlined 10 recommendations relative to:

1. Equality, Diversity and Inclusion Data

2. Equality and Diversity - External and Internal Communications

3. Retention Strategy Development

4. Applicant Management - Information, Standards and Updates

5. Recruitment Process Feedback

6. Equality, Diversity and Inclusion Refresher Training Programme

7. Positive Action Team - Remit, Resources and Location.

8. Positive Action Team Role and Purpose - External and Internal Understanding

9. Electronic Recruitment System

10. Staff Associations - Needs and Support Levels

All but one of the Recommendation have been discharged. Recommendation 1. EDI Data remains on going. The recommendations were mainstreamed into the Policing Together Implementation Plan enabling tracking of progress and ongoing monitoring.

Policing Together Strategy – Outcomes and Commitments

Our [Policing Together Strategy](#) was approved in September 2022. It sets out a clear strategic direction for the equality, diversity, and inclusion ambition of Police Scotland. The Joint Equality Outcomes for Policing have also been embedded within the Strategic Outcomes set out within the strategy to ensure alignment. The strategic outcomes and commitments in the strategy are outlined below.

Our vision	Police Scotland is welcoming, inclusive and representative of the communities we serve. Our people demonstrate our values, know that they belong and can fully be themselves.		
Outcome 1 We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.	**Outcome 2** Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.	**Outcome 3** We are committed to creating an inclusive culture which is supportive and welcoming, where colleagues feel they belong and can be at their best.	**Outcome 4** Our colleagues represent and reflect the communities we serve and keep safe.
Our commitments			
Communicate on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations. Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment. Regularly review our policies to ensure they do not contain unconscious bias. Provide training and support on people policies, procedures and toolkits to support understanding of every day discrimination and application of equality and inclusion within the workplace. Provide officers and staff with a dedicated mechanism to report issues and concerns relating to discrimination, equality, diversity and inclusion. Strengthen our recruitment, vetting, performance and disciplinary procedures to ensure due process and fairness throughout.	Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated resource within People and Development with view to enhancing our services to meet demand. Establish a permanent independent review group to provide support and advice to ensure progress is being made. Develop a rights based approach to policing framework to build on existing practices to coordinate and support activity across the service. Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles. Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences of individuals joining the service Ensure the Policing Together platform continues to be developed as an accessible equality, diversity and inclusion information portal, providing access to high quality resources and guidance designed to support and grow knowledge and help mainstream activities.	Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework. Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership. Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response. Introduce an independent advocate to support colleagues raising concerns around discrimination. Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement. Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.	Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible. Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics. Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances. Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave.

Policing Together Implementation Plan Tracker & Updates

Following the launch of the Policing Together strategy on 30 September 2022, a number of recommendations were approved at the Policing Together Strategic Oversight Board to ensure the appropriate level of scrutiny was in place for delivery. This included approval for the EDI Action Plan to be subsumed into the Strategy Implementation Plan and a review of the terms of reference for the EDI Action Plan Oversight Group. The Group is now renamed the 'Policing Together Implementation Group' and is chaired by ACC David Duncan.

A process of mapping and de-confliction took place to subsume the EDI Action Plan into the Strategy Implementation Plan and to refine the Plan. Recommendations were approved at the Implementation Group on 7 July which streamlined the Implementation Plan, removed duplication and ensured the Plan was manageable by business areas.

The refined Implementation Plan prioritised into high, medium and low and assigned short, medium or long term timescales, was presented to the SPA People Committee on 29 August. The Plan also included insights and measures identified to assist Police Scotland in measuring its progress and impact.

The Implementation Plan has now been fully integrated onto the 4Action system with named action owners and delivery leads identified, more definitive timescales for delivery are being sought from action owners. 4Action is Police Scotland's corporate action plan management system and provides the level of functionality for a project of this scale with a range of reporting and auditing options.

The work of the Policing Together Performance and Impact Group is critical to understanding the impact of activity undertaken in delivery of the Strategy. The Group are considering the insights and measures available to capture and monitor the impact and outcomes of EDI activity. The Performance and Impact Group will look to develop data and insights to support EDI performance tracking and reporting.

PT Implementation Plan – Action Status
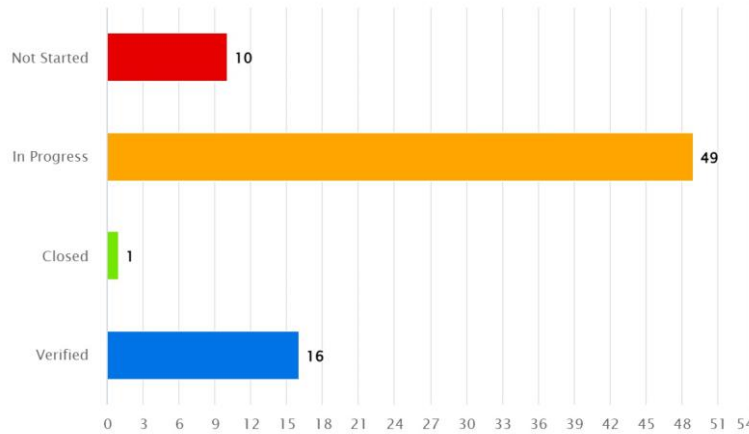
PT Action Status by Department
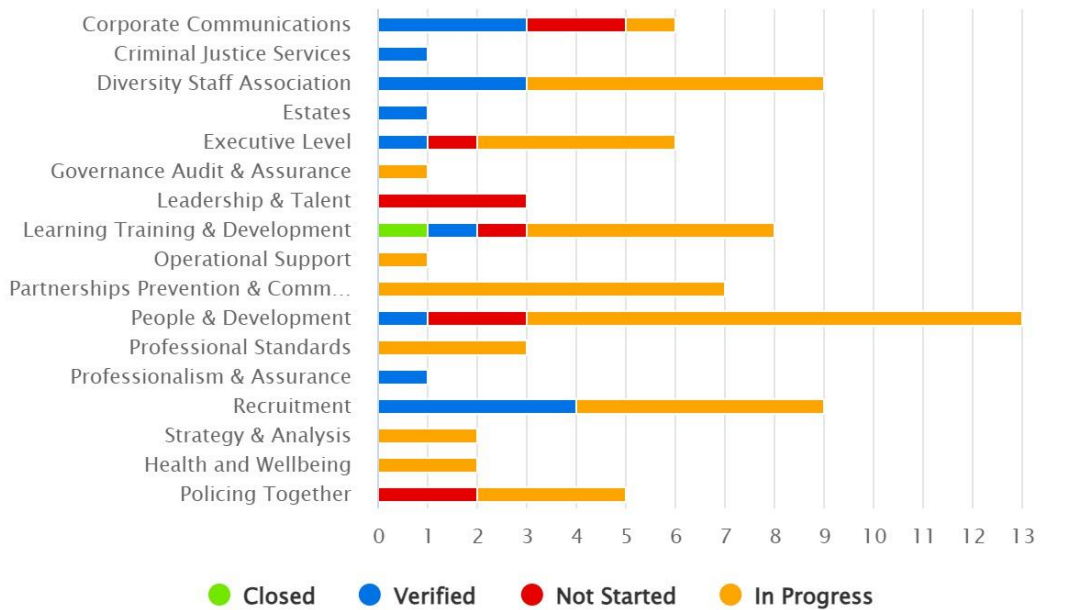
Four Pillars Updates

The 4 pillars which underpin the work of the Policing Together programme are Leadership, Training, Prevention and Communications. Standing updates on activity falling under the 4 pillars are reported to the PT Tactical Group on a quarterly basis ensuring oversight, alignment of activity, collaboration and sustained momentum.

The paragraphs below offer high level insight into the progress to date and direction of travel across the 4 Pillars. There is significant alignment to the Equality Outcomes, particularly the updates provided for EO6 - Leadership and further updates in respect of Leadership and Training can be obtained from this section of the report.

Leadership: Your Leadership Matters (YLM) is a programme designed to enhance leadership behaviours, providing the skills and tools necessary to build teams which deliver effective policing for all communities, it is underpinned by the Competency and Values Framework (CVF). YLM is a mandatory programme that represents a significant investment in leaders and a commitment to improving the existing workplace culture. It will empower leaders to lead inclusively and proactively, creating a more diverse and inclusive working environment, so that every team member can thrive and reach their potential. YLM was rolled out to senior leaders at Superintendent/Police Staff equivalent and above in 2021. In April 2023, the programme launched to Chief Inspectors and staff equivalents followed by the first-level leader (FLL) programme for approximately 5000 Sergeants, Inspectors and police staff equivalent in August.

Training: An EDI e-learning module was launched in November 2022. All officers and staff are required to complete the training. The EDI e-learning module is now part of the mandatory training calendar and will be updated each year ensuring that all officers and staff have the opportunity to refresh their knowledge and re-set expectations aligned to Police Scotland values and standards of professional behaviour. A new mandatory EDI e-learning module will launch by the end of 2023. This new module covers the Police Scotland values in detail, with a range of scenarios on how these can be demonstrated positively and negatively in day-to-day business. The module will also explore the subject of institutional discrimination.

Preventions: A key element of the Policing Together initiative is the Professional Standards Department (PSD) led Preventions & Professionalism programme. This includes a governance structure with tactical and operational leads, driving prevention and awareness activities intended to influence positive cultures, whilst empowering the workforce to appropriately challenge and report harmful behaviours. It also highlights the key role that leaders and bystanders play in robustly and proportionately addressing concerns at the earliest opportunity, and the support available to do this. Part of this programme includes the Standards of Professional Behaviour Campaign which is a focussed yearlong initiative which launched in November 2022. Each month has a spotlight on each of the 10 standards, providing relatable context of the behaviours expected of officers alongside examples of actions that fall below these standards.

As the initial campaign draws to a close, focus is now on evaluation and feedback and considering next steps to maintain momentum and to continue to reinforce positive behaviours in support of parallel national programmes such as 'Your Leadership Matters', 'Improving Climate' and the 'People Management Development Programme'. As engagement takes place to gather feedback and evaluate the impact of activity, impetus will be maintained by delivering a rolling cycle of ongoing awareness / messaging consisting of:

- 1st month – publication of the quarterly newsletter, 'The Standard' – with content derived from the most prevalent issues identified through complaint and conduct investigations.

- 2nd month – publication of Misconduct Outcomes

- 3rd month - focus on particular theme or issue causing most concern.

Communications: Notable work includes delivery of the Policing Together Cultural Calendar which ensures key dates which resonate with communities of Scotland are marked with internal and/or external activity or communications. Over recent months this has included content raising awareness of Eid-ul-Adha, Disability Awareness Day, Mental Health Awareness Week and Pride Month. Events, inputs and communications have been delivered offering opportunities for learning, support and engagement. Police Scotland's Black History Month Launch event took place on 3 October. Over the coming months Communications Plans will be developed with the aim of explaining and embedding the work of the Creating a Positive Workplace Short Life Working Group (SLWG) and the Human Rights Framework SLWG. The second phase of the internal values marketing campaign will also commence. A communication plan continues to be delivered in support of the Chief Constables statement on Institutional Discrimination.

Divisional/Departmental Delivery Tool

A Policing Together Divisional Workshop was held in June to share ideas and approaches to support local progress towards the organisational ambitions in relation to PT and EDI. Following this session, work has been undertaken to draft a baseline tool to support divisions and departments to build EDI actions into People Plans. This tool provides suggested baseline activities structured around the 'four pillars' for delivery. This approach aims to simplify the delivery and reporting requirements locally and avoid any duplication that could arise due to the cross-cutting nature of activities against the various outcomes.

The tool was developed based on:

- actions from the PT Implementation Plan (which reference local delivery),

- activities from the employment Equality Outcomes (5-8) overview and 'we will' commitments in the recent mainstreaming report,

- activities that are already underway in divisions and departments to progress EDI,

- feedback from EDI HR Advisors, People Partners, Local Management Teams, and Policing Together Colleague Group members.

The tool will be reviewed regularly and updated based on feedback, progressing activity and ongoing learning. The first iteration of the tool is included below for information.

The Four Pillars of Delivery – Supporting local delivery of Policing Together and the employment Equality Outcomes (v0.3)

Leadership	Training	Prevention	Communications
National Focus Your Leadership Matters (YLM) is a key mandatory programme that is investing in leaders and showing a commitment to improving the existing workplace culture. It will empower leaders to lead inclusively and proactively, creating a more diverse and inclusive working environment, so that every team member can thrive and reach their potential.	**National Focus** The manitory equality, diversity and inclusion (EDI) e-learning module sets a baseline knowledge which will be refreshed regularly. Additional Empower Hours with the core focus of EDI are available on Inclusion Starts With I, Unconscious Bias and You, and How to be an Ally. EDI sessions are also being developed for Sergeants, Inspectors and staff equivalent roles.	**National Focus** Key work is being driven through a programme intended to influence positive cultures whilst empowering the workforce to appropriately challenge and report harmful behaviours. A standards of Professional Behaviour Campaign provides a spotlight on each of the 10 standards. Work to highlight the key role that leaders and bystanders play is also key to this pillar.	**National Focus** Key work includes the Policing Together Cultural Calendar and Communications Plans supporting EDI Short Life Working Groups and initiatives including the Creating a Positive Workplace SLWG, Human Rights Framework SLWG, values marketing campaign and the statement on Institutional Discrimination.
Baseline Local Activities **Improve leaders knowledge and confidence about EDI, anti-discrimination and institutional discrimination:** - Establish and utilise ways for local leaders listen directly to colleagues on EDI topics e.g. 'Talk Truth to Power' sessions, reverse mentoring etc. - Utilise training, education, development programmes and communications to inform and skill leaders. **Demonstrate inclusive leadership and create a working environment where every team member can thrive:** - Role model inclusive behaviours and actively challenge harmful behaviours. - Actively use the findings from Equality and Human Rights Impact Assessments (EqHRIAs) to inform your decision making. - Use E&D workforce monitoring and other EDI insights to inform local plans. - Include regular diversity & inclusion topics at leadership forums and team meetings e.g. agenda items, inclusion moments, cultural calendar updates. - Identify and support EDI champions, ambassadors and allies at all levels. - Use MyCareer reflection logs to recognise positive EDI contributions.	**Baseline Local Activities** **Provide local EDI training and education opportunities and encourage participation:** - Ensure local uptake of relevant mandatory courses e.g. EDI Training, induction, probationer training etc. - Encourage use of EDI Empower Hours and integrate learning from these. - Utilise Inclusion Moments to facilitate continuous personal growth and understanding of EDI topics. - Roll out local learning programmes on EDI topics such as EqHRIA, disability, neurodiversity, workforce monitoring data, menopause, HeforShe, institutional discrimination, anti-discrimination etc. - Share organisational learning on EDI. - Encourage use of MyCareer to support learning and reflection in relation to EDI. **Ensure those on maternity/paternity/ shared parental/career breaks/adoption and fostering leave receive appropriate training/development:** - Run keeping in touch day programmes to maintain contact and facilitate development of colleagues on maternity, shared parental and adoption leave. - Create return to work plans and buddying programmes to update, support and develop those returning from career breaks, maternity, paternity, shared parental, adoption, fostering and long-term sick leave etc.	**Baseline Local Activities** **Develop evidence-based local actions to promote positive values, foster a culture of inclusion and address barriers to individuals feeling comfortable to be themselves at work:** - Promote and encourage participation in surveys & exit questionnaires etc. - Undertake and act on the findings of EqHRIAs for local practices and events. - Embed values and positive behaviours locally e.g. through local inductions, wellbeing checks etc. - Take local action based on learning from grievances, disciplinaries, employment tribunals and case law etc. - Share the work of relevant EDI short-life working groups locally and identify opportunities for local activities to support progress. - Support the work of Diversity Staff Associations and networks locally. - Ensure equal access to opportunities for development of officers and staff with protected characteristics. - Develop a positive and communicative approach to support colleagues through processes such as duty modifications, reasonable adjustments, withdrawal of specialisms, ill health retirement etc.	**Baseline Local Activities** **Develop a local communication plan that builds on organisational EDI messages, highlights local activities and encourages participation:** - Share Cultural Calendar events and encourage participation. - Deliver local communications to improve understanding of EDI, anti-racist/anti-discrimination and institutional discrimination e.g. local intranet area, newsletter, briefing etc. - Promote local EDI activities including key successes and learning. - Highlight good examples of inclusive leadership in local communications. - Deliver communications that encourage officers and staff at all levels to be allies e.g. LGBTi Allies, HeforShe Ambassadors etc. - Highlight that promotion standards apply to every candidate equally, regardless of protected characteristic. - Ensure those on maternity, paternity, shared parental, adoption and fostering leave and career breaks are informed in relation to career development opportunities while off. - Highlight the importance of workforce equality monitoring and encourage participation e.g. safe to say campaign.

Joint Equality Outcomes for Policing - Objectives

Our Joint Equality Outcomes for Policing were published in April 2021 based on engagement with internal and external stakeholders and consideration of a wide range of evidence.

EQUALITY OUTCOME 1. REPORTING HATE INCIDENTS – CONFIDENCE AND SUPPORT
Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support

We have engagement approaches in place within local communities and partner agencies to improve trust and confidence in reporting hate crime to us.	We have a consistent approach in supporting victims, witnesses and partner agencies that creates confidence in our response to hate crime.	We have officers and staff who are equipped with increased knowledge of vulnerable groups.

EQUALITY OUTCOME 2. ACCESSIBILITY OF SERVICE AND COMMUNICATION
People from and across protected groups access services, communication and information provided by Police Scotland and SPA in ways or methods that best suit their needs

We understand the accessibility barriers and have approaches in place to proactively address them.	We have a range of methods and approaches available to access Police Scotland and SPA.

EQUALITY OUTCOME 3. MEANINGFUL ENGAGEMENT
People from and across protected groups are meaningfully engaged, with their insights, expertise and lived experiences being used to prioritise prevention and improve our joint services.

We provide opportunities for people from protected groups to engage with us and participate in local and national decision making.	We deliver our services in line with recommendations from people from protected groups and those who represent their interests.

EQUALITY OUTCOME 4. VIOLENCE AGAINST WOMEN AND GIRLS – CONFIDENCE AND SUPPORT
Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.

We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators.	Our response remains current and is reflective of victims' needs.

EQUALITY OUTCOME 5. WORKFORCE INSIGHTS
We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.

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

EQUALITY OUTCOME 6. LEADERSHIP
Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.

Leaders will be provided with effective and practical tools to support their peoples' diverse needs.	Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion.

EQUALITY OUTCOME 7. RETENTION
Resignation rates of under-represented groups are proportionate to our current workforce profile.

We understand why individuals from under-represented groups choose to end their employment with police Scotland/SPA.	We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA.

EQUALITY OUTCOME 8. RECRUITMENT AND PROGRESSION
We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.

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

Equality Outcomes Progress Updates

Updates on the progress made towards each of our Joint Equality Outcomes in Q1 & Q2 are outlined below. These updates are not exhaustive and aim to provide examples of activities, impacts, and measures.

Equality Outcome 1

<table>
<tr><td colspan="3">1. REPORTING HATE INCIDENTS - CONFIDENCE AND SUPPORT
Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support.</td></tr>
<tr><td colspan="3">Objectives:</td></tr>
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<td>We have engagement approaches in place within local communities and partner agencies to improve trust and confidence in reporting hate crime to us</td>
<td>We have a consistent approach in supporting victims, witnesses and partner agencies that creates confidence in our response to hate crime</td>
<td>We have officers and staff who are equipped with increased knowledge of vulnerable groups</td>
</tr>
</table>

We said we would:

- Review our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents
- Review and develop ethical information sharing agreements
- Monitor Community Tensions
- Enhance Third Party Reporting Opportunities by delivering training and support for organisations
- Deliver Hate Crime Advisor training to officers
- Work directly with and learn from the experience of people who have experienced hate crime/ incidents
- Lead and participate in national and local campaigns

How we will measure progress:

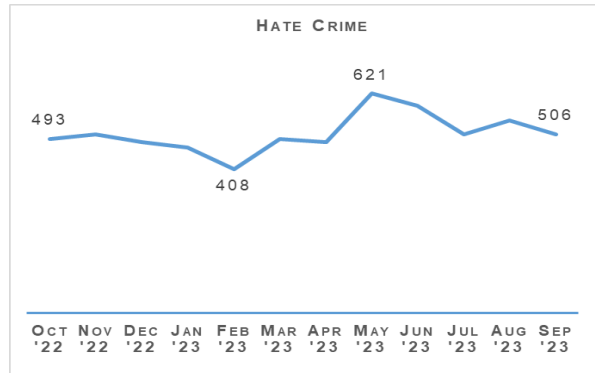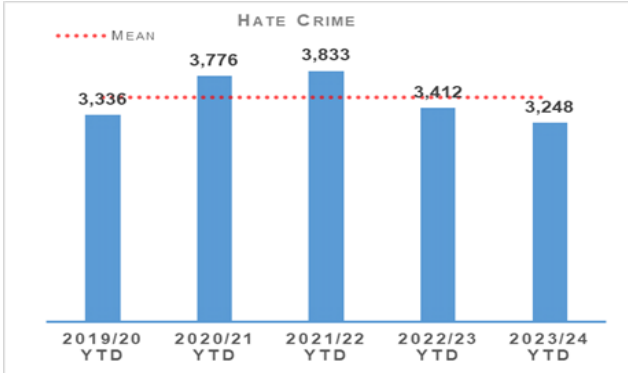|				
Confidence levels from those who represent/ support victims of Hate Crime	Evaluation of campaigns we deliver or participate in	Learning gathered through use of Hate Crime Advisers and Community feedback	Number of Hate Crimes, detections and incidents	Use of Third Party Reporting Centres

We said we would: Monitor community tensions.

**We have:**

Hate Crime

Hate incidents have decreased compared to the same period last year but remain slightly above the five-year mean. Hate crimes have decreased significantly compared to last year and are also below the five-year mean. The 12-month graph illustrates that crimes were high in May and June, however, have come down slightly over Quarter 2.

The hate crime detection rate is 4.3% lower than the previous year, however, was 7.4% lower at the end of Quarter 1. Context around investigations taking longer could be a factor in the detection rate being lower when compared to the previous year.
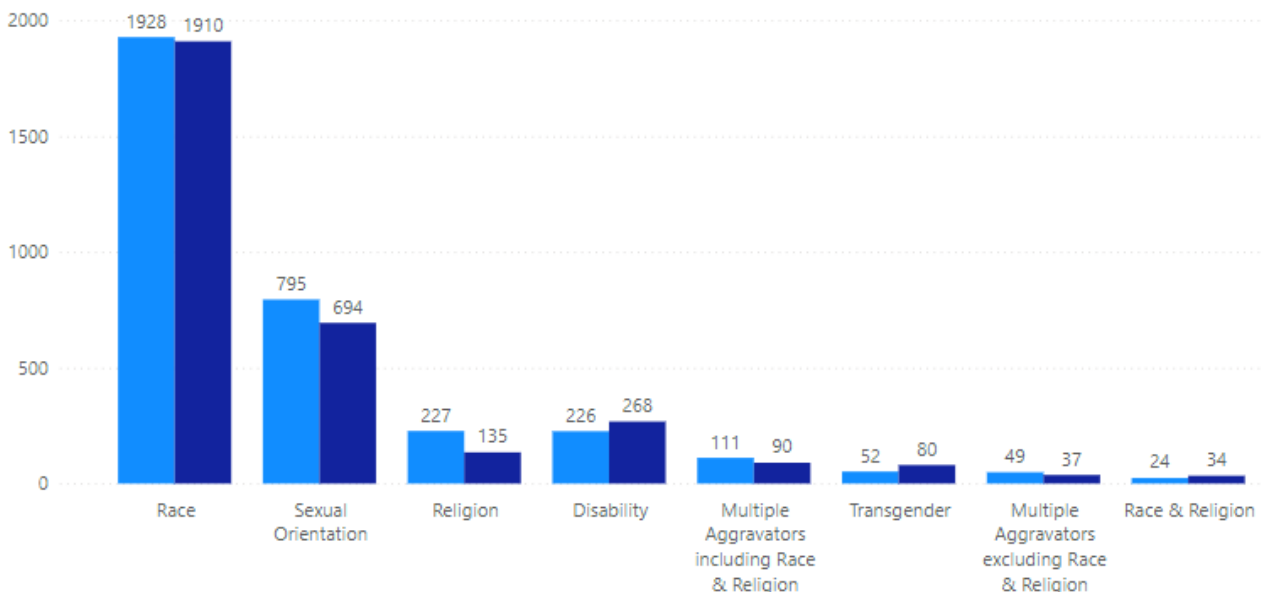
Hate crime with a race aggravator account for nearly 60% of all hate crimes, these crimes are marginally down on the previous year. The only aggravator types recording an increase compared

to last year are Race & Religion, Disability and Transgender hate crimes. This coincides with Police Scotland's drive to improve reporting of this type of crime with a number of media campaigns and enhanced partnership working.

We said we would: Enhance Third Party Reporting opportunities by delivering training and support to organisations.

We have:

Police Scotland continue to encourage people to report hate crime and for them to feel that the report will be dealt with appropriately. As such, as part of the commitments for the Hate Strategy for Scotland and for recommendations within the HMICS Inspection, Police Scotland have been progressing with a review of Third-Party Reporting (TPR). We have now sought volunteers from members of the Strategic Partnership Group to form a short life working group (SLWG) to conduct a full review of TPR including policy development, rebrand, project delivery and an annual review process.

We achieved:

The first meeting of the TPR SLWG took place on 11th September. Members are made up from the Strategic partnership group and work is underway to review the training and processes for TPR.

We will:

- Continue the review of Third-Party Reporting and progress with the development of training

We said we would: Engage with local communities and partner agencies to improve trust and confidence in reporting hate crime to us

We have:

The EDI Team in Fife have re-established connection with the Fife Afro-Caribbean Network. Following on from a launch event in Dunfermline, subsequent meetings have taken place both in person and over Microsoft Teams to advance partnership working and foster meaningful relationships. This is a positive step moving forward to ensure people who find police difficult to engage with are able to feedback any concerns. This provides a platform where people now have contact with the Fife Division's Equality, Diversity and Inclusion team to help raise awareness of hate crime and trends, third party reporting and signpost to other support services in the community. There are plans to include representatives from the Network as a member of the Hate Crime Core Group in Fife.

We will:

- Continue to build relationships with seldom heard communities and work with partners to fully understand their concerns and develop improvements following their recommendations.

We said we would: Have officers and staff who are equipped with increased knowledge of vulnerable groups.

We have:

Policing in a diverse society

Police Scotland are committed to learning from lived experience and understand that we cannot teach officers and staff an entire culture or values or cultural norms for every group in Scotland. As such, Police Scotland are working to deliver our 'Policing in a Diverse Society' resource, which focuses on officers and staff tailoring their approach to meet the needs of individuals and communities. 'Policing in a Diverse Society' is a 3-tiered approach which includes an overall toolkit, a knowledge hub and training module. This work stream is reporting to the Policing Together Communities Group and the Policing Together Tactical Group and internal and external consultation will be commencing soon.

PPCW have been consulting with the EDI Training team and are assisting with reviewing of new EDI materials and empower hours to ensure consistency.

Falkirk Family Placement Team Event

Forth Valley Division, Falkirk Family Placement Team and Canine Concern Scotland worked together in a partnership event at Stirling Police office. The event was designed to give care experienced children an opportunity to come to Stirling and have a positive experience around police officers. As a foster carer and a police officer, the organiser was very aware of the many traumatic experiences of the children in care, and the often-traumatic situations in which they can come into contact with police officers. The event provided a safe space for care experienced children to meet officers and see the uniforms and vehicles in a positive environment, whilst creating a meaningful relationship between children and the local officers.

Engagement Workshops with Dundee International Women's Centre

Tayside Division's Counter-Terrorism Liaison Officer hosted a series of engagement workshops throughout Angus and Dundee alongside colleagues from Dundee International Women's Centre (DIWC) with several different groups from various communities in the local area. This provided an

opportunity for people to discuss hate crime and how it impacts communities and what can be done to improve reporting and police-community relationships. Learning from these workshops will be taken forward for more opportunities in the future.

We will:

- Continue to work with the EDI training team to deliver relevant and impactful training

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

We have:

Hate Crime and Public Order Legislation (HCPO(S)A)

Police Scotland continue to roll out Core Operational Solutions programme to enhance how we record operational information and will include enabling full implementation of the new Hate Crime and Public Order (Scotland) Act 2021. The Act will be implemented on 1st April 2024. In preparation for the Hate Crime Public Order (Scotland) Act being implemented, we have created a universal e-learning training package which is on schedule to be submitted to Leadership Training and Development. The package has been consulted on by internal departments, staff associations and external partners and all feedback has been evaluated accordingly.

The HCPO(S)A universal training package will be undertaken by all police officers up to and including the rank of CI and relevant staff members and will introduce the new HCPO(S)A and provide them the knowledge in relation to the changes that the Act will bring. In addition to the Moodle training, PPCW will run a number of workshops that will be available to specialist departments and supervisors to allow a more in-depth discussion of the Act. We have provided briefings for C3 Service Advisors and Team Leaders with the knowledge they will require and will be ensuring that the C3 guidance is updated accordingly. Hate crime champions and hate crime advisors will be given additional training to ensure that they can assist with more complex incidents. To provide further information to officers and staff there is a full communications strategy and as part of this a mini-site is being created which will provide further details on the characteristics and tools for officers to use. We have been provided content for this from equality groups.

Recording of non-crime hate incidents

The recommendation to adopt the College of Policing interim guidance on the recording of non-crime hate incidents has been approved. Police Scotland are reviewing the guidance and training to identify impact to Police Scotland. Due to timescales this is unable to be done in conjunction

with the Hate Crime and Public Order Legislation training. A further training/guidance will be developed in due course.

We will:

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

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

Equality Outcome 2

<table>
<tr><td colspan="2" align="center">2. ACCESSIBILITY OF SERVICES AND COMMUNICATION
People from and across protected groups access services, communication and information provided by Police Scotland and SPA in ways or methods that best suit their needs.</td></tr>
<tr><td colspan="2">Objectives:</td></tr>
<tr><td>We understand the accessibility barriers and have approaches in place to proactively address them</td><td>We have a range of methods and approaches available to access Police Scotland and SPA</td></tr>
</table>

We said we would:

- Review currently published documentation on our website to improve accessibility
- Make better use of technological tools to improve the range of communication and information formats
- Translate key documentation, messaging and summary points into a format to meet accessibility needs
- Use British Sign Language and subtitling for public messaging
- Develop collaborative and linked messaging with partner agencies into easily accessible formats

How we will measure progress:

- Updates on progress in improving accessibility mediums
- Unified Communications and Contact Platform progress
- Overview of standards for publication of documents and communication
- User Satisfaction Survey
- Your Police and other targeted surveys

We said we would: Introduce approaches to proactively address accessibility barriers.

We have:

British Sign Language (BSL) Interpreting Services

The BSL Short-life Working Group (SLWG) are in the process of drafting a national action plan. The group have met with interpreter providers to identify ways of improving provision of interpreting services. Police Scotland are working with providers on planning an 'interpreter training day' to encourage more interpreters to take on police work. The group have also hosted a number one-day BSL introductory courses which it is open to anyone whom purpose is to improve service delivery and be a more inclusive employer. To date evaluations and feedback have been very positive and a full evaluation will be completed when the courses conclude in mid-July.

We said we would: Make better use of technological tools to improve the range of communication and information formats.

We have:

Justisigns2

Justisigns2 and Silent Harm are two projects funded through the European Commission and Royal Society of Edinburgh to support deaf women in reporting domestic abuse to the police. Justisigns2 focusses on the deaf community and works alongside Justice services and Silent Harm specifically focusses on rural areas. Heriot Watt University (HWU) have worked closely with Police Scotland officers within the Domestic Abuse Coordination Unit (DACU) and Partnerships Prevention Community Wellbeing (PPCW), at all stages of both projects, in co-design, data collection, delivering webinars, workshops and masterclass training.

We achieved:

Train the Trainer

Following various rural events, on 22 June 2023 a Train the Trainer event took place via MS Teams. The event involved a guided discussion session where participants of police and interpreters shared their initial thoughts, questions, and insights about the Justisigns2 training manual. Participants discussed their understanding of the training manual and content and how it could be taught, highlighting key points, and identifying any areas of ambiguity or further exploration, before reconvening to collectively feedback on how to best apply the training manual and activities in their own training, and discuss potential for inter-professional working. At the conclusion of the workshop conversations were held around how the training manual could be modified or expanded to incorporate further insights or emerging best practices and what the logistical barriers to inter-professional collaboration on delivering this kind of training to police officers/interpreters might be. Participants were made aware of the British Sign Language (BSL) glossary of key terms related to domestic, sexual and gender-based violence which has now been updated with an additional 18 signed terms/phrases that might be useful to police officers.

Furthermore, on 3 August 2023 DACU and PPCW attended an RSE (Royal Society of Edinburgh) event at Trinity College in Dublin along with HWU. They met with officers from the Garda and professionals from Trinity College to discuss the ongoing 'Silent Harm' project. There was a discussion around the ongoing training in relation to working with deaf people who have experienced Domestic Abuse and Gender Based Violence and the ways to embed that into police and interpreter training. The collective explored avenues for the Garda and Police Scotland to engage and collaborate. The Garda has undertaken similar workshops to Police Scotland which

have also received positive feedback from both officers and interpreters. Officers have highlighted the need for further training in this area. The lack of interpreters and the reluctance of interpreters to engage in police work was also highlighted from both geographical areas. Similarities were noted on the workings of both the Garda and Police Scotland in the area of Domestic Abuse in general and the Garda is looking to undertake a change to its risk assessment after the current changes being made to the Police Scotland Domestic Abuse Questions (DAQ) were highlighted. These changes will make it easier for both the deaf community and the interpreters to understand the questions within the risk assessment. Shared learning with the Garda will be advantageous and we will engage with the Garda on future projects/ideas.

We will:

- A meeting will be scheduled to discuss progress, promote strong partnership working as part of Police Scotland's commitment to tackling violence against women and girls.

We said we would: Translate key documentation, messaging, and summary points into a format to meet accessibility needs.

We have:

The New BSL Working Group is the basis upon which Police Scotland and the Scottish Police Authority (SPA) improve services to BSL communities across Scotland, meet our legal requirements under the Equality Act 2010, our strategic and equality outcomes and support our current and future diverse work force. The DACU is represented at and remains a member of the group, participating in the development of a BSL action plan.

We achieved:

Revised the DAQ as previously mentioned to make this more accessible for the deaf community.

We will:

- Continue to participate in the BSL Working Group which will also include reviewing Police internet Domestic Abuse landing page, making it more accessible for the deaf community.

Equality Outcome 3

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

Objectives:

We provide opportunities for people from protected groups to engage with us and participate in local and national decision making	We deliver our services in line with recommendations from people from protected groups and those who represent their interests

We said we would:

- Support and encourage all areas of policing to connect with their diverse communities through relationship building opportunities
- Provide training/awareness opportunities for our officers and staff
- Review our protected group engagement opportunities
- Promote local groups and individuals to contribute at national forums
- Use Community Impact Assessments and Equality & Human Rights Impact Assessments
- Involve and work with members of the community who have lived experience to help foster understanding and awareness
- Include Community Considerations as standard on all Police Scotland meeting agendas / daily activities

How we will measure progress:

- E&D Forum alongside Local Policing and Specialist Divisions promoting engagement opportunities
- Public Engagement Framework
- Corporate Parenting Plan – engagement with care experienced children, young people and adults
- "Not at Home" - Reducing policing interaction with missing children from residential or foster accommodation
- User Satisfaction Survey
- Your Police and other targeted surveys

We said we would: Support and encourage all areas of policing to connect with their diverse communities through relationship building opportunities

We have:

Using Insights to Shape What We Do

Work is progressing throughout the Service, including within local divisions, to respond to community feedback, needs and concerns. Divisions are keeping their local communities informed about how crime is being managed and prevented, including "you said we're doing" feedback on social media channels and in local newspapers via Divisional Commander columns and flyers.

We are working to ensure that services work together in new ways to ensure a collaborative approach, ensuring that individuals and communities can experience the benefit of services working together.

Part of this work includes recent social research to explore how Police Scotland and partners in the health, social care and the third sector can work together to respond to the needs of people experiencing distress or poor mental health - to make sure people get the right help, at the right time, from the most effective service, meeting individuals' needs.

This research and insight programme is now complete and has been viewed positively by both research participants and their organisations, as well as by our partners and stakeholders. DCC Local Policing will take forward these insights to be utilised as part of a new group set up to explore how the needs of the public can be met in the most appropriate ways.

We achieved:

Responses to our Your Police and User Experience surveys are reviewed regularly by our Executive and service leads and have helped us act quickly in relation to emerging issues and community concerns.

Key activities have included:

- Data is now available in all local policing divisions from our Your Police survey highlighting locations in local areas where people have said they feel less safe. Divisional Commanders are supporting teams to take a proactive approach to respond and provide police visibility in locations where it is operationally possible to do so.

- Keeping local community partners engaged and involved on a regular basis, through local police scrutiny boards in each local authority area – using the data to design an appropriate policing response for local needs and providing a multi-agency response to cross sector themes.

- Shaping our communications and advice nationally and in local areas in response to concerns and feedback from the public – helping people stay safe. We are currently developing a suite of new resources to respond to feedback from our seldom-heard communities research programme to ensure information is available, relevant and accessible for all communities.

- Work is progressing with council partners in Dundee, Aberdeenshire and in Glasgow to understand local needs and priorities in more detail. In Dundee we are exploring the community safety subgroup model and how policing can play a role in enhancing local communities needs. In Aberdeenshire we are taking forward a new resource to support communities whose first language is not English. A presentation was delivered to local scrutiny conveners around public confidence, trust and user experience in more detail to enhance elected member understanding of our approaches and areas of focus.

We have also recently launched a feedback form for people who have experienced domestic abuse, rape or other sexual crime to provide feedback on their experience and interactions with the Service. This is the first of its kind for Police Scotland and is the result of a collaborative approach between Public Protection and Strategy, Insight and Engagement.

The feedback form will ensure we are continuing to monitor the service we provide to victim-survivors, improving our ability to understand our progress towards achieving the outcomes we have set out in our Violence against Women and Girls Strategy. We will provide further updates on our analysis on findings on an ongoing basis within future reports in 2023/24.

We said we would: Deliver our services in line with recommendations from people from protected groups and those who represent their interests

We have:

Hosted the Santa Marta Conference at SCC Gartcosh. The Santa Marta Group is the faith-led, international anti-trafficking charity that brings together law enforcement, civil society, and the Church, from across the world, to work together to end modern slavery.

We achieved:

We brought together chiefs of 5 police forces within the UK, Heads of State and many other political and religious leaders. We discussed Human Trafficking and modern slavery issues and made pledges on how to tackle them.

We will:

Five pledges were made by the attendees of the conference. These were:

- To build MS/HT into strategy and create a plan to move forward. Commissioner Drew Harris committed to hosting this conference around the same date in Dublin in 2024.

- The NCA recognise that MS/HT and Organised Immigration Crime sit within the same Government priority Group. Mr Farrimond pledged to split the two and concentrate more effort into MS/HT to prevent it becoming overshadowed by OIC.

- Recognised the lack of intelligence dividend around MS/HT due to risk aversion leading to a lack of assets. The group pledged to address this.

- Pledged to keep the issue high on the agenda and to try to influence those in power.

Pledged to raise awareness in a hard and honest way about what trafficking and exploitation looks like in the UK and beyond.

We said we would: Involving and working with members of the community who have lived experience to help foster understanding and awareness.

We have: Recently met with the Women's Support project (WSP) on how to improve response to prostitution and educate officers in respect of breaking down barriers in place for women involved in selling sex to engage with services and how to support as victims of crime.

We achieved: This has resulted in the development of -

- Resources information sheet which will include case studies, lived experience and useful sites to support sex workers.

- Input within SOLO VRI course focusing on trauma, the impact for those involved in selling sex and how PSoS can accommodate their needs.

- Input for probationer training.

- WSP develop 2 pre-recorded sessions (10 min and 45 min) – outlining key points from above and included on PSoS intranet.

- WSP / Police Scotland – recorded conversation between WSP and NRRT whereby women involved in selling sex will be able to ask anonymous questions to Police to understand process, legislation and how Police can support them.

We will:

- Monitor performance reporting mechanisms to ensure progress against other implementation plan outcomes are measurable and remain on-track.

Equality Outcome 4

<table>
<tr><td colspan="2">

4. VIOLENCE AGAINST WOMEN AND GIRLS – CONFIDENCE AND SUPPORT
Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.
</td></tr>
<tr><td colspan="2">

Objectives:
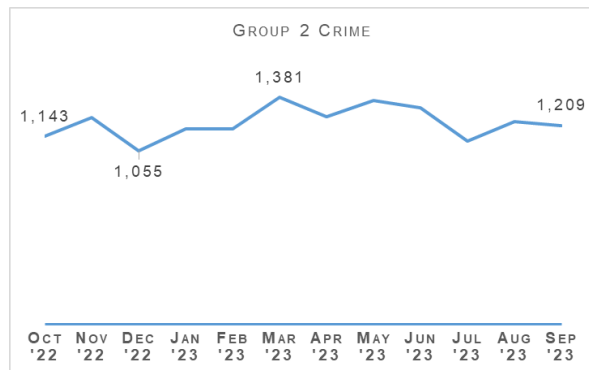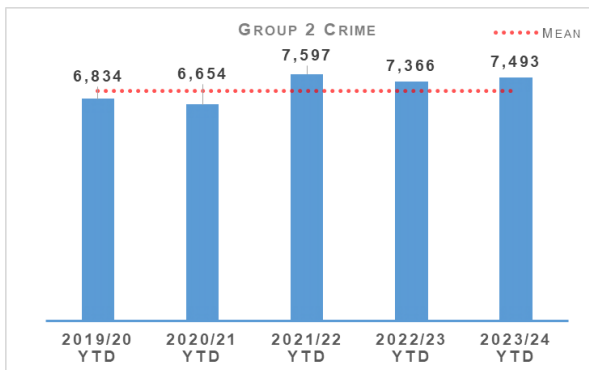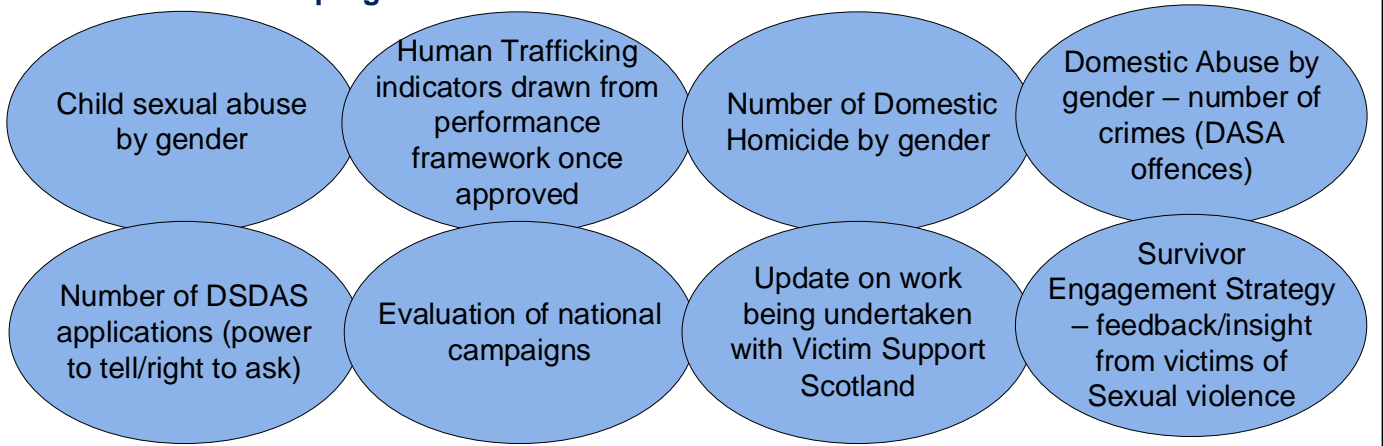</td></tr>
<tr><td>

We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators
</td><td>

Our response remains current and is reflective of victims' needs
</td></tr>
</table>

We said we would:

- Raise awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics through appropriate external media campaigns and internal communications
- Inform and improve the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning
- Increase access to support services for all victims and witnesses, by increasing internal awareness of services available and through continued working with partners
- Engage meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse, through the use of existing multi-agency groups
- Work with local communities and partner agencies to better share information, learning and best practice through establishing appropriate governance and scrutiny arrangements

How we will measure progress:

- Child sexual abuse by gender
- Human Trafficking indicators drawn from performance framework once approved
- Number of Domestic Homicide by gender
- Domestic Abuse by gender – number of crimes (DASA offences)
- Number of DSDAS applications (power to tell/right to ask)
- Evaluation of national campaigns
- Update on work being undertaken with Victim Support Scotland
- Survivor Engagement Strategy – feedback/insight from victims of Sexual violence

GROUP 2 CRIME ······ MEAN

2019/20 YTD	2020/21 YTD	2021/22 YTD	2022/23 YTD	2023/24 YTD
6,834	6,654	7,597	7,366	7,493

GROUP 2 CRIME

Oct '22: 1,143 — Dec '22: 1,055 — Mar '23: 1,381 — Sep '23: 1,209

Overall sexual crime increased during the reporting period, up 1.7% (127 crimes) compared to last year and up 6.0% (423 crimes) compared to the five-year mean. December 2022 remains the

month where the fewest number of sexual crimes were recorded however a decreasing trend is also noted between May and July 2023.

The drivers of this increase are sexual exposure, coercing a person into being present/looking at sexual activity and disclosure of an intimate image. During Quarter 2 the number of sexual exposure crimes was the highest number noted compared to the previous six years.

Although overall the number of sexual crimes increased compared to last year, notable decreases were noted in the number of sexual assaults of a female over 16, rape of a female (13 – 15) and sexual assault (common law). During Quarter 2 the number of common law sexual assaults and rapes of a female (13 – 15) were the lowest recorded during the previous six-year period.

We said we would: Inform and improve the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning.

We have:

Domestic Abuse Champions (DACs)

A National CPD event has been approved to take place, the aim of which is to enhance the knowledge and skills of the current cadre of Domestic Abuse Champions (DACs) across Police Scotland. The intention being that officers attending the event will be recognised with a Domestic Abuse (DA) specialism on Scope. DACU shall commence event preparation with anticipation to take place early 2024.

The first module of the CPD Modules due to be launched on Moodle, 'The Domestic Abuse Scotland Act' has been prepared and following some technical checks, this will be published.   An internal communication plan is being created.

DACU is also supporting C3 to arrange a DA Champions recruitment event to increase the cadre of DA Champions within C3, this will likely take place in October 2023.

DACU is also supporting U Division to arrange a local DA Champions recruitment event which is expected to take place in October 2023.

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

We have:

Online Child Sexual Abuse and Exploitation (OCSAE)

Police Scotland Multi Agency Prevent OCSAE group continues to meet quarterly where there is focus on new innovation, public safety awareness, as well as recognition of streamlining media activity and campaigns. A key aspect is ensuring Violence Against Women and Girls (VAWG) and Tackling Online Child Sexual Abuse (TOCSA) strategies\outcomes are interrelated into the directive of this group as OCSAE victim profile remains predominately female.

We achieved:

As such emerging trends and threats realised from OCSAE can help make informed assessments and decisions regarding VAWG strategies. The group is currently supporting a proposed Sextortion campaign by PPCW's Cyber Harm Prevention Team and there are wider ongoing discussions regarding media campaigns and assessments regarding the current Artificial Intelligence phenomenon and how this may affect OCSAE crime and victims.

Alongside this, Victim Identification Officers (VID) education strategy has been developed and shared with each LPD and a force wide CPD event was held for Local Policing officers. This CPD event is being refreshed for 2023 alongside additional command area events. A VID Process chart has been created detailing the end-to-end process through Police Scotland and an external VID referral form has been created to ensure a consistent approach to each referral received by Police Scotland.

In August 2023 PSOS VID was classed 2nd out of the 44 Home Office Forces in relation to victim identifications and associated referrals. Of note in 2021 PSOS classed 44th out 44 home office forces. Our VID function is now significantly linked into Home Office and NCA and PSOS officers recently delivered a presentation to UK home office forces regarding use of POWER BI as a management tool for work alongside assisting with understanding victim data. Home Office intend on highlighting Police Scotland process as good practice and encourage all other parts of UK, including NCA, to introduce similar.

We will:

- Continue to build upon current success of the Multi Agency Prevent OCSAE and off shoot work streams.

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

We have:

Domestic Abuse Campaigns

Disclosure Scheme for Domestic Abuse Scotland (DSDAS) campaign was devised to coincide with the 8th year anniversary of the scheme which took place on 1 October 2023. This is a three-week social media focused campaign, highlighting the reach of DSDAS, but focusing on bystander interventions. Information will be provided to partner agencies including the NHS and local authorities, as well as key support partners.

In addition to the DSDAS media campaign, Corporate Communications will oversee both the 16 Days of Activism and the Festive campaigns.

With no additional budget for Festive campaign, the theme will follow on from that of last year, namely 'Is That Me?' targeting young men between 18-25 years of age.

LGBTQ+

DACU recently attended LGBTQ+ Youth conference in Edinburgh where reporting barriers were discussed and ways that various organisations including Police Scotland can assist and improve their inclusivity. DACU has liaised with Corporate Communications in an effort to include LGBTQ+ community in upcoming 16 Days of Activism Campaign, to address those barriers and encourage reporting. DACU is exploring options to include the lived experience of the LGBTQ+ community within existing training across the 3 Tiers.

We said we would: Increase access.to support services for all victims and witnesses by increasing internal awareness of services available and through continued working with partners.

We have:

Set up quarterly meeting with "Stop it Now!" to deter and support perpetrators remotely and set up quarterly meeting with "Indirect Victims" seeking to understand lived experiences.

We achieved:

Police Scotland continues to refer perpetrators and their families to "Stop it Now!" which is a charity that provides confidential and anonymous support to those looking at sexual images of

children. A quarterly meeting is now held between Police Scotland OCSAE DCI/DI's and Stop It Now (SIN!) Scotland Staff, to enhance joint working and support.

Police Scotland remains a member of the group "Indirect Victims" of OCSAE; the aim of the group is to improve the multi-agency professional response to cases of online Child Sexual Abuse (CSA) and to ensure that the voices of those with lived experience contribute and influence national policies, and strategic and operational decision making. Group seeks to reduce poor outcomes for families, communities and children affected by this issue.

We will:

- Seek to introduce a consent led automated referral system to SIN! to ensure every perpetrator is contacted and offered support & will seek to introduce "family support packs" to be left with families and indirect victims affected and impacted by the multi-agency response to OCSAE.

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

We have:

Scottish Commission for People with Learning Disabilities (SCLD)

Following attendance and inputs at a Scottish Commission for People with Learning Disabilities (SCLD) Conference in March 2022, DACU continues to work alongside Scottish Commission for People with Learning Difficulties (SCLD) and Academic Research. A previous meeting explored future areas of cooperation between SCLD and Police Scotland, discussing potential avenues for collaboration and support.   A further meeting shall take place on 25 October 2023 to progress this workstream.

Head of SCD PP continues to represent Police Scotland at the Domestic Homicide Review Task Force (DHRTF) whilst DSU of SCD PP (DA) attends the Domestic Homicide Review Model Development Subgroup.

Domestic Homicide Reviews (DHR)

In September, Police Scotland attended the first meeting of the Domestic Homicide Review Model Development Subgroup at Edinburgh University chaired by Professor John Devaney. Scottish Government provided an overview, progress to date and initial timelines which are subject to change. Scottish Government confirmed that a DHR Model consultation opened on 1 September

2023 and will close 30 October 2023. Planning is underway for a Police Scotland focus group session with a number of internal stakeholders. This session will be led by Police Scotland who will collate a single agency response to the consultation. The consultation findings will be shared in the near future with the DHR Task Force and development subgroup to help shape the model for Scotland.

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

Disclosure Scheme for Domestic Abuse Scotland (DSDAS)

The tables below are for period 01/04/2023 to 09/10/2023 and 01/04/2022 to 09/10/2022 for DSDAS applications (broken down into PTT & RTA and by area).

- There has been a 22% increase overall in DSDAS applications for the same period in 2022/2023.

- Power to Tell applications shows a 23% increase in DSDAS applications for same period last year.

- Right to Ask shows a 19% increase in DSDAS applications for same period last year.

Figures correct as of 0800hrs on 09/10/2023.

Number of DSDAS applications between 01/04/2023 to 09/10/2023

	Power To Tell	Right To Ask	Total
A - NORTH EAST	151	64	215
C - FORTH VALLEY	142	51	193
D - TAYSIDE	156	48	204
E - EDINBURGH CITY	142	54	196
G - GREATER GLASGOW	227	154	381
J - THE LOTHIANS & SCOTTISH BORDERS	285	68	353
K - RENFREWSHIRE & INVERCLYDE	120	37	157
L - ARGYLL & WEST DUNBARTONSHIRE	78	34	112
N - HIGHLAND & ISLANDS	73	39	112
P - FIFE	145	79	224
Q - LANARKSHIRE	226	89	315
U - AYRSHIRE	106	77	183
V - DUMFRIES & GALLOWAY	81	25	106
Total	**1932**	**819**	**2751**

Number of DSDAS applications between 01/04/2022 to 09/10/2022

	Power To Tell	Right To Ask	Total
A - NORTH EAST	67	58	125
C - FORTH VALLEY	153	44	197
D - TAYSIDE	101	48	149
E - EDINBURGH CITY	152	47	199
G - GREATER GLASGOW	170	103	273
J - THE LOTHIANS & SCOTTISH BORDERS	191	81	272
K - RENFREWSHIRE & INVERCLYDE	137	19	156
L - ARGYLL & WEST DUNBARTONSHIRE	44	32	76
N - HIGHLAND & ISLANDS	48	35	83
P - FIFE	180	56	236
Q - LANARKSHIRE	191	86	277
U - AYRSHIRE	69	57	126
V - DUMFRIES & GALLOWAY	61	24	85
Total	**1564**	**690**	**2254**

Equality Outcome 5

<table>
<tr>
<td colspan="2" align="center">**5. WORKFORCE INSIGHTS**
We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.</td>
</tr>
</table>

Objectives:

We have improved systems and processes in relation to EDI monitoring	We have a suite of accessible monitoring reports with clear EDI insights	Leaders understand and use insights to inform planning and decision making

We said we would:

- Outline clear diversity monitoring and reporting requirements and priorities
- Improve data systems and capabilities including addressing systems access issues and developing the use of analytics software.
- Use ongoing communications to build confidence in our monitoring and share insights from diversity monitoring.
- Consider sexual orientation monitoring options and how to record non-binary identities.

How we will measure progress:

E&D monitoring reports published in a timely manner	Number of EqHRIAs completed/published	E&D updates in primary/management board papers	Insights from EDI activities & plans

We said we would: Outline clear diversity monitoring and reporting requirements and priorities.

We have:

- Established a new People and Development (P&D) Data Owner Group to improve understanding and collaboration in relation to P&D data including EDI Workforce data. The first meeting took place on 28 August 2023 where a Terms of Reference outlining the purpose and remit of the group was agreed.

We have:

- Considered the findings from our EDI benchmarking review which was established to address the lack of co-ordination of EDI benchmarking, accreditation work and memberships of organisations. A SLWG was established to consider the current utilisation of benchmarking, memberships, and accreditation along with reviewing best practise. Recommendations from the group went to the Policing Together Tactical group on the 4 August where it was agreed to create a budget for these activities and to progress future decisions through the current Policing Together governance for discussion and prioritisation going forward.

We will:

- Continuously develop the EDI measures in our performance framework.
- Develop and progress actions/ insights based on pay gap and occupational segregation data.

We said we would: Improve data systems and capabilities including addressing systems access issues and developing the use of analytics software.

We have:

- Begun the development of the 2023 E&D Workforce Monitoring Report on PowerBi. The initial report is being tested and further developed. This approach has initially slowed down the production of the 2023 data but once the templates are completed it will provide a more automated approach to future monitoring data.

We will:

- Develop a refreshed performance framework with any further EDI measures added.
- Begin using the e-Recruitment system for our police officer promotion processes.
- Develop plans to further improve employment monitoring processes and reporting.
- Further embed and improve the use of PowerBI for E&D Monitoring and reporting.

We said we would: Use ongoing communications to build confidence in our monitoring and share insights from diversity monitoring.

We have:

- Highlighted the need to provide outcomes and impact focussed updates for the EDI Performance Reporting to key stakeholders through the Policing Together Colleague Group (08/09/2023) and the Policing Together Implementation Group (29/09/2023).

We have:

- Started development work to create a communications campaign regarding employment monitoring and create areas to publish monitoring and performance reporting on the intranet.

We will:

- Launch a 'Safe to Say' campaign.
- Publish all national annual monitoring reports on our intranet.
- Publish all EDI Performance reports on our intranet.
- Share good practice through our Policing Together Communications.

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

We said we would: Consider sexual orientation monitoring options and how to record non-binary identities.

We have:

- Started benchmarking, stakeholder identification and initial consultation on the monitoring questions including the question on sexual orientation and potential to add a question(s) on gender identity.

We will:

- Further consultation and engagement on monitoring questions including the question on sexual orientation and potential to add a question(s) on gender identity.
- Update our E&D Monitoring Form.
- Update our HR System (SCoPE) and e-recruitment system as required.

Equality Outcome 6

<table>
<tr>
<td colspan="2" align="center">6. LEADERSHIP
Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.</td>
</tr>
</table>

Objectives:

Leaders will be provided with effective and practical tools to support their peoples' diverse needs	Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion

We said we would:

- Improve and develop leadership training in relation to equality, diversity and inclusion.
- Include equality, diversity and inclusion in leadership development programmes.
- Use lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders.
- Improve and develop accessible equality, diversity and inclusion Standard Operating Procedures (SOPs), guidance, documents and tools.
- Use ongoing communications to support continuous learning.

How we will measure progress:

Number of EDI training days delivered	Insights on managers knowledge and confidence in relation to EDI	Insights on simplified and accessible materials relating to EDI	Insights from EDI activities & plans

We said we would: Improve and develop leadership training in relation to equality, diversity and inclusion.

We have:

- Reviewed those who had not completed the first mandatory online EDI learning module (updated on in the last report) and contacted line managers to ensure completion.

We achieved:

- To date 21,502 colleagues have completed the first EDI learning module and the evaluation, this is 95% of the organisation. Some comments from colleagues who have completed the course include:

  - 'I thoroughly enjoyed this course and felt it was extremely well delivered in a way that set the foundations clearly and challenged individual and group thinking to reinforce the learning.'

o 'I feel the content made me reflect on my own behaviours/bias that I was unaware of and found it insightful and shows that my perception that I am inclusive isn't necessarily so.'

We have:

- Begun the development of the next mandatory EDI e-learning module that will launch by the end of 2023 for all colleagues. It will cover the Police Scotland values in detail, with a range of scenarios on how these can be demonstrated positively and negatively in day-to-day business. The module will also explore the subject of institutional discrimination.

We have:

- Evaluated the CPD Empower Hour products using the level one and level two Kirkpatrick evaluation method. Any feedback is considered as part of the ongoing maintenance of the products.

We achieved:

- The EDI focussed Empower Hours: Inclusion starts with I, Unconscious Bias and How to be an Ally have all achieved independent CPD certification from a professional provider called The CPD Certification Service.
- The feedback from colleagues on the Empower Hour Products is positive and the sessions score an average of 9/10.
- Colleagues have provided feedback on what they will do differently because of attending Empower Hour Sessions. Examples include:

  o 'It really got me thinking about this topic and how I will try to identify my own biases. Got me thinking about the impact this can have on others.'

  o 'Question myself more on whether my opinion is possibly formed from unconscious bias before making a decision/conclusion'.

  o Being more mindful of the language I use and be more confident to challenge behaviours'.

  o Being braver having critical conversations when hearing negative things said in an EDI context.

We have:

- Delivered cohort 2 of the learning programme 'Creating an Inclusive Climate' which completed in May 2023 for 6 Senior Leadership Teams – Professional Standards, Contact Command and Control, Fife Division, Greater Glasgow Division, Edinburgh Division and Organised Crime and Counter Terrorism. The programme is designed to support the leadership teams taking part to reflect, review and refresh on current knowledge and

practices and implement changes required to create and maintain positive working environments.

We achieved:

- Positive feedback was received from all cohort 2 attendees.

We have:

- Undertaken work in partnership with SEMPER Scotland to revise the online Tutor Constables Course. This is near completion and will be launched imminently. In addition, a Terms of Reference have been developed for a Short Life Working Group to review the Police Scotland Tutor Constable operation model. The group will further consider job specification/role requirement, training, and governance. Academic research has been commissioned through SIPR and staff associations will be integral to the group.

We have:

- Engaged an external E&D Training Consultant to deliver another two 'Valuing Difference' Workshops in September 2023. The two sessions were delivered as full day in person interactive workshops and were attended by approximately 180 officers and staff members.

We achieved:

- Attendees of the Valuing Difference workshops were asked to rate their 'knowledge and understanding of 'dominant identities' in the workplace' before and after the Valuing Difference session. The percentage of participants who felt 'well informed on it and understand the impact it can have on a person and an organisation' increased from 11.5% at the beginning of the session to 84% after the workshop.

How do you rate your knowledge and understanding of 'dominant identities' in the workplace?	Start of workshop 08 September workshop	End of workshop 08 September workshop	Start of workshop 22 September workshop	End of workshop 22 September workshop
It's an unknown concept to me.	49%	0%	31%	6%
I have heard of it but have no real knowledge	23%	0%	36%	0%
I know a little bit about it	17%	13%	21%	13%
I feel well informed on it and understand the impact it can have on a person and an organisation	10%	87%	13%	81%

We have:

- Worked with West College Scotland to provided 15 bespoke British Sign Language (BSL) training sessions to 179 colleagues, between April and July 2023. 37% of attendees were Police Staff, 63% of attendees were Police Officers. These were funded through the Flexible Workforce Development Fund which is a government scheme. This included 13 Introductory BSL Courses and two Refresher BSL Courses for those with a prior knowledge on introductory BSL. Training was held in Inverurie, Aberdeen, Inverness, Dundee, Glenrothes, Stirling, Dalmarnock, Jackton, Tulliallan and Edinburgh Fettes. The training covered a foundation knowledge of Deaf culture and Deaf awareness, Fingerspelling, numbers, introductions, question and answer words, colours, calendar dates, place names, police specific terminology including job titles and key words such as 'help', 'arrest' and 'emergency'.

We achieved:

- Feedback on the BSL course was extremely positive. 100% of attendees 'Agreed' or 'Strongly Agreed' that they were confident they could apply their skills and learning from the course (62% strongly agree, 38% agree) and 100% 'Agreed' or 'Strongly Agreed' they were satisfied with the learning event (92% strongly agreed and 8% agreed).

We will:

- Consider the development and roll out of face-to-face EDI training as required including anti-discrimination training.
- Continue work to mainstream EDI throughout all existing training including ensuring rank and role specific EDI training is incorporated into existing courses.
- Launch the next mandatory EDI e-learning module by the end of 2023 for all colleagues.
- Deliver Cohort 3 of the of the learning programme 'Creating an Inclusive Climate' in 2024.
- Complete a train the trainer for the CPD team during cohort 3 so that the programme can be delivered in-house moving forward.
- Run CPD sessions, from October to December 2023, for 500 mid-level leaders to explore the topic of inclusion in more detail, following their recent completion of the Your Leadership Matters programme. The sessions will be delivered by the CPD team, using an externally certified learning product.
- Develop plans to offer a facilitated CPD session on the topic of inclusion for circa 3000 first level leaders in 2024 and beyond.

We said we would: Include equality, diversity and inclusion in leadership development programmes.

We have:

- Developed workshops, in partnership with SEMPER, to support colleagues where English is not their first language. A learning resource hub is also being developed where bilingual and multilingual colleagues will be able to access pro-forma police reports and a range of educational scaffolding to assist in their role. Local dialect has been identified as a particular barrier so a Scottish word-bank is being designed and will be hosted on the hub as a live and evolving reference tool.

We have:

- Added reasonable adjustments to the week 40 oral exam probationary constables require to pass. A time increase of 25% has been added and use of a dictionary permitted/encouraged.

We have:

- Rolled out Phase 2 of the Your Leadership Matters Programme which includes the theme 'Lead and Learn Inclusively'.

We will:

- Provide development support for the new Police Executive Leadership Programme.
- Run statement taking and report writing workshops in November designed to support colleagues where English is not their first language. The workshop will deliver practical advice and guidance and provide networking opportunities.
- Publish a learning resource hub a Scottish word-bank to support bilingual and multilingual colleagues.

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

We have:

- Continued ongoing collaboration and partnership working with stakeholders and statutory and diversity staff associations. Throughout 2023 the CPD team have delivered CPD sessions to support:
    o Race Equality Week
    o The Scottish Women's Development Forum annual conference
    o Women in Policing conference
    o LGBT History Month
    o Sexism and Misogyny CPD session
    o Disability Awareness Month and CPD support for DACA members
    o Black History Month

We will:

- Run follow up 'Talk Truth to Power' sessions.
- Review the reverse mentoring scheme.
- Develop a new CPD Empower Hour being developed to explore the topic of Institutional Discrimination. This will be tested with a group of key stakeholders ahead of launch in early 2024.

We said we would: Improve and develop accessible equality, diversity and inclusion Standard Operating Procedures (SOPs), guidance, documents and tools.

We have:

- Started work with SPA to review the Equality, Diversity and Dignity at work SOP to ensure it reflects the changing environment and climate as well as aligning it with other policies and procedures. This updated procedure will include a broader focus of Dignity at Work, which will include equality, diversity and will likely seek to articulate a set of expected behaviours, aligned to Police Scotland and SPA values and Policing Together Strategy to provide clarity to all officers, staff and line managers.

We have:

- Undertaken consultation on a draft revised Grievance Procedure.

We will:

- Review procedures in relation to Transitioning at Work.
- Launch refreshed EqHRIA guidance.
- Further develop the 'Inclusion Moments' package and extend the topics.

We said we would: Use ongoing communications to support continuous learning.

We have:

- Delivered various communications through Corporate Communications and stakeholder engagement to increase awareness of CPD products and EDI learning support. The success of this is evident through the range of CPD sessions that have been provided for bespoke audiences.

We will:

- Continue use of the Policing Together communications platform.
- Publish an EqHRIA Hub with all guidance.

Equality Outcome 7

<table>
<tr>
<td colspan="2" style="text-align:center">7. RETENTION
Resignation rates of under-represented groups are proportionate to our current workforce profile.</td>
</tr>
</table>

Objectives:

We understand why individuals from under-represented groups choose to end their employment with police Scotland/SPA.	We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA.

We said we would:

- Identify barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.
- Establish programmes to tackle the barriers to the retention of those from under-represented groups.
- Use ongoing communications to promote an inclusive culture and values.

How we will measure progress:

- Proportion of leavers who resign that are from under-represented groups
- Insights from Exit interviews & People Surveys
- Insights from Diversity Staff Associations, Trade Unions and Staff Associations
- Insights from EDI activities & plans

We said we would: Identify barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.

We have:

- Shared a monthly PowerBi dashboard on the findings from the exit survey with key internal stakeholders. The reporting can be filtered by EDI monitoring data to allow analysis to be undertaken.

We achieved:

- Between April and September 2023, 244 respondents have completed the exit survey.

We have:

- Developed a further programme of 'Talk Truth to Power' sessions with members of diversity staff associations. So far sessions have been held with the Christian Police Association (CPA) and Disability and Carers Association (DACA). Further sessions are also scheduled with members of the LGBTI Police Association and SEMPER Scotland over Q3 and Q4.

We will:

- Undertake internal research to understand the journey of Black Minority Ethnic (BME) officers during the two-year probation period within police Scotland.
- Further develop the reporting of exit survey results.
- Continue monitoring of leavers with a focus on resignation and identifying trends and insights.
- Follow up on the 'Your Voice Matters' survey to identify areas of improvement and areas for further action.

We said we would: Establish programmes to tackle the barriers to the retention of those from under-represented groups.

We have:

- Monitored the resignation rates of officers and staff by protected characteristics to identify any disproportionality or trends.

We achieved:

- An improved understanding of the resignation rates of officers and staff. The tables and graphs below show the resignation rate for police officers and police staff over the last 3 years. The small numbers for some groups can impact on proportions so the trends over time are important along with additional insights from other sources such as exit survey results. It is also recognised that the age and length of service of officers and staff can have an impact on the resignation rates of colleagues from under-represented groups. Further analysis will be undertaken but will take time due to known systems and resource limitations.

Police Officer Resignation Rate

	2019/20	2021/22	2022/23
Recorded Disability (Yes)	0.8%	0.5%	0.78%
Black Minority Ethnic (BME)	2.8%	2.6%	0.33%
White Minority Ethnic (WME)	1.2%	1.7%	2.23%
Male	1.0%	1.0%	1.07%
Female	0.9%	1.2%	1.35%
Lesbian, Gay, Bisexual	1.2%	0.8%	1.77%
Overall Workforce	0.9%	1.0%	1.17%

Police Officer - Resignation Rate
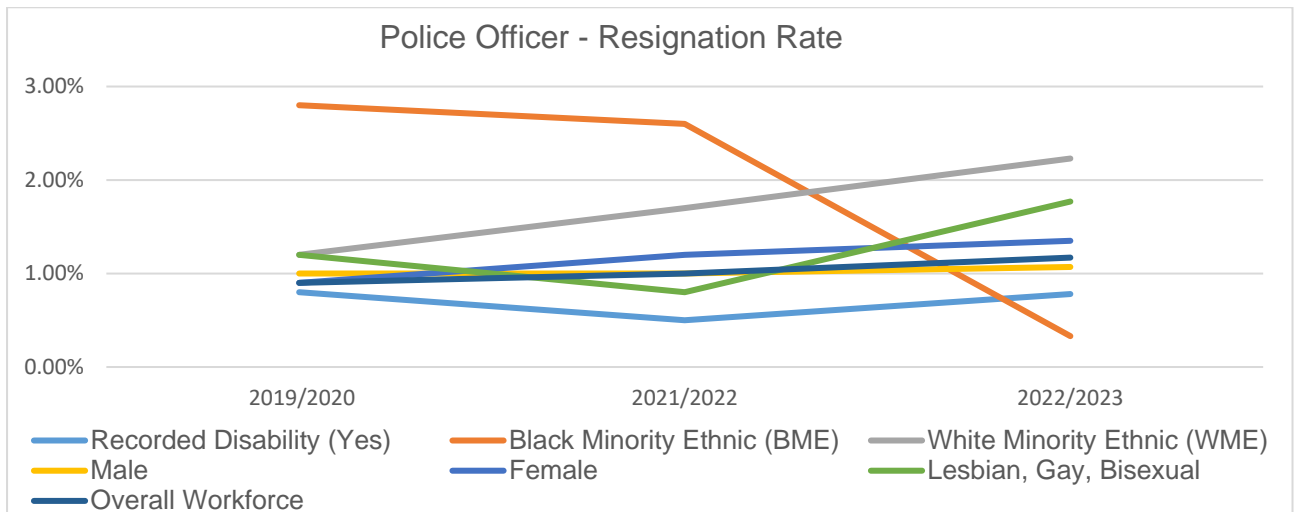
Police Staff Resignation Rate

	2019/20	2021/22	2022/23
Recorded Disability (Yes)	3.1%	5.3%	4.74%
Black Minority Ethnic (BME)	6.1%	9.8%	9.09%
White Minority Ethnic (WME)	6.4%	14.7%	11.11%
Male	2.9%	4.0%	4.28%
Female	3.3%	4.8%	4.03%
Lesbian, Gay, Bisexual	4.8%	6.6%	6.33%
Overall Workforce	3.1%	4.5%	4.13%

Police Staff - Resignation Rate (%)
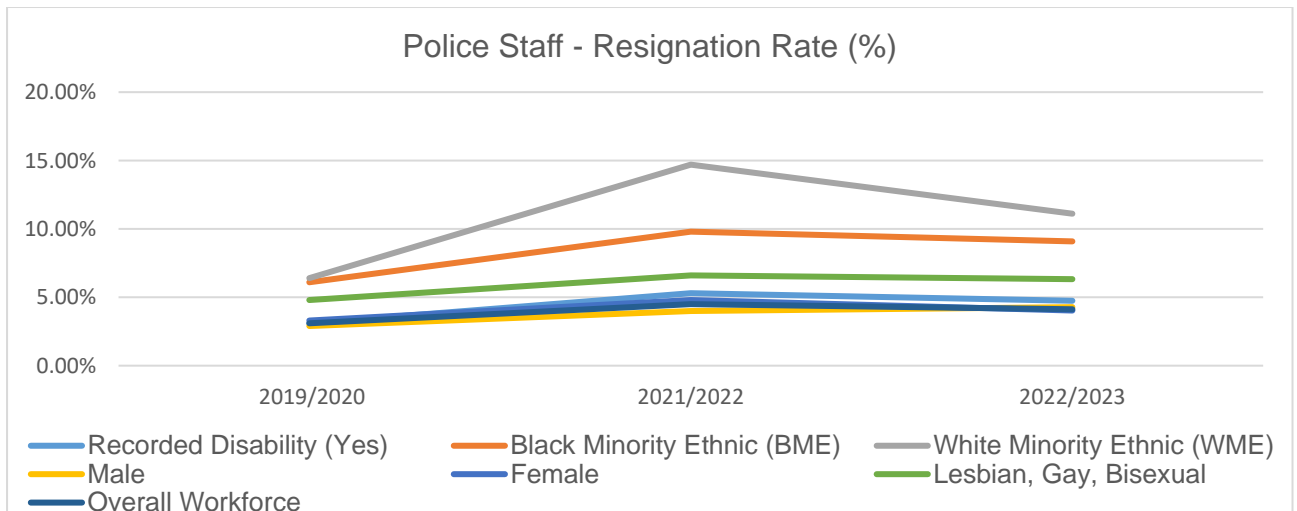
We have:

- Progressed the remits of the established working groups. Information on the work of our Sex Equality and Tackling Misogyny Group is included in the mainstreaming section on page 7.

We have:

- Signed up to the Scottish Government Race Commitment.

We have:

- Established a new Policing Together Diversity Staff Association Collaboration Group to further progress opportunities for partnership working with our diversity staff associations. The first meeting of the group took place on the 28 July and was chaired by ACC Duncan. The group is a sub-group of Policing Together Strategic Oversight Board and falls under the governance structure that supports delivery of the Policing Together strategy. The group will focus on activity that will ensure shared understanding and effective planning to continuously deliver and improve the Policing Together aims within the workplace.

We have:

- The Diversity Staff Associations arranged a development day that took place on the 8 June. The theme for the day was "Staying Strong: Connecting and Collaborating". representatives from statutory staff associations were also invited to attend. This was the first such event that took place in Police Scotland. There were several small groups that took place during the day to consider a range of topics, including a "Review of the People Strategy Overview – What do we want to see included and how can Staff Associations influence positive change?". Learning Training and Development also provided an input, and an external speaker also shared her experiences supporting Staff Associations to connect and collaborate.

We have:

- Re-launched the Leaver's procedure in July 2023 to make the exit survey/interview a default part of the process rather than opt in.

We have:

- Further developed the Neurodiversity awareness input to provide officers and staff with a better understanding of neurodiversity conditions, common traits associated to the more prominent neurodiversity conditions within Police Scotland/SPA, and also the most common misunderstood traits of neurodiversity conditions. The input has now been delivered to several audiences including a recent session to approximately 70 managers in G Division. A booklet has also been designed to support to input and provide useful information and resources.

We achieved:

- Positive feedback has been received from attendees following the awareness input.

We have:

- Undertaken work to support officers and staff who require reasonable adjustments.

We achieved:

- Between April and September 2023, 189 reasonable adjustments have been progressed through Access to Work on behalf of officers and staff.

We have:

- Worked in collaboration with the Scottish Women's Development Forum (SWDF) to develop and refresh the Police Scotland HeForShe intranet site to incorporate a HeForShe Gender Equality toolkit. The toolkit was launched in September 2023, alongside the Police Scotland HeForShe Ambassador Network. This first phase of the toolkit explores barriers, stereotypes, and perceptions around gender equality, with the aim of generating discussion and encouraging ally ship. As part of the toolkit, a video was created by the HeForShe tactical lead to encourage people to learn more about the HeForShe initiative and encouraging colleagues to become HeForShe Ambassadors.

We have:

- Progressed the 'creating a positive workplace' workstream to improve early intervention for workplace issues through mediation services. In March 2023, refresher mediation training was provided to our accredited mediators and mediation services are now co-ordinated and supported centrally. 12 additional mediators were also trained in September 2023 in collaboration with the Scottish Mediation Network.

We achieved:

- Since April 2023, 7 mediations have taken place and further enquiries are ongoing.

We have:

- Created a pilot Carers Passport in response to concerns raised by Carers that there is currently no means of recording the circumstances faced by carers and of the support measure which have been put in place to support them. The pilot Carers Passport has been developed to aid a constructive discussion between carers and their managers and to create a record the outputs and review dates. This is currently being trialled via members of the Disability and Carers Association.

We have:

- Undertaken a user acceptance testing workshop in August 2023 to inform the Body Worn Video project and EqHRIA. Participants included representatives from the Disability and Carers Association (DACA), Scottish Muslim Police Association (SPMA), Semper, Scottish Women's Development Forum (SWDF) and Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Police Association and the Scottish Police Federation. Delegates attended

the workshop with their PPE to trial and feedback on each of the potential devices to highlight how the features of each device might impact on members of the groups they represent.

We achieved:

- Evaluation took place at the end of this very 'hands-on' workshop and feedback was entirely positive. Delegates highlighted a preference for this method of engagement and noted that it was great to have their voice heard at an early enough stage in the project for their comments to influence key decisions.

We have:

- Embedded work to consider the equality impact into the process to design new office space in Ayr. The considerations have led to plans being updated to include areas in which people can pray, or for nursing mothers as well as gender-neutral changing and toilet facilities.

We will:

- Develop further actions based on the findings from exit interview survey, 'Your Voice Matters' survey, leavers monitoring and any other evidence.
- Continue to fulfil the remits of the established working groups.
- Review the Inclusion Moments Pilot and further develop the package content.
- Develop a BSL action plan with internal and external actions.
- Continue to explore opportunities to incrementally improve our estate e.g., accessibility, gender neutral facilities.
- Undertake work with care experienced officers and staff to establish any lived experience and specific employment needs.
- Enhance transparency, consistency, and fairness through the 'Fair Play Programme' pilot.
- Ensure planning of events, operations and conferences cater for dietary requirements based on faith and there are facilities for prayer.
- Explore options regarding introduction of an independent advocate to support colleagues raising concerns around discrimination.
- Deliver two HeforShe workshops during October and November 2023 for those who are interested in becoming a HeForShe Ambassador.

We said we would: Use ongoing communications to promote an inclusive culture and values.

We have:

- Further developed an appropriate, proportionate, and co-ordinated corporate approach to marking and celebrating major cultural and awareness raising events throughout the year. Through our cultural calendar, a series of successful campaigns and awareness raising

activities have been delivered throughout the reporting period raising awareness of Eid-ul-Adha, Disability Awareness Day, Mental Health Awareness Week Carers week and Pride Month. This model helps to ensure the involvement of the appropriate diversity associations and trade unions/Federation.

We will:

- Further develop the Police Scotland led Policing Together communications platform and campaigns.
- Continue events and communications in support of our cultural calendar.
- Raise awareness of the exit survey and encourage participation.

Equality Outcome 8

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8. RECRUITMENT AND PROGRESSION
We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.
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Objectives:

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

We said we would:

- Identify the internal and societal barriers to under-represented groups joining Police Scotland/SPA
- Deliver a recruitment system and processes that supports inclusive recruitment practices
- Use inclusive attraction strategies and positive action activities
- Carryout ongoing development of diversity monitoring and reporting
- Run bespoke development programmes to increase promotion opportunities for under-represented groups

How we will measure progress:

- Workforce representation of under-represented groups
- Insights into use of positive action events and activities
- Proportion of new recruits & promotions from under-represented groups
- Insights from EDI activities & plans

We said we would: Identify the internal and societal barriers to under-represented groups joining Police Scotland/SPA.

We have:

- Analysed the findings of the research commissioned to identify barriers to recruitment and develop actions to address barriers to attraction and recruitment of candidates from diverse or under-represented backgrounds. Our research showed that underrepresented groups want to work for us to help people, have a long career, a varied career where no 2 days are the same, to help keep people safe in their community and they are attracted by the total reward package, however, they are concerned about the danger they may be in, the public and their confidence in them to do their job, the application process, training expectations and also the pressures that come with being a Police Officer.

We Achieved:

- A great understanding of the barriers to attracting candidates from diverse or under-represented backgrounds. The research findings have been shared with key stakeholders and will continue to inform recruitment practices in line with the actions below.

We have:

- Continued to develop diversity monitoring for recruitment processes by utilising our in-house Business Psychology team to support with adverse impact monitoring. In addition, an in-depth analysis of the Police Scotland Entrance Test (PSET) has been recently completed.

We have:

- Captured the experiences of individuals who withdraw from the application process through a survey that is built into the recruitment system (Oleeo). The survey is voluntary, and feedback is monitored and reported to the recruitment team.

We will:

- Continue to develop diversity monitoring and reporting for recruitment processes.
- Continue to capture and review experiences of individuals seeking to join the service.

We said we would: Deliver a recruitment system and processes that supports inclusive recruitment practices.

We have:

- Drafted a new recruitment and selection procedure for police staff. Initial consultation has been carried out and the draft has been updated based on the feedback received. An equality and Human Rights Impact Assessment has been undertaken alongside the development of the procedure. Final engagement is now underway with key stakeholders in advance of the procedure progressing through governance and approval.

We have:

- Created and utilised EDI reports on our e-recruitment system to track and monitor protected characteristics of applicants.

We achieved:

- EDI reports are now available on the reporting hub for Police Staff applicants and Police Officer intakes and are used to inform our recruitment practices.

We will:

- Launch a new recruitment and selection procedure which meets good practice and is in line with the Equality Act.
- Capture organisational learning from the implementation of the e-recruitment process and utilise findings to inform improvements.

- Develop the e-recruitment system to allow more effective tracking of applications and appointments following positive action events.

We said we would: Use inclusive attraction strategies and positive action activities.

We have:

- Continued to deliver positive action events and initiatives for BME or female applicants approximately every two weeks. During Quarter 1 and 2, the following recruitment events were delivered:
    - 12 online BME/WME events (200 attendees)
    - 3 live BME/WME events (25 attendees)
    - 11 online women's events (363 attendees)
    - 6 live women's events (107 attendees)

  The positive action events support people by:
    - outlining in depth the role of an officer,
    - providing presentations, discussions and question and answer sessions with existing Police Officers about what it is like to be a Police Officer, the challenges of the role and expectations on individuals etc.,
    - inviting family members to attend events to allow them to ask questions and take them on a journey with the candidate,
    - sharing a video about the 12 weeks at the College and what to expect,
    - providing details of diversity staff associations and other support mechanisms available to officers,
    - advising on what reasonable adjustments can be provided for any Neuro Divergent candidates,
    - offering one to ones calls for anyone who has specific concerns or questions,
    - offering mock fitness assessments if individuals have concerns over their fitness.

  In addition, significant engagement has been carried out in communities by attending relevant cultural events and working in partnership with charities and organisations who support minority ethnic individuals.

We have:

- Piloted an initiative where BME/WME candidates are offered the opportunity to speak directly with a serving officer who speaks the same language or has a similar cultural background to them. Since the pilot started in June 2023, five BME/WME candidates have accepted this offer. The nationalities have included Italian, Iranian, Turkish and Spanish.

We have:

- Invited all BME/WME recruits about to commence their training to an online networking event. A BME instructor from SPC also dials in to answer any questions and provide more information on what recruits can expect on their first day. These networking events allow the new recruits to meet before SPC and to swap contact details if they wish.

We achieved:

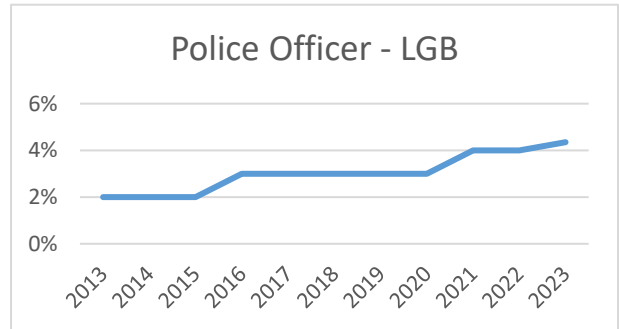- The following table shows the percentage of BME/WME officers compared to the total intake numbers.
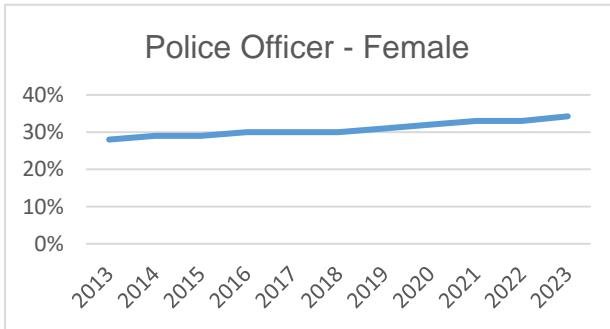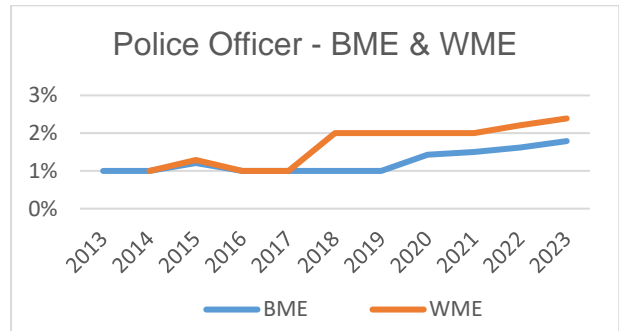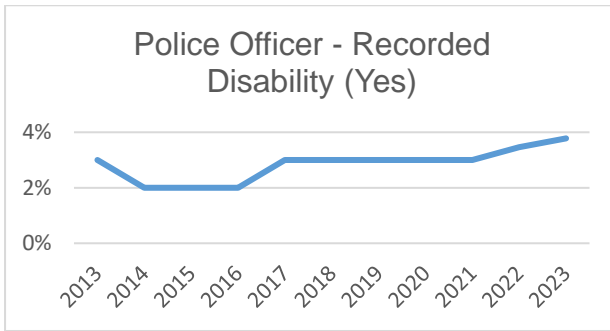
Period	Total number of recruits	BME - No. (& %)	WME – No. (& %)
Q1&2	394	10 (2.5%)	17 (4.3%)

A fuller Police Officer Recruitment and Protected Characteristics update is also being developed to provide more detail and analysis.

- The total workforce data as of 31 March 2023 is included in the tables below. There has been an increase in police officer and police staff numbers for recorded disability (yes), females, BME, WME and LGB when compared to 31 March 2022. Trend graphs are also included from 2013.

Police Officers

	Police officer number	Police officer %
Recorded Disability (Yes)	638	3.78%
Black Minority Ethnic (BME)	303	1.79%
White Minority Ethnic (WME)	404	2.39%
Male	11100	65.75%
Female	5783	34.25%
Lesbian, Gay, Bisexual (LGB)	734	4.35%
Total	16883	

Police Officer - Recorded Disability (Yes)

Police Officer - BME & WME

Police Officer - Female

Police Officer - LGB

Police Staff

	Police staff number	Police staff %
Recorded Disability (Yes)	401	7.07%
Black Minority Ethnic (BME)	110	1.94%
White Minority Ethnic (WME)	90	1.59%
Male	2149	37.89%
Female	3522	62.11%
Lesbian, Gay, Bisexual (LGB)	221	3.90%
Total	5671	

Police Staff - Recorded Disability (Yes)

Police Staff - BME & WME

Police Staff - Male

Police Staff - LGB
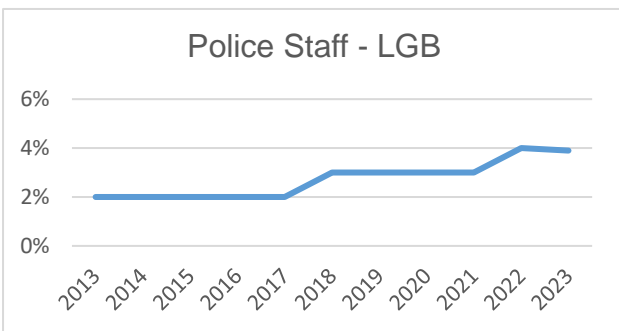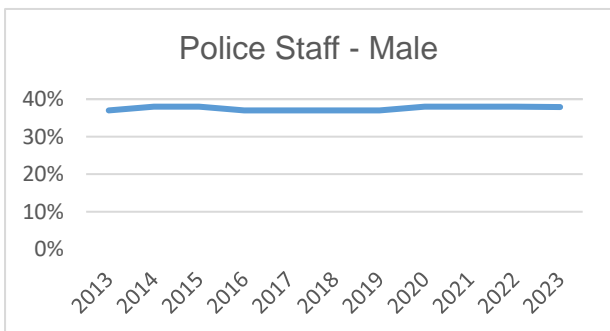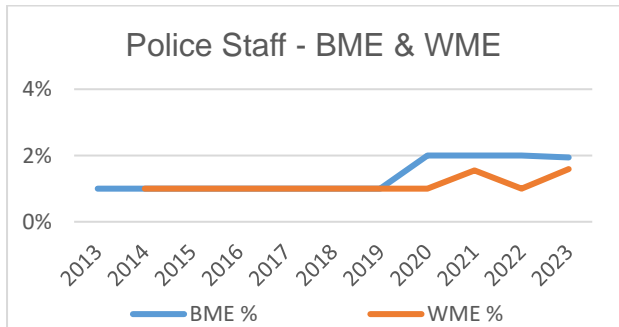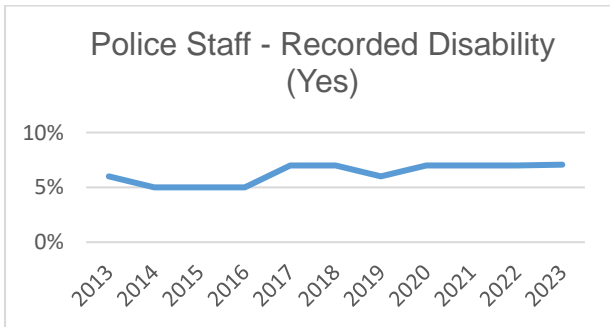
We will:

- Continue to deliver ongoing positive action events and initiatives.
- Develop positive action events evaluation surveys on the e-recruitment system to gather feedback from attendees of events once the events are fully administered on the system.

We said we would: Carryout ongoing development of diversity monitoring and reporting.

We have:

- Continued to develop EDI monitoring of promotions. An insight report is developed for each National Police Promotion Process (NPPP).

We have:

- Developed a weekly monitoring report highlighting numbers of applications from under-represented groups. Where this report experiences a decline in application numbers, this enables the team to redirect resources to carry out engagement and attraction work.

We achieved:

- Timely data on application rates from under-represented groups which inform our engagement and attraction activities.

We will:

- Use the e-recruitment system for the police officer promotion process in the longer-term (pending resources to build the system).

We said we would: Run bespoke development programmes to increase promotion opportunities for under-represented groups.
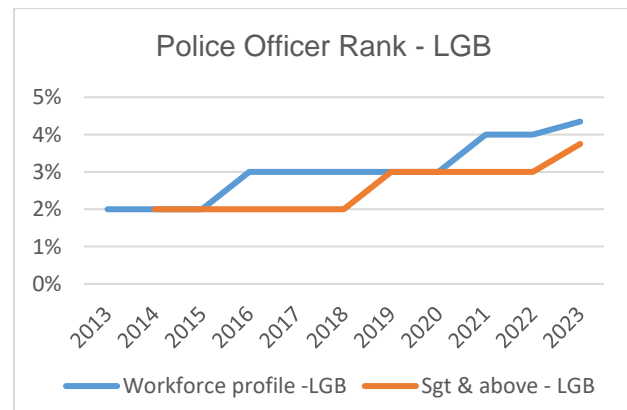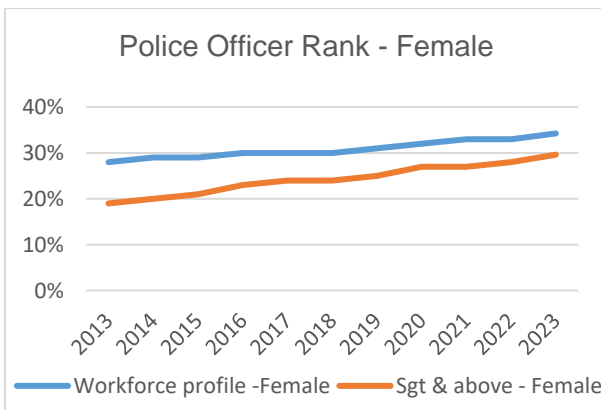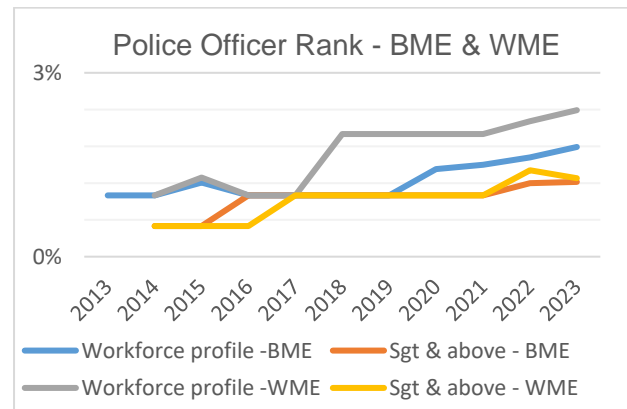
We have:

- Created New Reasonable Adjustment / Accommodation Guidance which is sent to all candidates attending assessment centre. This outlines how to request an adjustment or accommodation, and examples of the types of accommodations that could be offered. The promotion team take a fully candidate led approach and review each request individually.

We achieved:

- Ongoing monitoring of the police officer rank profiles alongside the workforce profiles for comparison. The table below shows the profile of police officers in a promoted rank (Sergeant and above) as of 31 March 2023.

	All Police Officer Number	All Police Officer %	Constable Number	Constable %	Sergeant & Above Number	Sergeant & Above %
Recorded Disability (Yes)	638	3.78%	511	3.87%	127	3.45%
BME	303	1.94%	258	1.95%	45	1.22%
WME	404	2.39%	357	2.70%	47	1.28%
Male	11100	65.75%	8514	64.50%	2586	70.38%
Female	5783	34.25%	4685	35.50%	1098	29.62%
LGB	734	4.35%	596	4.52%	138	3.75%
Total	16883		13199		3684	

Police Officer Rank - Recorded Disability (Yes)
— Workforce profile -Recorded Disability (Yes)
— Sgt & above -Recorded Disability (Yes)

Police Officer Rank - BME & WME
— Workforce profile -BME — Sgt & above - BME
— Workforce profile -WME — Sgt & above - WME

Police Officer Rank - Female
— Workforce profile -Female — Sgt & above - Female

Police Officer Rank - LGB
— Workforce profile -LGB — Sgt & above - LGB

- Ongoing monitoring of the police officer promotions alongside the workforce profiles for comparison. The table below shows the police officers who were promoted (either on a temporary or substantive basis) during the reporting period 1 April 2022 to 31 March 2023:

	All police officers number	All police officers %	Officers promoted between 1 April 2022 and 31 March 2023 number	Officers promoted between 1 April 2022 and 31 March 2023 %
Recorded Disability (Yes)	638	3.78%	43	2.71%
BME	303	1.79%	20	1.26%
WME	404	2.39%	17	1.07%
Male	11100	65.75%	1079	67.99%
Female	5783	34.25%	508	32.01%
LGB	734	4.35%	73	4.60%
Total	16883		1587	

- Ongoing monitoring of the police staff grade profiles alongside the workforce profiles for comparison. The table below shows the profile of police staff at grades 1-7 and 8 and above as of 31 March 2023:

	All police staff number	All police staff %	Grade 7 & below police staff number	Grade 7 & below police staff %	Grade 8 & above police staff number	Grade 8 & above police staff %
Recorded Disability (Yes)	401	7.07%	385	7.35%	16	3.68%
BME	110	1.94%	98	1.87%	12	2.76%
WME	90	1.59%	78	1.49%	12	2.76%
Male	2149	37.89%	1898	36.25%	251	57.70%
Female	3522	62.11%	3338	63.75%	184	42.30%
LGB	221	3.90%	208	3.97%	13	2.99%
Total	5671		5236		435	

We will:

- Undertake ongoing environmental scanning and benchmarking.