SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Meeting	SPA People Committee
Date	27th November 2023
Location	Video Conference
Title of Paper	Policy Assurance
Presented By	Katy Miller, Director of People & Development
Recommendation to Members	**For Discussion**
Appendix Attached	Appendix A - EqHRIA

PURPOSE

This paper sets out a structured and systematic approach to how employment policy and procedure will be prioritised to enhance organisational effectiveness and inclusivity. It outlines a decision-making model to determine what policies and procedures should be created/revised to ensure legal and regulatory compliance, advance strategic objectives and reduce risk within available resources.

Members are invited to discuss the contents of this paper.

1.   Background

1.1   People & Development (P&D) is responsible for implementing and managing people policies to support organisational culture. It aims to create modern, legally compliant documents that are accessible, inclusive and equip the workforce to live the organisation's values.

1.2   Following Sir Iain Livingstone's statement to the Scottish Police Authority (SPA) on institutional discrimination a causal review of all policies and procedures affecting employment has taken place. The aim of the review was to identify which policies and procedures should be prioritised for development/review over the next 12-18 months in support of the organisations commitment to diversity and inclusion.

1.3   To ensure compliance with the public sector equality duty, improve efficiency and fairness within this process, a rational decision-making model has been developed. The model is a transparent method of identifying priorities based on objective criteria, integrating several data sources across a range of factors to ensure all aspects of diversity and inclusion are given appropriate consideration within the available resources to complete the work.

1.4   Some parts of the model rely on quality data and support its application and in order to achieve this:

- A single register of policies and procedures affecting employment has been created.
- All employment procedures have been checked to ensure they have a EqHRIA.
- A review of risks and actions linked to policy or procedure has been undertaken.
- A review of all mitigating actions has been undertaken; and
- A review of all cyclical review dates has been obtained.

2.   Further Detail on Topic

The Prioritisation Framework

2.1   The framework intends to promote equality, diversity and inclusion within the organisation and strengthen its capacity to make fair, transparent, and accountable decisions. It acknowledges that significant work is already underway and safeguards these programmes within the resulting priorities.

2.2   The framework includes a range of factors and weightings to determine outputs balancing data with human judgement to ensure no single methodology has dominance. Where personal judgement, preference, bias, and lived experience can influence scores, the views of wider stakeholders (Staff Associations, Trade Unions and Diversity and Inclusion Staff Associations) have been sought. ACC Duncan, Bond, and Houston have been provided the opportunity to inform the recommendations within the context of Policing Together and Sex Equality, Tackling Misogyny (SETM).

2.3   There are five decision making factors included in the model. These are:

1. Legal and Regulatory Assessment
   o Looks at what new laws, regulations or codes of practice will impact policy in the coming period.
   o Considers any work required to meet existing legislation, regulation, or codes that have been identified.
   o Considers changes linked to entitlements, terms, or conditions of employment.

2. Strategic alignment
   o Considers gaps and clashes in organisational policy.
   o Assesses what work has begun to advance organisational strategy outcomes or objectives.
   o Considers accessibility, changes in practice, inaccuracies, efficiency, and best practice.

3. Risk & Audit
   o Identifies risks associated with policy, what effect these could have on the organisation and what risk management strategies are in place.
   o Considers the likelihood of removing a risk or action, and how likely it is that the work will achieve the expected outcome.
   o Considers recommendations, and actions that have been made.

4. Scheduled review
   o   Looks at when the material was last reviewed.

5. Resources
   o Considers what resource implications exist in doing the work. This includes:
     ▪ whether the resource requirements of the work are proportionate to the benefits from doing the work,

  - the period over which the resources will be needed, and
  - the availability and willingness of stakeholders to engage in the process.

Equality Diversity and Inclusion in the Framework

2.4 In line with agreed governance arrangements, clear guidance on the rules and conventions for the creation and review of policy are in place through our 'Governance of the Police Scotland Record Set' guidance. Opportunities for individuals and diversity staff associations exist both formally, through the mandatory consultation process and informally through a Post Publication process to provide feedback and inform the development of material. All new and revised documentation is subject to an appropriate level of engagement and consultation which includes the completion of an Equality and Human Rights Impact Assessment (EqHRIA). These documents look at policies and procedures through the eyes of those with protected characteristics, helping to identify opportunities to promote equality and/or foster good relations within the provisions, criteria, or practices.

2.5 The EqHRIA Framework outlines key success criteria for EqHRIA's to:
  - be built into organisational decision-making and action.
  - be undertaken sufficiently early.
  - be supported by robust and reliable evidence.
  - include effective and proportionate consultation/participatory processes.
  - include clear conclusions, recommendations for action and identification of action owners.
  - have a review period that allows the review of ongoing impact of policy/practice.

2.6 P&D has an excellent record in the use of EqHRIA to inform policy development, publishing assessments religiously as part of its processes. It recently reviewed the number of mitigating actions it holds against employment policies and removed thirty-six based on updates, refining several others to ensure each has a clearly defined outcome and accountable person attached. As part of this exercise, it was recognised that some mitigating actions and their completion rely heavily on assumption rather than evidence. To illustrate - unconscious bias may be identified as a risk in grievances with training being identified as mitigation, which is intended to raise awareness and empower individuals to recognise and address it. The metric used to assess 'completion' is the

participation rate in the training which may or may not mitigate the risk. Even if a course is well attended and well received, it might form part of a mitigation strategy, but it cannot be relied upon to fully mitigate it. In an effort to advance the effective delivery and continuous improvement of EqHRIA within its record set, P&D is considering proposals to ensure updates are regularly provided and that mitigations are appropriately written, with appropriate measures so that they can be evidenced as delivered.

Legal / Regulatory Element of the Framework

2.7   The first activity within the model is to assess the legislative landscape, identify actions that need to be taken and apply a score based on known or anticipated implementation dates. I.e.

The Law, Regulation or Code:	Score
is in effect now and requires immediate action to ensure compliance.	5
has an implementation date within the next 6 months and requires action to ensure compliance.	4
has an implementation date within next 12 months and requires action to ensure compliance.	3
falls into any of the descriptors above but can be mitigated to ensure correct application within procedure.	2
has been updated but current organisational provisions exceed the requirements.	1

Strategic Alignment Element of Framework

2.8   An assessment of how policy or procedures enables or supports strategic workstreams is then required. A score has been applied on the following basis in recognition that work has started under the umbrella of Policing Together. It is anticipated that the definitions in this table will need to be revised in a future iteration and may allow data insights to be included as a means of informing policy selection:

Assessment	Score
The policy no longer fits the strategic priorities of the organisation or there is no policy to support the priority.	5
A board or committee has requested a full review as part of scrutiny recommendations, audit, or inspection.	4
The procedure requires structural/formatting update to improve accessibility.	3
The policy conflicts with existing policies, needs updated to reflect a change in practice or correct an inaccuracy.	2

Assessment	Score
A cyclical review is due and none of the above already apply, or there are new provisions worthy of inclusion.	1

Risk Element of Framework

2.9 Force risks are given a score based on impact alone in line with the Police Scotland Risk Management Framework categories. Policies with the highest impact on risk score five and lowest impact score one. Where procedures present risk across multiple categories the highest score in any category applies. The categories assessed are:

- Finance
- Health & safety
- Wellbeing
- Legal
- Public Confidence
- Service Delivery / Police Scotland Priorities

2.10 This is added to the scores given to the number of open EqHRIA mitigations for the policy and any actions identified through audit, inspection, or programme. A weighting is then applied to the total score.

Review Date Element of Framework

2.11 All policies and procedures are reviewed regularly as part of the corporate governance process. This includes an assessment of corporate and operational risk based on the principles set out in the Risk Management Framework. These assessments create a cyclical review of documentation spanning one to five years allowing a score to be applied to each based on its scheduled review date. Documents that are past their scheduled review are allocated higher scores than documents with future reviews and this ensures that subjects not promoted under strategy are forced into consideration based on the time passed since the last review.

- review due three or more years ahead: Score 0.
- due next 1-2 years: Score 1.
- due current or previous year: Score 2.
- due 3-4 years previous: Score 3.
- due 5 or more years previous: Score 5.

Resourcing Element of Framework

2.12 Finally a score for resources is applied. The average time taken to conduct policy revision including all consultation and governance is

140 working days. This demonstrates the importance of identifying programmes of work that achieve the most impact with limited resource. While P&D has dedicated staff to author and progress work within its own record set, service delivery documents are subject to the availability of specialist resources within operational departments. In practical terms this means service delivery policies and procedures take longer to be delivered and are progressed based on available capacity.

2.13 In allocating a resource score we consider how likely the work is to achieve its desired impact. In some cases, a relatively small likelihood of success could be a reason not to progress, but in other cases the risk may be so large that that work must be undertaken despite there being no output against strategic priorities. On this basis it can be difficult to assign a score based on statistical analysis. Instinct and experience are often the best measure of evaluation informed by well-defined outcomes and expectations. Scores have been applied based on the expected ask and the anticipated outputs using the following decision tree.
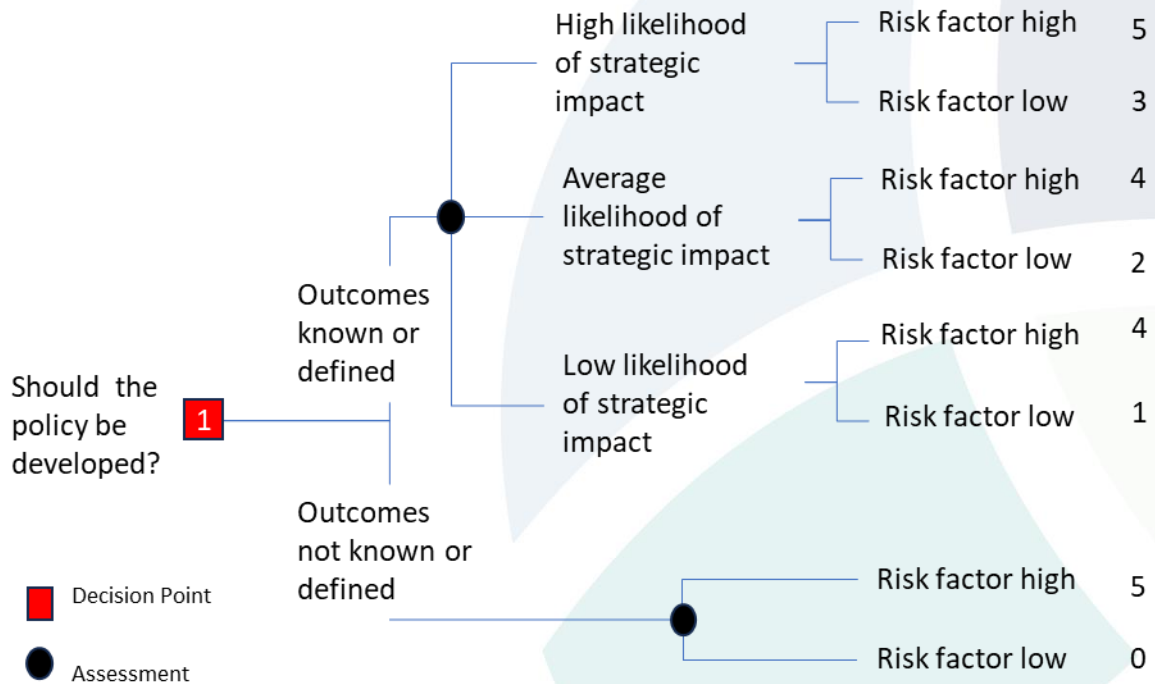
2.14 This has produced a hierarchy of work, but not a schedule of when the work should be done. Any schedule must consider the wider organisational context; what resource is needed and what other projects may be underway with opportunities to review both priority and capacity at relevant points.

2.15   Any schedule of delivery is entirely dependent on factors both controllable and uncontrollable and would be misleading if presented at this time. The priority assessment does not account for material that may be required, but not yet included within the record set. E.G. (Recruitment & Selection (Officers)). What we can say from work already underway is, that it is our ambition to complete reviews of Grievance, Recruitment & Selection (Staff) and Acting Ranks before the end of this calendar year. Quarter one activities are then likely to include Allowances and Expenses (Staff) and Organisational Change. Quarter two will have to include Flexible Working provisions.

2.16   New priorities added to the schedule of work will inevitably have the effect of pushing others outside capacity and updates against agreed priorities can be provided to the People Committee by exception to allow members a means of monitoring progress.

Summary/Conclusion

2.17   This report is intended to provide People Committee members with assurance that a structured approach to policy development is in place, and that we have an appropriate method for managing activity and ensuring it is aligned to the right priorities. Our review of policies and procedures since Sir Iain Livingstone's statement to the Scottish Police Authority aims to achieve the best use of resources and inform appropriate decisions about which areas and programmes of work should be undertaken to address discriminatory practices while maintaining our duty to foster good relations between those who possess protected characteristics.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are 3.8 FTE resources dedicated to the management, creation, and amendment of People Policies within P&D. Eighty documents from the National Record Set have been identified within this report as having a direct impact on employment matters. There are 6048 hours available within P&D to undertake the work excluding leave and a 7% abstraction rate between November 2023 and March 2025.

4.2 Governance, Audit & Assurance oversees and maintains the National Record Set through its Policy Support Unit. There are no dedicated resources within this unit to author service delivery documentation. Instead, the unit works with owning departments as subject matter experts on the development, implementation, review and update of Policy, Standard Operating Procedure and National Guidance ensuring that all governance and consultation processes are correctly followed. The team also undertakes the publication of Force Memoranda on behalf of the Force Executive and apply quality assurance checks for all EqHRIAs aligned to service delivery documentation.

5. LEGAL IMPLICATIONS

5.1 The introduction of a rational decision-making model is intended to improve the quality and fairness of decisions while still complying with relevant legislation. Legal implications associated with this paper and its recommendations are:

- Compliance with the Equality Act 2010
- Freedom of Information Act 2000
- Employment Rights Act 1996
- Human Rights Act 1998

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8.   COMMUNITY IMPACT

8.1   There are no community implications in this report.

9.   EQUALITIES IMPLICATIONS

9.1   While the decision-making model uses factual and statistical information to apportion scores to factors, it also requires judgement in some areas and may be influenced by bias. In mitigation, the model has been shared with stakeholders including workforce representatives and diversity staff associations to check the rationale and challenge thinking. This is intended to ensure everyone affected by decisions from the model understand how they were made and to ensure the model is fairly applied. An EqHRIA has been conducted to understand how the decisions and the factors included affect separate groups. Suggestions put forward to improve the reliability of outputs have been accepted where practical or provided rationale when rejected using the EqHRIA.

10.   ENVIRONMENT IMPLICATIONS

10.1   There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

Appendix A - Pilot Strategy/Project Equality and Human Rights Impact Assessment (EqHRIA) Form

Please note this is a pilot form developed for strategy development and change projects.
All other EqHRIAs should be carried out using EqHRIA Form (060-008).
For advice or to give feedback please contact HR.EqualityandDiversity@scotland.pnn.police.uk or 01786896044.

Strategy/Project Name	Rational Decision-Making Model
Owning Department	People & Development
EqHRIA Last Updated/Version	https://sphubs.spnet.local/sites/pd/RP/policy/_layouts/15/guestaccess.aspx?guestaccesstoken=%2b48Md2%2bRE7cDb9G61uJfg6BG%2bdBDksS%2fi6xEqmMCrW4%3d&docid=2_16bddb8a22898475a98fb31bbbdcc43f0&rev=1
Relevant Documentation (Attachment/Link/File path)	https://sphubs.spnet.local/sites/pd/RP/policy/_layouts/15/guestaccess.aspx?guestaccesstoken=NUIRKm9Sxze4JDXXtoofQiUF%2blXshecRA7YdCyHCJFI%3d&docid=2_19f04aa8b60b0486c99ad0119f85c1eff&rev=1
Related/affected policies, practices and projects etc	EqHRIA Framework
Who is likely to be affected by the strategy/project?	Police Officers, SPA/Police Staff,
If no relevance to people, summarise decision.	
Post implementation monitoring and review plan	Review and adaptation – A periodic review of the model to address emerging concerns or changes in demographics is detailed within the model. This includes opportunities to review priorities and capacity at relevant points within the period covered, and an opportunity to review both factors and weightings for inclusion in future iterations.

Evidence Log

Date	Evidence Source Considered and/or Being Gathered	Summary of Relevant Findings	Attachment/Link (if applicable)
11/09/2023	Review of Police Scotland Annual Policing Plan 2023/24	• The public communities and partners are engaged, involved, and have confidence in policing. • Our people are supported through a positive working environment, enabling them to serve the public organisational strategic goals and objectives. • Police Scotland is sustainable, adaptable, and prepared for future challenges	https://www.scotland.police.uk/spa-media/qfubyb0z/annual_police_plan_23_24_10991_23_ar-final.pdf
11/09/2023	Policing Together Strategy	• We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We always act in accordance with our values. • Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do. • We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best. • Our colleagues represent and reflect the communities we serve and keep safe.	https://www.scotland.police.uk/spa-media/lzwb5v2s/police-scotland-equality-diversity-and-inclusion-strategy-2022-26.pdf
11/09/2023	Joint Equality Outcomes	• **Equality Outcome 5 Workforce Insights** - We use timely insights from workforce diversity monitoring to support evidence-based 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. • **Equality Outcome 7 Officer/Staff Retention** - Resignation rates of under-represented groups are proportionate to our current workforce profile.	https://spi.spnet.local/policescotland/news/Pages/Police-Scotland-and-SPA-publish-Joint-Equality-Outcomes-for-2021-23.aspx

		• **Equality Outcome 8 Recruitment and Progression** - We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting underrepresented groups	
	Draft People Strategy	• **Outcome 1** We prioritise wellbeing and keep our people safe, well-equipped, and protected. • **Outcome 2** We support our people to be confident leaders, innovative and active contributors, and influencers. • **Outcome 3** We support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging.	
19/09/2023	Joint Strategy for Policing (2023/26)	• Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. • Outcome 2: The needs of local communities are addressed through effective service delivery. • Outcome 3: Public, communities and partners are engaged, involved and have confidence in policing. • Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public. • Outcome 5: Policing is sustainable, adaptable and prepared for future challenges	[Joint Strategy for Policing (2023/26) - 25 May 2023 | Scottish Police Authority (spa.police.uk)](#)

Equality Assessment

Aim / Outcome / Activity	Potential Consideration / Impact / Opportunity	Age	Disability	Gender Reassignment	Pregnancy & Maternity	Marriage\Civil	Race	Religion or Belief	Sex	Sexual Orientation	Decision/ Update/ Mitigation/ Justification/ Link to Action
A Rational Decision-Making Model is being put forward as a means of prioritising workload to tackle institutional discrimination.	The objective is to improve efficiency and fairness within the policy development process while ensuring compliance with the public sector equality duty.	X	X	X	X	X	X	X	X	X	Likely to have a positive impact on all protected characteristics by using objective criteria to guide decisions.
To examine potential bias within factor selection. There are five decision making factors applied in the model. These are: Legal and Regulatory Assessment	Legislation factor – aims to ensure that the organisation is complaint with UK law.	X	X	X	X	X	X	X	X	X	This is a basic requirement of any legitimate organisation and is driven by external factors. The factor definition is sufficiently wide to include laws, regulations, and codes of practice to ensure both workforce groups are protected and that changes to terms and conditions of employment or service are captured. EDI is baked into this criterion by automatic inclusion of equality legislation. Negative findings from Employment Tribunals etc are captured within the risk and audit factor assuming that any official finding or compromise agreement will inform force risk and subsequent action plans.

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Strategic alignment Risk & Audit Scheduled review & Resources	Strategy factor – aims to ensure that any work undertaken will advance strategic outcomes or objectives however, it has been noted that while the organisational strategies aimed at addressing institutional discrimination are intended to be all inclusive, they do call out specific protected characteristics within associated communications. Sexism and Race are specifically highlighted alongside Homophobia. This has the potential to create a hierarchy of importance within the protected characteristics and may inadvertently imply that	X	X	X		X					The strategies used to assess this factor are: • Police Scotland Annual Policing Plan 2023/24 • Policing Together strategy 2022-2026 • People Strategy 2023-2026 It was assumed that these outcomes would be legitimised through EqHRIA using historical context, data, and evidence to support the organisational activity, but this does not appear to be the case. The EqHRIA for the EDI Strategy states, 'It is not anticipated that any actions outlined in the Equality, Diversity and Inclusion strategy will have an adverse effect on any protected characteristic.' In mitigation the model doesn't focus on these specific strands. Instead, it takes an intersectional view, and that by addressing any form of inequality we can have a positive effect on others. Any unintended bias or consequence has been mitigated by the inclusion of multiple factors and the application of weightings.

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	other protected characteristics are less important.										Opportunities to review outputs with stakeholder groups is included within the implementation plan.
	Risk and Audit – aims to ensure that risks, their effects, and what risk management strategies are in place inform the prioritisation of policy development.	X	X	X	X	X	X	X	X	X	While risk identification can help to identify potential pitfalls and adverse outcomes it broadly relies on self-identification of issues which can be tainted by bias. Audit however provide a mechanism for transparent oversight and continuous improvement. The model suggests the inclusion of risk, internal and external audit recommendations and mitigating actions that may have been identified in EqHRIA as a means of prioritising policies. This methodology is intended to ensure those policies with the greatest strategic impact are advanced while mitigating risk and removing discriminatory practices. Being largely numerical and influenced by different internal and external factors is thought to strengthen the capacity to make fair, transparent, and accountable decisions while safeguarding against discrimination. This

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											factor is intended to ensure that negative findings from Employment Tribunals etc are reflected within force risk and subsequent action plans.
	Schedule of review	X	X	X	X	X	X	X	X	X	All policies and procedures are reviewed regularly as part of the corporate governance process which involves a subjective assessment of corporate and operational risk based on the principles set out in the Risk Management Framework. These assessments create a cyclical review of policies and procedures spanning one to five years. Including the schedule of review within the decision-making model should ensure that policies not deemed important under strategy are forced into consideration based on the time passed since last review. This should ensure that discriminatory aspects that may not gain headlines are considered in the fullness of time.
	Resources	X	X	X	X	X	X	X	X	X	In allocating resources, it is necessary to consider how likely any work is to achieve its desired impact. In some cases, a relatively small

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											likelihood of success could be a reason not to progress, but in other cases risks may be so large that that work must be undertaken despite no output against strategic priorities. The model proposes instinct, and experience as the best measure of evaluation informed by well-defined outcomes and expectations which clearly implies the potential for both conscious and unconscious bias to be applied. In mitigation a decision tree has been applied to advance those policies with clearly defined outcomes and high strategic impact. It also provides for those scenarios where the outcomes may be less well defined or unknown but very high risk when considered against specific categories set out in the Risk Management Framework. Impact is relevant not just about the number of people affected but of the degree of impact. A policy which has an extremely negative impact on a small number of people may be of

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											greater relevance than one which has only a minor impact on many people
Other factors considered and rejected.	Personal Data / Organisational Demographics	X	X	X	X	X	X	X	X	X	The use of personal data and organisational demographics could be considered legitimate factors on which to prioritise. This would effectively concentrate effort on areas likely to affect the greatest numbers. However, this has been discounted as it has the potential to marginalise certain groups. This also ensures individual rights to privacy are maintained.
	User Experience & Feedback

The Truth to Power sessions placed significant credence on people's lived experience, and a 'Likert Score' measuring attitudes, opinions, and preferences as part of the model was considered. | | | | | | | | | | The consideration of 'end user experience' into the model is legitimate but how to achieve it and measure it within the timescale means it has been discounted.

It has been shown from recent experience that mandatory consultees while representing a body of people are often just one individual, and their/or the collective view can shift depending on |

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											changes in leadership/representation or the introduction of new evidence etc. Given that Truth to Power has in effect informed organisational strategy it is felt that this may be a worthy consideration in future iterations but not now.
To examine potential bias within weightings applied in the model.	Weighting 5 – aims to ensure that the organisation takes maximum cognisance of factors likely to represent the highest risk or impact.	X	X	X	X	X	X	X	X	X	The framework recognises that: • Priorities may need to be adjusted over time. • That new or alternative factors may need to be added; and • That score and weightings may need to be altered. Legal implications have been given the highest weighting to reflect aversion to risk within the risk management framework and the fact that it is a factor not influenced by any organisational bias.
	Weighting 4 – aims to ensure that the organisation gives	X	X	X	X	X	X	X	X	X	Strategic objectives have been given the next highest weighting to ensure that activities are focussed on delivering outcomes. The weighting

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	significant or considerable consideration.										is intended to ensure that if strategy setters have failed to assess or reflect impact, that this is not multiplied by giving it the highest weighting. In effect this mitigates any organisational bias that may exist albeit only marginally.
	Weighting 3 – aims to balance the implications of what might happen with what is happening.	X	X	X	X	X	X	X	X	X	Risk and audit have been given a weighting of 3 to reflect the fact that not all risks or recommendations are aligned to strategic intent. An audit may for example recommend being specific about an outcome which may contradict an organisational objective to be more considerate of circumstances.
	Weighting 2 – represents a relatively small or minimal consideration.	X	X	X	X	X	X	X	X	X	Documents that are past their scheduled review are allocated higher scores than documents with future reviews E.g., 2023 or earlier score 5, 2024 score 4, 2025 score 3 and so on. When multiplied by the weighting the model should ensure that policies are forced into consideration based on the time passed since last review. This should ensure that discriminatory aspects that may not gain headlines are considered in the fullness of time. It has been noted that the application of

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											scores in this way has created a significant number of 5's. There may be value in using three of the five scale points (four if zero is included) for policies not yet due. A scale such as this could better differentiate the overdue from the very overdue and was therefore adopted. Years overdue: Score Due three or more years ahead (2026): Score 0 Due next 1-2 years (2025): Score 1 Due current (2023) or previous year (2022): Score 2 Due 3-4 years previous (2020): Score 3 Due 5 or more years previous (2019): Score 5
	Resources – represents the least relevance or intensity.	X	X	X	X	X	X	X	X	X	The potential for bias exists in both the data and methodology within the model. Depending on the factors applied and the scores given there is a potential to exacerbate existing inequalities or disproportionately impact certain groups. While the resource factor has been identified as a potential source of bias it is also a mitigation against bias within the model itself. An overreliance on data driven decision models can

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											lead to a lack of human judgement and empathy in certain situations where context or individual circumstances matter. For these reasons resources has been given a weighting of 1.

Human Rights Assessment

Rights / Freedoms Relevant to Policing	Protects/Infringes or Not Applicable	**Analysis** What evidence is there as to how the practice protects or infringes Human Rights	**Justification** – Summarise the Legal Basis, Legitimate Aim & Necessity
Article 2 Right to Life	N/A		
Article 3 Prohibition of Torture	N/A		
Article 4 Prohibition of Slavery and Forced Labour	N/A		
Article 5 Right to Liberty and Security	N/A		
Article 6 Right to a Fair Trial	N/A		
Article 7 No Punishment without Law	N/A		
Article 8 Right to Respect for Private and Family Life	N/A		
Article 9 Freedom of Thought, Conscience and Religion	N/A		
Article 10 Freedom of Expression	N/A		
Article 11 Freedom of Assembly and Association	N/A		
Article 14 Prohibition of Discrimination	N/A		
Protocol 1, Article 1 Protection of Property	N/A		

Action Log

Action No.	Action	Owner / Dept (& date of notification)	Timescale	Status	Update/Notes

Author Log

Name and Designation	Comments (include version details where possible)	Date
Murray Vallance, P&D Policy Lead	The proposals put forward seek to provide Police Scotland with an adaptable framework to prioritise policy development within the context of employment. It seeks to integrate several data sources across a range of factors and weightings which are adaptable over time. The factors and weightings applied in this iteration are intended to strongly reflect the organisational commitment to addressing institutional discrimination while advancing specific organisational objectives on sex equality and racial discrimination. The framework acknowledges that some work is already underway and ensures that these programmes are reflected in the priorities presented. Methodologies for monitoring and reviewing the models' performance have been included in the paper presented to the Scottish Police Authority and it is fully acknowledged that factors and weightings may be adjusted.	11/09/2023

E&D Quality Assurance Log

Name and Designation	Comments (include version details where possible)	Date
Nina Calder	The EqHRIA captures the key equality considerations in relation to the decision-making framework and the criteria that has been selected. The key findings of note from the EqHRIA seems to be the desired positive impact of evidence-based decision making, and the potential for bias to creep into these criteria. On that basis I would suggest strengthening the content of the EqHRIA to clearly highlight where EDI is built into the criteria to ensure the potential positive EDI impact is realised e.g. explicitly noting the legislative criteria will include compliance with equality legislation. It may also be useful to link the EqHRIAs (which I note have not yet been published) for the relevant strategies which should have ensured that the relevant evidence / equality considerations were taken into account when setting the strategic direction.	12/09/2023

| | I also suggest mentioning any other criteria considered and not used in the model.

Lastly, in relation to the Human Rights section, I don't think there's any need to include anything under article 14 unless any of the other articles are relevant. Article 14 doesn't refer to prohibition of discrimination in general terms but instead requires that the other rights and freedoms must be applied without discrimination on any ground. As a result, if there's no relevance to the other human rights then article 14 shouldn't become relevant either. | |

Management Sign off Log

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Publication of EqHRIA Results Log

Name and Designation	Link to Publication and Comments (include version details where possible)	Date