SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 3.2

Meeting	**SPA People Committee**
Date	**29 August 2023**
Location	**Video Conference**
Title of Paper	**Policing Together Update Report**
Presented By	**Police Scotland, ACC Policing Together, David Duncan**
Recommendation to Members	**For Discussion**
Appendix Attached	**Yes** **Appendix A - Policing Together Implementation Plan** **Appendix B – 6 Monthly Policing Together Performance Reporting Template.**

PURPOSE

The purpose of this paper is to update the Scottish Police Authority (SPA) People Committee on Policing Together. The report will provide the refined Policing Together Implementation Plan and will outline the priority of actions and the time periods in which they are anticipated to be delivered. The report will outline the proposed template for the six-monthly reporting due in November 2023 and capture how progress and outcomes will be monitored, measured and reported going forward.

1 INTRODUCTION

1.1. The Police Scotland Policing Together Strategy was launched on 30 September 2022. Since then, significant work has been undertaken which delivers on the four outcomes. This report seeks to provide an update on key activity undertaken and outline the work carried out to refine and prioritise the Strategy Implementation Plan and ensure mechanisms are in place for measuring progress and effectiveness.

2 POLICING TOGETHER GOVERNANCE STUCTURES

2.1 Strategic oversight of Police Scotland's EDI activity continues to be driven by Deputy Chief Constable (DCC) Fiona Taylor QPM, who remains as chair of the Policing Together Strategic Oversight Board (PT SOB).

2.2 Following the launch of the Policing Together Strategy, there was a refresh of existing structures to provide a consistent naming convention across the EDI landscape. The creation of a Policing Together Tactical Group (PTTG) was agreed to help streamline the business flowing through to the PT SOB from the four main sub-groups:

- Policing Together Community Group
- Policing Together Colleague Group
- Policing Together Implementation Group
- Policing Together Performance and Impact Group

2.3 The PT SOB now sits 6 monthly with the PTTG and its four sub-groups sitting quarterly.

2.4 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.

2.5 Police Scotland's strategy to tackle Violence Against Women and Girls (VAWG) was approved by the SPA Board in March 2023. Based on wide-ranging and unprecedented engagement with the general public, women and girls, survivors of violence, key partners,

academics and experts, the strategy builds on the service's commitment to improve and future-proof its response. The delivery of the strategy is supported by a Strategic Oversight Board chaired by ACC Bex Smith. A Tactical Delivery Board is led by DCS Martin MacLean. Both groups meet every 6 weeks.

3.   POLICING TOGETHER PORTFOLIO

3.1   In February 2023, following the launch of the Policing Together Strategy, a new ACC portfolio was created to ensure the organisation continues its momentum and gives sustainable and tangible effect to the commitments within the Strategy. ACC David Duncan was appointed as Policing Together lead and Dr Victor Olisa QPM was appointed as Strategic Inclusion and Equalities Advisor. The EDI Secretariat and Co-ordination Unit was expanded and the portfolio now benefits from the support of one Inspector, three Sergeants and one Constable.

3.2   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 PTTG on a quarterly basis ensuring oversight, alignment of activity, collaboration and sustained momentum.

3.3   The cross-cutting nature of activity means that no single work stream or business area will fulfil the broad outcomes of the Policing Together Strategy, however, the collective efforts across the 4 pillars will contribute to the outcomes being delivered. Paragraphs 3.4 to 3.7 below offers high level insight into the direction of travel and progress to date.

3.4   **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 was rolled out to senior leaders at Superintendent/Police Staff equivalent and above in 2021. Most recently, in April 2023, the programme launched to Chief Inspectors and staff equivalents. In the coming months, the programme will roll-out to approximately 5000 sergeants, inspectors and police staff equivalents with line management responsibilities. 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. A full evaluation plan is in place for YLM with monthly and quarterly evaluation reports being produced. Insights and measures used to understand the success of the product includes a review of attendance at the programme and willingness to recommend it to others, results of an end of programme evaluation questionnaire, in particular confidence to apply the learning outcomes, and focus groups to discuss line manager leadership behavioural changes 3 months post-programme.

3.5 **Training:** An EDI e-learning module was launched in November 2022. All officers and staff are required to complete the training. As of 30 June 2023, 21,502 officers and staff have accessed the module, which is 95% of the organisation. The EDI e-learning module is now part of the mandatory training calendar and will be subject to scheduled maintenance meaning that each year all officers and staff will have the opportunity to refresh their knowledge and reset expectations aligned to Police Scotland values and standards of professional behaviour. Continuous Professional Development (CPD) Empower Hours provide facilitated sessions, encouraging discussion and self-reflection and giving the space to explore privilege, bias, EDI myths and also techniques and approaches to become positive challengers of all forms of discrimination. CPD Empower Hours with the core focus of EDI are available on 'Unconscious Bias and You', 'Inclusion Starts with I', and 'How to be an Ally'. The next phase of the CPD / EDI learning programme is face to face or virtual sessions with sergeants, inspectors and staff equivalent roles. This will require planning and engagement with business areas and alignment with other activity such as YLM. Post learning evaluation data captures overall satisfactions, application of knowledge, satisfaction with learning outcomes, content and duration as well as developmental responses and recommendations for future development.

3.6 **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. Feedback indicates engagement/viewing rates for the campaign have been very positive, suggesting wide interest in the topics covered. As the final stages of the current campaign approaches next steps include creating a tactical plan of continued prevention activity for 2024 which aims to consolidate awareness, with a particular focus on recurring or emerging concerns. It is acknowledged that a key element of the campaign is evaluating the impact of prevention activity, particularly relating to increased awareness and understanding of personal responsibility to demonstrate standards, alongside increased confidence to report and address issues. PSD are engaging with the Strategy & Insights team to consider the most effective way to achieve this evaluation.

3.7 **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. Planning is underway to mark Black History Month in 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 Constable's statement on Institutional Discrimination. As of 6 August, the toolkit of information and questions and answers on institutional discrimination had been downloaded over 15,000 times and the institutional discrimination page on the Policing Together intranet area had been accessed on over 20,000 occasions. Evaluations are routinely carried out on communication plans however this unprecedented engagement demonstrates the thirst for knowledge in this space.

3.8 Several key actions within the Policing Together Implementation Plan are being delivered by the ongoing work and activities outlined across the 4 pillars.

4 SEX EQUALITY AND TACKLING MISOGNY

4.1 The SE&TM Implementation Plan includes 7 evidence-led work streams. These work streams are being taken forward by the cross-service Steering Group members, led by ACC Bond.

- Promotion
- Working Practices
- Leadership
- Culture and Engagement
- Peer Support
- Reporting
- Estates

4.2 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. This work will take place across August and September 2023.

4.3 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.

4.4 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.

5 POLICING TOGETHER IMPLEMENTATION PLAN

5.1 Following the publication of the Policing Together Strategy in September 2022. It was recognised there were areas of crossover and duplication with the EDI Action Plan. Approval was provided at the PT SOB to subsume the action plan into the Policing Together Implementation Plan. A process of mapping and de-confliction to streamline and refine the Implementation Plan took place across

key business areas. Recommendations were approved at the PT Implementation Group on 07 July 2023, successfully streamlining the Plan, removing duplication and ensuring it is manageable by departments. In addition, this has resulted in easier prioritisation and will enable more effective performance reporting internally and externally.

5.2   Appendix A presents the refined Implementation Plan capturing the work undertaken to prioritise actions, identify timescales for delivery and understand the resourcing and financial implications associated with the actions. The refined plan presents the data sets and insights available, or desirable, which will be used to measure impact of activity.

5.3   It is also recognised that areas of crossover exist with the Implementation Plan and the Joint Equality Outcomes for Policing, particularly the employment focused outcomes 5-8. Going forward, it is the intention to streamline reporting. Further assessment will be carried out in relation to this to ensure duplication is understood and alignment is clear and recorded on the 4Action System.

5.4   An early product of the SE&TM Delivery Group will be a mapping exercise to align to work streams within the wider Policing Together Implementation Plan where appropriate. This will minimise duplication of effort while ensuring a focus on SE&TM continues to be in place.

5.5   Within the VAWG strategy, there is ongoing activity and reporting which already aligns with Equality Outcome 4 - VAWG Confidence and Support.

6.   PERFORMANCE AND IMPACT- REPORTING

6.1   The Policing Together Performance and Impact Group (PT P&I) will continue to consider the insights and measures available to capture and monitor the impact and outcomes of EDI activity.

6.2   The PT P&I Group have considered Police Scotland's reporting against the Policing Together Strategy and are seeking to embed progress reporting into current established methods. The 6 monthly EDI Performance report is therefore evolving to include reporting against the Policing Together Strategy and its Implementation Plan.

6.3   The template for the newly titled Policing Together Performance Report is attached at Appendix B for discussion and feedback. The template displays the proposed layout for reporting. It will aim to enable concise, visual, impact focused reporting supported by key measures. It will comprise of updates in relation to mainstreaming and delivery against Policing Together and the Joint Equality Outcomes for Policing.

6.4   The mainstreaming section will provide key strategic updates which will be aligned to Policing Together. The 4Action system will be used to track and report high level progress against the Policing Together Implementation Plan with additional narratives being provided by exception. Key reporting against the Joint Equality Outcomes for Policing will be included to ensure ability to comply with legislative reporting requirements. All updates will be structured to cover Police Scotland commitment, actions, achievements/impact and next steps. In addition, cross referencing will be utilised to avoid duplication of updates across the various strategic outcomes.

6.5   The development and delivery of the performance report is dependent on ongoing work to improve the analysis and presentation of key data and measures. A PowerBI 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. Work is ongoing to understand the links and ensure alignment to other management information in order that a single source of data is available. Work is also ongoing to resolve current barriers in relation to access to EDI employment data and to identify data developments required to support reporting on Policing Together outcomes. In addition, the exploration of research and insights, under the PT P&I Group, which align to Policing Together will enable more enhanced benchmarking and performance management.

7   INDEPENDENT SCRUTINY

7.1   Police Scotland continues to benefit from the scrutiny, insights and support of the Policing Together Independent Review Group (IRG) chaired by Robin Iffla MBE. The group delivered its interim report to the SPA Board in May 2023 detailing initial findings in support of its 3 outcomes; strategic direction, organisational culture and training and development.

7.2   The National Independent Strategic Advisory Group (NISAG) has very recently realigned under the Policing Together structure. The Terms of Reference (ToR) for the group will be reviewed and refreshed to ensure that Police Scotland continues to benefit from the valuable expertise, experiences and links into our communities that the group can provide.

8.   FINANCIAL IMPLICATIONS

8.1   The work streams and activity being delivered under Policing Together has financial implications. There is existing expenditure associated with the IRG and the National Independent Strategic Advisory Group. The development of a human rights framework is being driven under Policing Together. A human rights lawyer and policy advisor was procured to carry out stage one baseline assessment and delivery of the recommendations outlined in the resulting report will have associated financial implications. Furthermore, individual activity in support Policing Together will have financial implications with much of the work being supported through current budgeted establishment means.

9.   PERSONNEL IMPLICATIONS

9.1   Some of the EDI activities will have an impact on personnel and the way in which the workforce currently operates. Police Scotland will proactively engage with stakeholders and staff associations to ensure a collective approach in the best interests of the workforce.

10.   LEGAL IMPLICATIONS

10.1   This update and the work contained within supports compliance with work related aspects of The Equality Act 2010 and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

11.   REPUTATIONAL IMPLICATIONS

11.1   There are reputational implications. Building and maintaining a service which improves the experiences of all communities, including our own officers and staff, will positively enhance the reputation of Police Scotland.

12. SOCIAL IMPLICATIONS

12.1 Police Scotland's plans are designed to further diversify the workforce by encouraging people from under-represented groups to consider a career in policing. Having a diverse workforce that is truly representative of communities will increase public confidence and legitimacy of Police Scotland.

13. COMMUNITY IMPACT

13.1 Without a well skilled, supported and motivated workforce the confidence placed in service delivery and the legitimacy of policing communities could be compromised.

14. EQUALITIES IMPLICATIONS

14.1 The content of this paper will positively support EDI and Human Rights in the workplace ensuring Police Scotland is accessible as an employer to all our communities.

15. ENVIRONMENT IMPLICATIONS

15.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Plan on a page

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.

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.

Our commitments:

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Insights and Measures
1	**Communicating on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations**	Ensure the anti-racist message is delivered across all relevant communication plans, and that statements followed up routinely and consistently.	Corporate Communications	Delivered by existing staff using suite of communication channels and planning and evaluation processes. Significant resource has been allocated to ensure delivery. However, if staff across Corporate Communications are lost and not replaced, in line with the ongoing recruitment pause then delivery could potentially be slower.	This will be met within existing revenue budgets.	**Priority** – High **Timeline** – short to long term. Significant resource has been allocated to ensure delivery	• Feedback from Officers/Staff on what the anti-racist stance means to them. • Corporate Communication social media insight from EDI related activity • Feedback from public engagement carried out by Strategy and Innovation team.
		Develop and maintain a communications plan following the chiefs' statement on institutional discrimination.	Corporate Communications	Delivered by existing staff using suite of communication channels and planning and evaluation processes. However, if staff across Corporate Communications are lost and not replaced, in line with the ongoing recruitment pause then delivery could potentially be slower.	This will be met within existing revenue budgets.	**Priority** – High. This work is deemed high priority and significant resource has been allocated to ensure delivery. **Timeline -** Long term, this work will be ongoing for some time.	• Measurement carried out in line with Corporate Communications evaluation strategy. • Understand officer, staff and public understanding on views on institutional discrimination through data obtained from engagement led by Strategy and Innovation. (outcomes) • Measure engagement with content shared by looking at page views, downloads, click through count and feedback.(outtakes) • Measure volume of content produced. (outputs)

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Insights and Measures
		Review the cultural calendar which recognises agreed key events and dates throughout the year to encourage inclusion across our workforce to ensure it remains fit for purpose	ACC Policing Together	This will be met with current recourse allocation.	This will be met within existing revenue budgets.	**Priority –** High **Timeline –** Ongoing and currently being delivered and reviewed to incorporate more diverse calendar of events for our workforce.	• Feedback and direct collaboration with and from DSA's. • Feedback and review documents from events and online seminars. • Staff surveys to capture the impact of the calendar and what needs to be improved. • Reach of the Comms resulting in the awareness of staff across Police Scotland. • Uptake for events and the impact this has on our staff.
		Consider an appropriate and proportionate approach to negative and offensive comments posted in response to corporate communications	Corporate Communications	This will be met with current recourse allocation.	This will be met within existing revenue budgets.	**Achieved.** Action is currently being delivered.	• Corporate Communication social media, insight from EDI related activity
2	**Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment**	Sign and deliver against the Scottish Governments Race Commitment.	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Achieved.**	• Update when race commitment signed on what this will mean for Police Scotland. • Measures will be added based on key areas of focus from the commitment in due course • Feedback from community members/elected officials/Scottish Police Authority on why this commitment is important.
3	**Regularly review our policies, to ensure they do not contain unconscious bias**	Review the guidance document provided to owning departments when they are creating or reviewing Policy/SOPs/National Guidance to ensure it is fit for purpose/effective and that assistance continues to be provided in terms of enhancing awareness of unconscious bias	Governance Audit and Assurance	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Priority** – High **Timeline** – Short-Medium Term This has been set as a priority and traction is already being gained as 4 x areas of business have been identified from review.	• Feedback from policy owning departments. • Review of 4 policies identified and feedback will be captured to inform future policy creation. • Input from EDI advisors to provide insights on currently supporting documents sent to departments.

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Insights and Measures
		particularly in relation to EqHRIA's.					
		Implement the recommendations from the EqHRIA internal audit to ensure EqHRIA's are used effectively	Partnerships, Preventions and Community Wellbeing.	This can be met with existing recourse allocation	Potential IT cost implications however this is still to be confirmed.	**Priority** – Medium **Timeline** – Medium Term	• Feedback on those who use the policies from "Service Delivery Policy Support: the 'voice of the customer' survey" • Assurance and evidence of compliance • Assessment of the quality of policies and EQHRIAs reviewed, including addressing unconscious bias where it is found so that published documents are free from bias Improved practice and shared learning
4	**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**	Review how Police Scotland supports officers and staff with disabilities and/or on modified duties	People and Development	A bid has been made for resources to support access to work process.	Reasonable adjustment costs are continuously increasing.	**Priority** – High **Timeline** – Medium Term	• Number of staff on modified duties • Focus groups with staff on modified duties and with disabilities to assess progress
		Review the Wellbeing Champions Programme to ensure champions are equipped with appropriate support and training in relation to equality, diversity and inclusion	People and Development	This can be met with existing recourse allocation however additional training may inherit a recourse requirement.	May incur financial imprecations due to training delivery and other support provided.	**Priority** – Medium **Timeline** – Long Term This is ongoing and will continue to be cycled until classified as closed and embedded.	• Regular monitoring and acting on feedback from wellbeing champions. • Deliver training and assess its impact/suitability via feedback. • Consider feedback from people who have utilised wellbeing champions.
		Mental Health Awareness training should be reviewed and refreshed with increased focus put on supporting colleagues with mental health conditions, stress and anxiety. This should be refreshed regularly.	Health and Wellbeing	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Priority** – High **Timeline** – Medium Term	• Review training feedback to ensure suitability and capture gaps. • Staff surveys around mental health support and managing stress/anxiety as it is an important and prominent topic. • Completion rates to assess reach.

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Insights and Measures
		Process to raise concerns and work in partnership with external providers to resolve concerns identified around the language used in reports and more specifically improve the understanding of policing held by occupational health nurses.	Disability and Carers Association (DACA)	This can be met with existing recourse allocation	May have additional cost due to specifically quoting external providers however no direct implications identified to date.	**Priority –** Medium **Timeline -** Short Term	• Feedback from DACA around members to assess improvement in language used. • Use of feedback is any awareness sessions or training is delivered to inform a change in outlook or increase in knowledge/understanding. • New process created and evaluated to ensure concerns are captured. Frequent review of process to ensure fit for purpose.
5	**Provide officers and staff with a dedicated mechanism to report issues and concerns relating to equality, diversity and inclusion**	Review and improve the process allowing officers/staff to report concerns allowing early stage informal interventions.	Professional Standards Department	PSD & P&D are engaging re this work with new revenue mechanisms being costed.	TBC	**Priority** - High. **Timeline** – Medium Term	• Percentage of concerns resolved through informal interventions / Percentage of concerns escalated to further action.
6	**Strengthen our recruitment, vetting, performance and disciplinary procedures ensuring due process and fairness throughout**	Implement Lady Elish recommendations	Professional Standards Department	This can be met with existing recourse allocation	Delivery of remaining Lady Elish recommendations rely upon Centurion upgrade to deliver diversity reporting. £80k funding secured. Deadline for upgrade is end of October 2023.	**Priority** - High. **Timeline** – Medium Term.	• Feedback on Positive Action Team recruitment programme • Assessment of the impact of the changes to disciplinary procedures to ensure due process • Positive action team recruitment events data – attendees/applications/Jobs offered etc. • Grievances data (Possible EDI Data captured) • Complaints data (Possible EDI Data captured) • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure).
		Review Vetting Manual and associated risk management framework, ensuring vetting decisions are fair to all applicants.	Professional Standards Department	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Priority**. - High **Timeline** – Short Term - vetting manual subject to annual reviews – next review due Nov 2023.	• TBC

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Insights and Measures
						Medium Term - vetting forms subject to College of Policing timelines.	
		Improve available information to applicants, clarifying standards and introducing a system of keeping applicants informed throughout the application process.	Recruitment and Promotion	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Achieved.** Currently being delivered.	• Oleeo was introduced as an e recruitment system and candidate tracking system in 2021

Outcome 2:

Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.

Our commitments

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
1	**Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated within People and Development with view to enhancing our services to meet demand**	Consider the long, medium and short term resource implications of improving inclusion within the service.	People and Development	This will be met within the current recourse allocation.	This will be met within existing revenue budgets	**Priority** – Medium **Timeline** – Short	• Progress report from People and Development on enhancement of EDI services/team. • Required resources are secured and in place to uphold inclusivity commitment. • Value for money is attained through recourse scrutiny and justification.
		Consideration to be given to how religion and belief Diversity Staff Association will evolve and develop to support the organisation in progressing the EDI agenda. This should include review of capacity and involvement of executive sponsor and should give due regard to the resources, protected hours and finances provided to the Associations.	ACC Local Policing West	There may be a future recourse implication within this action.	There may be future financial implications for this action.	**Priority** – Medium **Timeline** – Medium Term. Executive sponsors have been appointed.	• Feedback from DSA's and their members as to how they are being listened to and concerns taken forward. • How many TTTP sessions have been carried out and what traction has been gained to correcting practices adversely affecting protected groups previously highlighted. • Feedback from Staff around how well they are aware of various DSA's and what support they can offer. • Increased capacity for DSA members to actively contribute to EDI work streams and consult on matters of organisational importance. • Increased use of DSA for strategic consultation and EQHRIA's.
2	**Establish a permanent independent review group and provide ongoing support to ensure progress is being made and hold us to account**	Establish a permanent independent review group and provide ongoing support to ensure progress is being made and hold us to account	Executive	There will be recourse implications for the IRG as IRG members are external. 10 members in total.	Current IRG members are remunerated for their involvement at a rate of £307 per day. This can be claimed in hours, £38.38 per hour. Reasonable expenses are also paid, such as public transport or a millage	**Priority** – High **Timeline** – Short and Long term as some form of the IRG will be retained by Police Scotland after their tenure date has passed.	• Publication of progress on formation of IRG • Review progress from IRG on support and advice given

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
					rate of £0.45 per mile with a passenger supplement of £0.05. The current IRG comprises eleven members, each completing between eight and twenty four hours of work per calendar month. A similar approach is likely to cost in the region of £40,000-£120,000 per annum, plus mileage and incidental expenses.		
3	**Develop a rights based approach to police framework to build on existing practices to coordinate and support activity across the service**	Progress the Human Rights Framework SLWG and develop a Human Rights Framework for the service	ACC Policing Together	Short life working group may require additional resources. Should there be a requirement to appoint a Human Rights advisor there will be further financial outlay	A Human Rights Lawyer and Policy Advisor was procured to carry out stage one baseline assessment. Delivery of the recommendations outlined in the resulting report will have associated financial implications. Should there be a requirement to appoint a Human Rights advisor there will be further financial outlay.	**Priority** – High

Timeline – Baseline assessment complete. Short life working group established. Next stage actions will span in the short/medium term | • Feedback from staff and DSA's around amendments to policy, strategy and impact on their members.
• Feedback from external stakeholders around our approach, alterations made and how that impacts the communities across Scotland.
• Feedback from improved training courses, course facilitators and how we are embedding human rights into strategic, tactical and operational decision making.
• The public and our people have more confidence that we are committed to a human rights approach to policing. Data and surveys.
• More and better quality EQHRIA's being produced by PS. |
| 4 | **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** | Deliver a CPD/EDI learning programme across the organisation to increase knowledge and awareness whilst encouraging behaviour and mind-set change to support embedding of the new | Learning, Training and Development | This can be met with existing recourse allocation | This will be met within existing revenue budgets. | **Priority**: Medium

Timeline - Short to medium term. Items are in delivery now and will continue for the next 12-18 months. CMEU able to implement. | • End of course feedback gathered. Curriculum Maintenance & Examination Unit established within Probationer Training. Within CMEU there is an officer dedicated for curriculum content and able to undertake reviews.
• End of course feedback is already gathered and analysed to inform practice going forward. This could be replicated |

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
		Policing Together strategy					on a smaller scale to target post EDI training.
		The probationer constables Equality, Diversity, and Inclusion training to be reviewed regularly as part of the ongoing maintenance of the Probationer Training Programme.	Learning, Training and Development	This will be met within the current recourse allocation.	This will be met within existing revenue budgets	**Priority** - Medium. items are in delivery now and will continue for the next 12-18 months **Timeline** – Short terms. Curriculum Maintenance & Examination Unit (CMEU) able to implement.	• End of course feedback gathered. Curriculum Maintenance & Examination Unit established within Probationer Training. Within CMEU there is an officer dedicated for curriculum content and able to undertake reviews. • End of course feedback is already gathered and analysed to inform practice going forward. This could be replicated on a smaller scale to target post EDI training.
		Provide support for probationary constables in relation to matters of equality, diversity and inclusion to improve the service provided to the public, our partners and creating a positive working environment.	Learning Training and Development	Act Don't React (ADR) - Train the trainer session to be delivered by J Division Reps to LTD Module 1 instructors who will be responsible for delivery. within Module 1 of the Probationer Training Programme Allies - Train the Trainer to be delivered to Operational Training staff prior to roll out	ADR Funding awaiting approval via LTD budget Allies - No financial implication as this has been developed in house by EDI qualified staff	**Priority** – Medium. Allies / Act Don't React Training (ADR). **Timeline** – Short term. Current plans are to add the Diversity Allies and Act Don't React training components to the Probationer Training Programme within the next 6 months, assuming budget is approved.	• Introduction of Diversity Allies Course for delivery to probationers during Mod 3B around week 92. • Introduction of Act Don't React training to be subsumed within Mod 1.
		Ensure training for the new Hate Crime Bill is sufficient to enable officers and staff to provide a consistent response in enacting the legislation. Consider enhancing the availability and geographic spread of hate crime champions.	Partnerships, Prevention and Community Wellbeing.	This will be met within the current recourse allocation.	General overall cost £300,000	**Priority** – Medium **Timeline** – Medium Term	• Establish baseline confidence levels from Partners and Groups who represent and support victims of Hate Crime using their feedback to inform service delivery. • Capture, share and implement best practice and learning gathered through use of Hate Crime Advisers and Community feedback. • Monitor the Number of Hate Crimes, detections and incidents.

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
5	**Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences for individuals joining the service**	Identify the internal and societal barriers to under-represented groups joining Police Scotland/SPA	Recruitment and Promotion	This will be met within the current recourse allocation.	This will be met within existing revenue budgets and resources.	**Achieved.**	• Case study on individuals' experiences of recruitment processes • Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Positive action team recruitment events data – attendees/applications/Jobs offered etc. • Independent organisation was procured in 2022 to research barriers into underrepresented groups
		Use inclusive attraction strategies and positive action activities to improve the experience of individuals seeking to join the service	Recruitment and Promotion	This will be met within the current recourse allocation.	This will be met within existing revenue budgets and resources.	**Priority** – High **Timeline** – Short to Medium term. In progress of being delivered.	• Quarterly reports will be available on this in 2024 as per the HMICS phase 2 action
		Capture and review experiences of individuals seeking to join the service (including those are unsuccessful)	Recruitment and Promotion	This will be met within the current recourse allocation.	This will be met within existing revenue budgets and resources.	**Priority** – Medium **Timeline** – Short to Medium term. In progress of being delivered.	• Quarterly reports will be available on this in 2024 as per the HMICS phase 2 action
		Ensure that all people plans have a focus on communicating that promotion standards apply to every candidate equally, regardless of protected characteristics	Recruitment and Promotion.	Will be met with existing recourse allocation.	This will be met within existing revenue budgets.	**Priority** – Medium **Timeline** – Medium Term Scoping commenced and quarterly review	• Communication through My Career where the Comms is around Ready Now and that applies to all without exception
6	**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**	Continue to develop and enhance Policing Together	ACC Policing Together	Additional resources will be requested to populate the policing together portfolio under ACC Policing Together.	The creation of new posts will have a financial impact on the organisation. Various activities associated with Policing Together will come at an additional cost to the organisation.	**Priority** – High **Timeline** – Short into the long term. ACC portfolio created and filled. Secretariat expanded. Now populating senior management below that of ACC.	• Lived experience examples • Feedback from Policing Together IRG • Progress report on development of Policing Together platform. • Feedback from YLM and EDI training courses. • Confidence our people have to challenge behaviours.

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No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
	knowledge and help mainstream activities						- Confidence of our supervisors to deal with inappropriate behaviours at various levels. - Our people understand our values, what's expected of them when interacting with colleagues and the public. - Staff feel like they can bring their whole self to work. - Consultation with DSA's is carried out at the earliest opportunity to ensure inclusivity of police procedures and practice. - Public trust and confidence increases with focus on underrepresented groups.
		Development of a Knowledge Hub which provides a central page for Equality, Diversity and Inclusion Information which links to specific intranet areas for reference materials.	Corporate Communications	This will be met within the current recourse allocation.	This will be met within existing revenue budgets.	**Achieved.** Action complete as this is the Policing Together intranet area.	- Measure engagement with content shared by looking at page views, downloads, click through count and feedback.(outtakes) - Measure volume of content produced. (outputs)

Outcome 3:

We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.

Our commitments:

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
1	**Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework**	Relaunch and promote Police Scotland's values to raise awareness of language discipline and respectful dialogue.	Corporate Communications	This will be met within the current recourse allocation. This work is deemed high priority and significant resource has been allocated to ensure delivery. However, if staff across corporate Communications are lost and not replaced, in line with the ongoing recruitment pause then delivery could potentially be slower.	This will be met within existing revenue budgets.	**Priority** – High. **Timeline –** Medium term.	• Feedback from Officers/Staff on new CVF "My Career" – Competency and Values Framework Training – completion rate by staff/officers • Qualitative feedback to understand the anticipated cultural change and any challenges/barriers to this change • Measurement of communication activity carried out in line with Corporate Communications evaluation strategy. • Understand officer and staff understanding on of our values and standards of professional behaviour through data obtained from engagement led by Strategy and Innovation. (outcomes) • Measure engagement with content shared by looking at page views, downloads, click's and feedback.(outtakes) • Measure volume of content produced. (outputs)
		The content and approach for the staff induction to be reviewed and an options paper created on how to improve the colleague learning experience and ensure the content is fit for purpose.	People and Development	Expected to have recourse implications.	Expected to have financial implications.	**Priority –** Medium **Timeline:** Medium Term. Expected to implement recommendations within next 12 months, subject to resourcing and funding.	• Research and analysis will be available in the options paper for consideration - expected August/September 2023 and will be taken through appropriate governance routes.

2	Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership	Allies in local workplaces are vital to promote inclusion and the development of a Black and Minority Ethnic Ally network should be considered organisationally	SEMPER	There is a recourse requirement for this action however it should be managed within existing recourse allocation and no additional recourses should be required.	This will be met within existing revenue budgets.	**Priority** – Medium **Timeline** – Medium term.	• Feedback from Black and Minority Ethnic colleagues that they feel supported and know where to turn for advice and assistance from those with lived experience. • Staff survey feedback stating Black and Minority Ethnic colleagues feel supported to come to their work and be their authentic selves. • Feedback from those within the allies' network on efficiency, use and the outcomes of providing support/ assistance even though it may be anonymised.
		Develop mechanisms whereby officers and staff can inform the development of employment policy within our working environments.	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Achieved.**	• Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey • Exit Survey data (EDI Data included) • Sexism and misogyny survey analysis and progress • Feedback from sexism and misogyny engagement events • Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) – Focus on those with 5 or less years' service (would need to discuss with equality monitoring team changes to current analysis) • Staff Associations – promotion of staff events, updates on ongoing work • Feedback data on success of ally network, feedback from officers/staff on how this helps • Qualitative feedback on truth to power sessions • Focus groups with new recruits' data over 2, 3, 4 year period.
		Explore opportunities to raise awareness of the Diversity Staff Associations to colleagues and promote the support they can offer to individuals and the organisation.	Executive	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Achieved.**	• Increase in membership. • Feedback from staff associations following period of promotion of diversity staff associations.

		Review the Uniform and Appearance SOP to ensure it is inclusive.	People and Development.	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – TBA **Timeline** – TBA Newly moved to P&D to timeline to be established. May be completed in conjunction with the uniform review working group that is currently underway. SOP is scheduled to be reviewed within the next 18 months.	• None Identified
		Develop case studies (written, verbal, video, anonymous or otherwise) which capture the experiences of officers/staff from different protected characteristics, highlighting the impact negative attitudes and behaviours have. The case studies should also highlight positive experience due to the handling of incidents by supervisors, demonstrating best practice	Strategy and Innovation	This will be met within existing recourse allocation.	This will be met within existing revenue budgets.	**Achieved.** Currently being delivered.	• TBC
		Through engagement with diversity staff and statutory staff associations, determine the organisations stance regarding staff participation in diversity events both nationally and locally.	ACC Policing Together	This can be met with existing recourse allocation	This can be met with existing recourse allocation.	**Priority** – High **Timeline** - Short term. Conversations are being conducted within the implementation group and the LGBTI	• Consultation and feedback with Diversity Staff Associations.

		Provide visible support and guidance for staff to participate in these events.				champions group around this issue.	
		Ensure planning of events, operations and conferences cater for dietary requirements based on faith and that there are facilities for prayer. This could be achieved through reviewing and updating guidance and communication to planning departments and across the organisation.	Operational Support Division	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – High **Timeline** – Short Term	• Events planning phase captures and includes needs of various groups. • Organisational guidance reviewed in respect of events planning diverse group needs. • Positive feedback from DSA's around accommodating members needs at events.
		Review and update employment forms and systems to allow recording of non-binary and trans identities where possible.	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – High **Timeline** – Medium Term	• Changes to the employment forms would be captured in the equality monitoring data and analysed in same way.
		The organisation should support and promote the contribution staff make when they use their unique skill sets. The organisation should consider a 'team' award in an area of specialist skills – The role line managers and team members play in managing the corporate agenda and local workloads as a result of abstraction should be acknowledged.	Executive	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – Medium **Timeline** – Short to Medium Term.	• No. of applications of new skill award • Better recording of staff skill sets on systems like scope. • Line managers have better awareness of staff skill sets and understand how to search database to find them. • Staff can log use of specialist skill sets and are encouraged to utilise them where possible.
		The SEMPER Skills database should be highlighted and made accessible to Local	SEPMER	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – Medium	• Positive feedback from commanders around use and impact of using the skills database.

	Commanders, and the organisation should explore whether there are qualifications that can be supported to allow BME contributions to the work (such as translation) to be accepted by justice partners				**Timeline** – Medium	• Identified qualifications or other process between PSOS and Justice Service that allowed BME officers contributions to be acknowledged. • Better awareness of the SEMPER skills database across the service and what it can provide.
3	**Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response**	Bring Your Leadership Matters to all leaders within the organisation to assist leaders in connecting our values to their behaviours.	Leadership and Talent	To delivery YLM there is a core team of 5 Leadership and Talent Consultants and one Leadership and Talent Manager plus additional support from EY an external partner. Additional resource has been applied for through a reform bid.	Investment of £1.5 million in current YLM contract. Plus additional abstractions for target audience.	**Priority** - High **Timeline** - Long term The delivery of YLM is an organisational priority aligned to PT. It is a mandated programme. The Initial delivery of the programme is medium-term but the legacy product of YLM will likely be long-term.	• YLM - Attendance at programme & willingness to recommend programme to others. • YLM - Results of end of programme evaluation questionnaire, in particular confidence to apply the learning outcomes • YLM - Focus groups – to discuss line manager leadership behavioural changes 3 months post-programme • Monitor changes in policy with regards to organisational response
		Monitor and capture the experiences of officers/staff who have been subject to micro-aggressions, to help build an understanding of micro-aggressions.	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – High **Timeline** – Short Term	• Insights from monitoring of micro-aggression data. • Actions taken to address micro-aggressions. • Survey or a focus group (truth to power) • Insights from People Survey.
4	**Introduce an independent advocate to support colleagues raising concerns around discrimination**	Explore options regarding introduction of an independent advocate to support colleagues raising concerns around discrimination	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – Medium **Timeline** – Medium Term	• Review implementation of independent advocate and then subsequent support provided • Grievances data (Possible EDI Data captured) • Complaints data (Possible EDI Data captured)
		Enhance transparency, consistency and fairness in employment and complaints processes through the	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – High	• Review implementation of independent advocate and then subsequent support provided • Grievances data (Possible EDI Data captured)

		Fair Play Programme pilot				**Priority** – Medium Term	• Complaints data (Possible EDI Data captured) • Qualitative feedback will be captured initially after 6 months from all members to share their experience and capture suggestions for improvements. • Thereafter feedback will be captured informally on an ongoing basis with an annual confidential survey to assess progress and areas to develop/improve.
5	**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**	Develop and recruit a colleague panel to support and challenge the full range of EDI Work to consider SOB work and share considerations	Strategy and Analysis	This will be met with existing recourse allocation.	This will be met within existing revenue budgets	**Priority** – Medium **Timeline** – Medium Term 6-24 months. .	• Qualitative feedback will be captured initially after 6 months from all members to share their experience and capture suggestions for improvements. Thereafter feedback will be captured informally on an ongoing basis with an annual confidential survey to assess progress and areas to develop/improve.
6	**Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination**	Provide enhanced training for supervisors on people management skills	Leadership and Talent	Resource required from HR to provide SME input. L&T Consultant design and delivery resources.	This will be met within existing revenue budgets.	**Priority** – Medium PMPD is about to launch following pilot with current content but future including handing EDI concerns can be considered as part of Phase 2. **Timeline** – Medium term. Following initial roll out of Phase 1.	• Review implementation of independent advocate and then subsequent support provided • Grievances data (Possible EDI Data captured) • Complaints data (Possible EDI Data captured) • Qualitative feedback will be captured initially after 6 months from all members to share their experience and capture suggestions for improvements. • Thereafter feedback will be captured informally on an ongoing basis with an annual confidential survey to assess progress and areas to develop/improve. • Feedback from 'leaders' on how training helped them in their role, how they use it in day to day work etc. • "My Career" on intranet with toolkits etc. specific to leadership pathways/development – data for hits/number completed/taken part • Number of EDI training days delivered – on leadership. • 31/07 tracking a reduction in complaints related to EDI

| | | The content of the tutor constables' course to be reviewed regularly to ensure probationer constables receive quality guidance and support considering individual needs and requirements and that tutor constables are provided with the appropriate upskill . | Learning Training and Development | This can be met with existing recourse allocation | This will be met within existing revenue budgets | **Priority** – Medium

Timeline – Short-Medium Term | • Feedback from course attendees around how the material is fit for propose and what amendments are required to inform future iterations.
• Feedback from probationer constables at the end of their probation to capture positive and negative experiences and ensure this is used to inform future iterations.
• Probationers and tutors feel more supported throughout probationer life cycle. |

Outcome 4:

Our colleagues represent and reflect the communities we serve and keep safe

Our commitments:

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
1	**Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible**	Use demographic data to support the design of recruitment campaigns in order to deliver a workforce reflecting our communities	Recruitment and Promotion	This will be met with existing recourse allocation.	This will be met within existing revenue budgets.	**Achieved.** Currently being delivered. Complete.	
		Review findings of the Exit Surveys to identify common themes relating to EDI.	People and Development	This will be met with existing resource allocation.	This will be met within existing revenue budgets.	**Priority** – TBA **Timeline** - TBA	• Leavers profile by sex, race, disability, sexual orientation, age, religion or belie • APU suggest – The review of Exit survey data would be suffice for this action
		Increase collaboration and communication with religion/belief staff association with regards Positive Action events/recruitment events, exploring opportunities to work with partner agencies who support minority communities to assist with the recruitment drive	Recruitment and Promotion	This will be met with existing resource allocation.	This will be met within existing revenue budgets.	**Achieved.** Being delivered and complete.	• PAT Quarterly update

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
		Continue to design and develop high quality data and insights across all of our EDI and workforce data to ensure transparency, support colleagues and enable evidence based planning and decision making	ACC Policing Together	This can be met with existing recourse allocation	This can be met with existing recourse allocation	**Priority** – High **Timeline** – Long Term Constantly evolving and developing.	• TBC
		Raise awareness of the opportunities Positive Action provides to help ensure our workforce is representative of our communities	Recruitment and Promotion.	Will be met with existing recourse allocation.	This will be met within existing revenue budgets.	**Achieved.** Currently being delivered.	• TBC
		Achieve 'Foundation Level' of the LGBT Youth Charter with an ambition to achieve a higher level of Charter as an organisation.	ACC Local Policing East	There are resource implications for this work. 1 nominated inspector is overseeing this work in E division for the silver award and staff within C3 are all driving this work for the bronze award.	There are financial implications associated with initial training from LGBT youth Scotland to the 2 pilot divisions namely E and C3. These have been budgeted for however if the initiative was to be expanded, a much larger financial outlay may be inherent.	**Priority** – Medium **Timeline** – Short term for Pilot Divisions however longer term from an organisational perspective.	• Staff surveys to inform the impact of the training and awareness. • Public surveys to inform trust / confidence within LGBT community especially when police interact with the community. • Feedback from LGBT youth Scotland. • Internal and External media response • Results of the evaluation activity to understand impact of the work locally with a view to expanding nationally.
2	**Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics**	BME Officers/Staff need support from those that have experienced similar behaviours and the organisation (in partnership with DSAs) should consider setting up a BME support network, and offering relevant training.	SEMPER	There is a resource requirement for this action however it should be managed within existing recourse allocation and no additional recourses should be required.	This will be met within existing revenue budgets	**Priority** – Medium **Timeline** – Medium Term	• Feedback from BME colleagues that they feel supported and know where to turn for advice and assistance from those with lived experience. • Staff survey feedback stating BME colleagues feel supported to come to their work and be their authentic selves. • Feedback from those within the support network on efficiency, use and the outcomes of providing

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
							support/ assistance even though it may be anonymised.
		Peer mentoring should be developed and stood up in collaboration with SEMPER and be in place from the probationary period to allow BME Officers other avenues for technical support and guidance, over and above tutor constable arrangements	SEMPER	This can be met with existing recourse allocation	This will be met within existing revenue budgets	**Priority** – Medium **Timeline** – Medium Term	• Feedback from BME colleagues that they feel supported and know where to turn for advice and assistance from those with lived experience. • Staff survey feedback stating BME colleagues feel supported to come to their work and be their authentic selves. • Feedback from those who use the peer mentoring service around efficiency, use and the outcomes of providing support/ assistance even though it may be anonymised.
		Local People Boards to develop actions that ensure equal access to development opportunities for officers and staff with protected characteristics	People and Development	Local actions will need to be resourced locally.	This will be met within existing revenue budgets.	**Priority** – Medium **Timeline** – Medium Term Commenced and quarterly review	• Focus group data for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave. • Review of creation and distribution of "My Career" tool kits • Review of professional accreditation/training made available • Exit Survey data (EDI Data included) • Participation in annual survey capturing experiences of people who have been on career breaks
		Review the promotion and lateral development process to ensure fairness to all and that no protected characteristic faces barriers. This could include a quality assurance process/dip sampling which could	Recruitment and Promotion.	Resources within the ED&I team need to be increased.	This will be met within existing revenue budgets.	**Achieved.** Currently being delivered. Complete.	• Data from ED&I reporting following every promotion process. (Carried out independently from the Promotions Team to report on impact on underrepresented groups)

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
		be targeted in terms of Equality and Diversity.					
		Deliver bespoke programmes to support the personal and professional development of under-represented groups	Leadership and Talent	This can be met with existing recourse allocation	Funding required to bring in relevant SME's to add depth and richness to the learner experience	**Priority** – Medium **Timeline** - Medium Term Plan to commence delivery of a CPD development programme for under-represented groups in 2024 - date subject to resourcing and funding.	• Evaluation of Continuous Professional Development (CPD) learning products - Bespoke Empower Hours delivered for staff associations and also Springboard Development programme • CPD Management Information (dashboard)
		Develop organisational response to colleague retention	People and Development	This can be met with existing recourse allocation	This will be met within existing revenue budgets.	**Priority** – Low **Timeline** – Medium Term	• Force/Recruitment/Promotion/Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) • Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff) (Current Measure) • Your Voice Matters (Staff) Survey • Benchmarking of Your Voice Matters (Staff) Survey
3	**Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances**	Create a "Policing in a Diverse Society" toolkit / knowledge hub and training module for safer communities.	Partnerships, Preventions and Community Wellbeing	This can be met with existing recourse allocation	This will be met within existing revenue budgets and resources.	**Priority** – High **Timeline** – Short Term	• Feedback from officers/staff on how toolkit/training is helping them in their roles.
		Develop information/guidance which increases awareness of fasting and the impact it may have on individuals while at work, (welfare, decision making etc.) Outline within the support/flexibility/adjustments which can be	SPMA	This will have a recourse implication to develop, distribute and maintain the guidance sent out. Recourse may be allocated within existing recourse availability.	This will be met within existing revenue budgets	**Priority** – High **Timeline** – Medium Term	• Insights from People Survey. • Insights from Diversity Staff Associations, Trade Unions and Staff Associations. • Feedback from Line managers around the use of the material and how it helped their support for colleagues.

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
		considered to support the individual					
		Develop guidance and tools for supervisors that enables them to support the welfare of officers/staff who are subject to a hate crime in the course of their duties.	Partnerships, Prevention and Community Wellbeing.	This will be met within the current recourse allocation.	This will be met within existing revenue budgets	**Priority –** Medium **Timeline –** Medium Term	• Evaluate the outcome and impact of hate crime campaigns and internal communications we deliver or participate in. • Capture, share and implement best practice and learning gathered through supervisors/divisions/officers/DSA feedback. • Capture data of support provided via YWM (bespoke support letters) and TRIM referrals. • Number of Officers/Staff who are victim of hate crime
		Raise awareness of the opportunities to work in partnership with faith groups (example churches) who can offer support and new ideas to tackle local issues such as anti-social behaviour, youth disorder and bogus callers.	Partnerships, Preventions and Community Wellbeing	This can be met with existing recourse allocation	This will be met within existing revenue budgets and resources.	**Priority –** Low **Timeline –** Medium Term	• User Satisfaction Survey. You're Police and other targeted surveys.
		With the assistance of religion/belief diversity staff associations review the use of CT terminology utilised by Police Scotland in reference to describing individuals/organisations who identify themselves from a specific faith group.	Partnerships, Preventions and Community Wellbeing	This can be met with existing recourse allocation	This will be met within existing revenue budgets and resources.	**Priority –** Low **Timeline –** Medium Term	• TBC

No.	Commitment	Actions	Lead	Resource Implications	Financial Implications	Priority / Timeline	Measures for Success
4	**Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave**	Develop action to ensure those on maternity/paternity/shared parental/career breaks/adoption and fostering leave are informed in relation to career development opportunities while they are off and receive appropriate training/development as part of their return to work plan.	People and Development	Local actions to be resourced locally.	This will be met within existing revenue budgets.	**Priority** – Medium **Timeline** – Medium Term Scoping commenced and quarterly review.	• Focus group data for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave • Review of creation and distribution of "My Career" tool kits • Review of professional accreditation/training made available • Exit Survey data (EDI Data included) • Participation in annual survey capturing experiences of people who have been on career breaks.
		Develop and implement an annual survey to capture the experiences of people who have been on career breaks	Strategy and Innovation	This will be met within existing recourse allocation.	This will be met within existing revenue budgets.	**Priority** -Medium **Timeline** - Medium Term	• Focus group data for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave • Review of creation and distribution of "My Career" tool kits • Review of professional accreditation/training made available • Exit Survey data (EDI Data included) • Participation in annual survey capturing experiences of people who have been on career breaks • We can support development of the survey and insights for the career break action - this will be a joint effort with People and Development.

Police Scotland Policing Together Performance Report

Quarters 1 & 2 (April to September 2023)

For Policing Together SOB meeting on ???
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.

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.

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.

Mainstreaming of Equality, Diversity and Inclusion

This section will cover any strategic level updates that cut across Policing Together and the Equality Outcomes including updates against key working groups, audits, and reports etc.

In the next report we will include background/progress regarding the de-confliction work including the approach to planning and delivery. We could potentially work towards developing a reporting schedule for the 6 monthly reports including which PT & Equality Outcomes will be reported against in each reporting period once the scheduling and prioritisation of the planning is complete.

Additional examples of what could be included here are:

- IRG Report - Findings and Next Steps

- Performance Framework/dashboards/developing EDI measures etc

- Tackling Sexism and Misogyny Group Update

- Updates against HMICS recommendations (where these are relevant to more than one outcome)

Policing Together Implementation Plan Tracker & Updates

This section will include visuals from 4 action e.g. actions by status & owning dept etc.

Once the deconfliction work is finalised and scheduling/prioritisation is added we can build on this reporting to include levels of actions that are on track/delayed etc. **Example** charts included below.
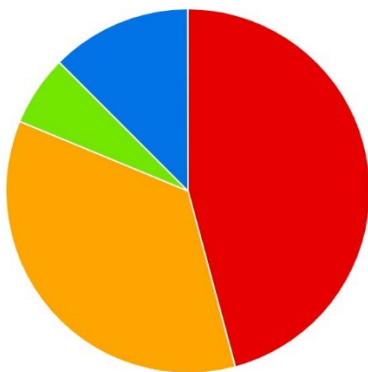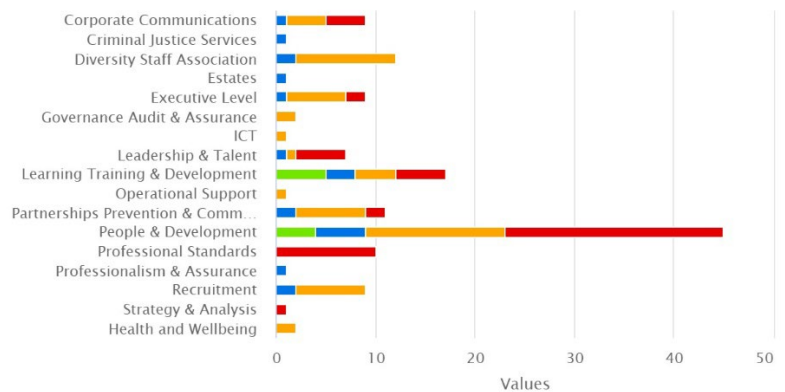
Additional narrative will be included by exception for actions that are proposed closed or where there are issues e.g. narrative on delivery of an outcome/commitment/action. We will need to consider the level of reporting and the scheduling to ensure we capture meaningful but concise updates and avoid duplication/repetition. Proposed structure for updates will be:

- We said we would: (actions/tasks)

- We have: (concise summary of activity/progress updates)

- We achieved: (Impact/measure/how we know it's working)

- We will: (next steps/monitoring/ongoing assurance)

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.

Updates will be added against the activities/commitments from the outcomes and previous reports. We will need to consider the level of reporting and scheduling to ensure we capture meaningful but concise updates and avoid duplication/repetition.

Owners will asked to provide relevant information regarding success criteria/measures/data gaps etc to be included in the next report.

Proposed structure for updates will be:

- We said we would: (actions/tasks)

- We have: (concise summary of activity/progress updates)

- We achieved: (Impact/measure/how we know it's working)

- We will: (next steps/monitoring/ongoing assurance)

Examples of how the Equality Outcomes could be provided are presented below:

Equality Outcome 1

1. HATE CRIME

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

Objectives:

We have engagement approaches in place within local communities and partner agencies to improve trust and confidence 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

We said we would:

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

What does success look like:

-

How we will measure success:

- Establish baseline confidence levels from Partners and Groups who represent and support victims of Hate Crime using their feedback to inform service delivery.
- Evaluate the outcome and impact of Campaigns we deliver or participate in.
- Capture, share and implement best practice and learning gathered through use of Hate Crime Advisers and Community feedback.
- Monitor the number of Hate Crimes, detections and incidents.
- Third Party Reporting – Improvement in use of these centres.

Below is an **Example** of what updates may look like for illustration only.

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

We have: Developed a public engagement action plan.

Specific engagement with *(Partner Agency **A**), (Community **B**)* and *(3rd Sector Service **C**)* has highlighted a lack of trust in police from *(Community **B**)*. The recent Your Say Matters Survey also revealed a drop in confidence in police from *(Community **B**)* as well as a lack of uptake from *(Community **B**)* to participate in the survey.

Furthermore there have been a number of high profile matters reported widely in the mainstream media which have significantly impacted on the confidence of *(Community **B**)*. Police Scotland recognise and acknowledge that mistrust and are committed to working with communities and partners to build trust and increase public confidence within *(Community **B**)*.

As such we have developed our *(Community **B**)* Public Engagement Action Plan which focus is to:

- Development of external communications strategy to improve public confidence and encourage reporting

- Consult and obtain feedback from our *(Community **B**)* partners.

- Engage with 3rd Sector agencies who support *(Community **B**)* around the finding of their survey and how to address issues with public confidence

- Working with *(Partner Agency **A**)*, in their literature review of the subject seeking to benchmark best practise

- Development of engagement packages for Campus / School Link officers

- Collaboration with PPCW Children and Young People to ensure that youth engagement strategies capture *(Community **B**)* members.

- Capture lived experience through engagement/consultation with internal *(Community **B**)* members

The content of the *(Community **B**)* Action Plan was disseminated both internally including to the *(Community **B**)* staff association and to external partners for feedback. The *(Community **B**)* Reference Group was held in 2023. This group consists of internal and external contacts, and Police Scotland extended an invite for an in person consultation date for further review.

The Police Association has agreed to assist PPCW to engage with *(Community **B**)*. A number of actions have also been generated for progression with a subsequent update expected in the following quarter.

Additional consultation has also progressed for the creation of a network containing educational resources for campus officers. A briefing paper has been produced documenting this proposition and internal engagement has commenced with PPCW Children and Young People and the Police Scotland Youth Volunteer (PSYV) Coordinator for Police Scotland.

Further consultation is required prior to an external communications strategy being identified and disseminated.

We have achieved: Crimes against *(Community **B**)* being reported has increased over the five year period. This would indicate some levels of improvement in *(Community **B**)* members feeling more confident to report hate crimes to the police.

Illustration of Trends
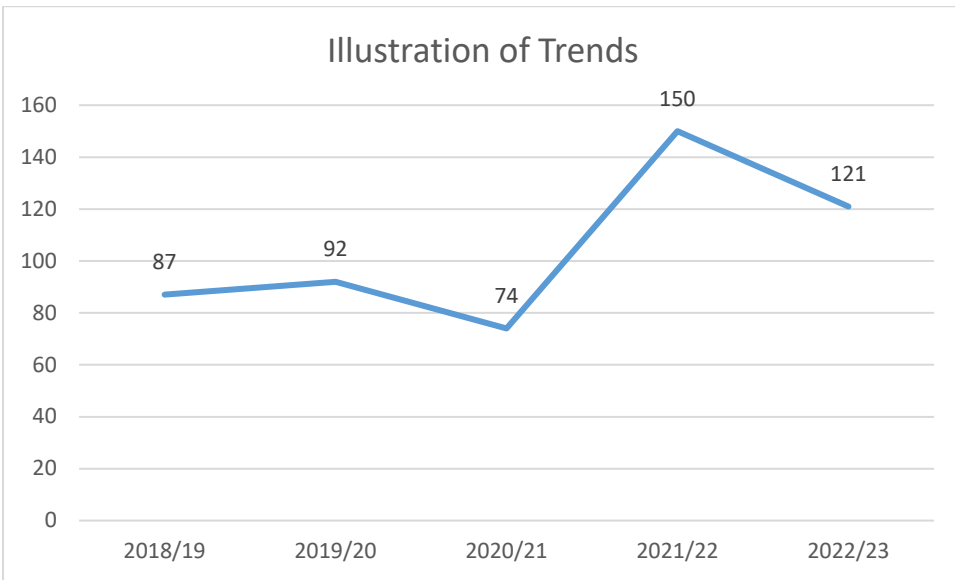
We will: DATA GAP – Establish baseline confidence levels from Partners and Groups who represent and support victims of hate crime using their feedback to inform service delivery!
– Police Scotland does not have this information although data like below from LGBT Youth Scotland may be useable as indications of baselines.

LGBT Youth Scotland Life in Scotland Survey
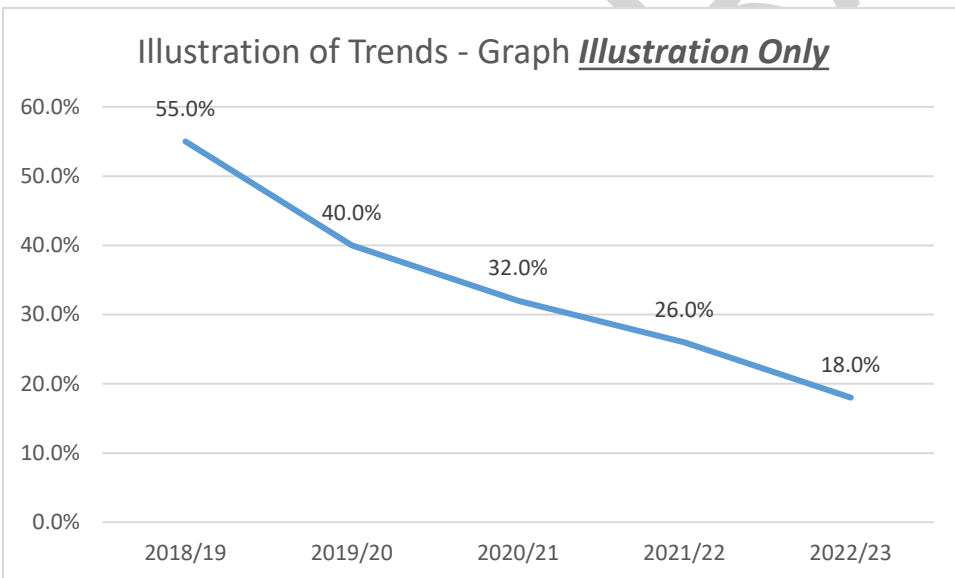
Equality Outcome 5

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

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Objectives:

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We have improved systems and processes in relation to EDI monitoring

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We have a suite of accessible monitoring reports with clear EDI insights

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Leaders understand and use insights to inform planning and decision making

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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.

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What does success look like:

- We have technology supported data processes.
- We have a suite of E&D monitoring reports available timeously.
- Our E&D reports are outcome based and include measures, trends, insights & impact.
- Our planning and decision making takes account of EDI evidence.

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How we will measure progress:

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E&D monitoring reports published in a timely manner

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Number of EqHRIAs completed/published

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E&D updates in primary/management board papers

Insights from EDI activities & plans

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Below is an example of what updates may look like. It's an **Example** and therefore is for illustration only.

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

We have: Extended analysis and reporting around *(EDI Issue A)* to include disability, race, and sexual orientation in addition to gender.

We achieved: A highly commended "Excellence Award" from *(Organisation A)*, an independent benchmarking organisation in response to the work that has been progressed in relation to *(EDI Issue A)*

There has been a reduction in *(EDI Issue A)* for police officers from X% to Y% over a Z year period. Full details of *(EDI Issue A)* reporting have been included in our associated E&D workforce monitoring report.

We will: Build *(EDI Issue A)* reporting into the EDI Performance Dashboard, extend the reporting around *(EDI Issue A)* to include trends and develop further actions to reduce the issue as required.

EDI Performance Dashboards

Work is under way to develop a suite of EDI Performance Dashboards to supplement these reports. There are likely to be dashboards covering workforce data, hate crime, violence against women and girls etc. The relevant data would be included based on the updates included in each reporting period.

There are several interdependencies and decisions which need to be addressed to allow the dashboard work to develop further. These include further consideration of:

- the links to EDI employment monitoring dashboards (under development by SWP)
- the access to EDI employment data
- alignment to other MI dashboards in development (e.g. ongoing review/development of P&D Strategic Workforce dashboards)
- development of PowerBi standards/design rules
- engagement and sign-off routes

Once the barriers and interdependencies are addressed, consideration will be given to how the data from the dashboard can best enhance the performance report. The may be linked to from the relevant updates or visuals from the dashboard could be included as appendices or placed throughout the report where relevant.

A proof-of-concept dashboard for workforce profiles was developed. It is included below as an illustration of what the dashboards could look like. Historic data has not yet been put into the proof-of-concept workforce EDI Perf Dashboard on PowerBi so a previous trend graph has been added as an illustration of what could be included going forward once data access has been agreed and dashboard development continued.

The look and feel of the dashboard will also be developed based on engagement and review of the PowerBi standards and design rules which are being developed.

EDI Performance Dashboard

Workforce Profiles

Filters

Key Measures	Trends	Insights
% Female Sex	Once historic data is added to PowerBi graphs can be added to show trends. e.g. a trend graph showing the % of police officers who are female.	Narrative can be added to draw out key data and insights in the dashboard as required. e.g. the profile of female police officers has increased from % in 2022 to % in 2023. The trends shows a slow increase since 2013. We can also look at adding benchmarking data to the dashboards once the work to review and consider potential benchmarking measures is complete.
% Male Sex		
% LGB		
Recorded disability %		
% BME		
% WME		

EMPLOYEE TYPE

POLICE OFFICER ⌄

DIVISION

All ⌄

SUB-DIVISION

All ⌄

Rank

All ⌄

SEX

All ⌄

Length of service

All ⌄

Notes
Initial test of performance dashboard linked to EDI workforce monitoring reporting.
Data checks not complete.
Data as of
Trends could be added with expertise & historical data.