SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Meeting	SPA People Committee
Date	**30 November 2022**
Location	**Virtual Conference**
Title of Paper	**Bi-Annual Equality, Diversity and Inclusion in Employment Update**
Presented By	**Nicky Page, Temporary Deputy Director of People and Development**
Recommendation to Members	**For Discussion**
Appendix Attached	**Appendix A – EDI Employment Update Q1&2**

PURPOSE

The purpose of this report is to update Members on high-level mainstreaming work to support equality, diversity and inclusion and the delivery of the employment Joint Equality Outcomes for Policing 2021 (5-8).

The report covers the period from 1 April – 30 September 2022.

Members are invited to discuss this report.

1.   INTRODUCTION

1.1   This report provides pertinent updates since the last bi-annual report which was presented at SPA People Committee in June 2022.

1.2   Police Scotland has now produced our third 6 monthly Equality, Diversity and Inclusion Performance Report. It describes progress between April and September this year toward meeting the Joint Equality Outcomes for Policing 2021. It was presented to the Strategic Leadership Board on 9 November 2022. The EDI Performance Reports are part of our suite of performance reports based on our current Performance Framework which includes measures of progress linked to our equality outcomes. The employment sections of this reporting are now used to form the basis of the bi-annual EDI update to the SPA People Committee (Appendix A). This aims to ensure streamlined and effective EDI reporting that support delivery of our legislative requirements and EDI priorities.

1.3   Following the launch of the new Policing Together Equality, Diversity and Inclusion Strategy on 30 September 2022, work is now being done to review the EDI Performance Reporting. The review will ensure the reporting aligns to the new EDI Strategy while continuing to capture and report on progress towards our joint equality outcomes.

1.4   An executive summary of the employment relevant aspects of the performance report is provided below. The reporting covers the period from 1 April – 30 September 2022 (Q1&2). Additional detail is contained within the EDI Employment Update included in Appendix A.

2.   FURTHER DETAILS ON REPORTING TOPIC

Policing Together Equality, Diversity and Inclusion Strategy

2.1   The Policing Together Equality, Diversity and Inclusion Strategy was approved at the Scottish Police Authority Board meeting on 29 September. Police Scotland Equality, Diversity and Inclusion Strategy 2022/26 (spnet.local)

2.2   The EDI Strategy focuses on Police Scotland's internal response towards equality, diversity and inclusion (EDI) issues. The Strategy is cognisant of how it informs our service delivery, as well as our capacity to recruit and retain officers and staff who are representative of the communities we serve. Complementary work

is also underway to develop a Human Rights Framework which will articulate Police Scotland's rights based approach to policing.

2.3   Implementation of the EDI Strategy will require a whole service approach and to ensure appropriate arrangements, oversight and measures of success are in place. Alongside the strategy is an Implementation Plan which outlines how we intend to deliver this, including what resources are required. It was noted at the Board that there are areas within the Implementation Plan which continue to be developed and more detail will be available in due course.

2.4   The delivery of the EDI Strategy and its Implementation Plan are priorities for Police Scotland, however fully realising our ambition is dependent on appropriate funding being made available to deliver the resources required. Progress on the implementation plan will be monitored and reported through existing governance arrangements, supported by the EDI Secretariat, to minimise duplication and ensure consistency.

Chief Constable's Anti-Racist service

2.5   Chief Constable Iain Livingstone underlined his determination that Police Scotland becomes an actively anti-racist service in his opening statement to the Public Inquiry into the death of Sheku Bayoh.

2.6   The Chief underlined that:

- Police Scotland has a major role in ensuring Scotland is a safe, secure and welcoming place for all.
- Given our powers and essential role in society, policing has a duty to lead, uphold and inspire change that improves the experiences and lives of the public.
- Racism or discrimination of any kind is deplorable, completely unacceptable and should have no place in society and no place in policing.
- As Chief, he will continue to implement necessary change to build our bond of trust with all communities and provide everyone with fair, just and effective policing.
- That, under his command and leadership, Police Scotland will become an actively anti-racist service.
- We must address and challenge the existence and workings of racism at all levels – personal, cultural and institutional.

<u>Employment Equality Outcomes Overview</u>

Equality Outcome 5 - We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.

2.7   The Performance Framework has been refreshed for 2022/23 and includes additional key employment EDI performance measures. A proof of concept EDI Performance Dashboard has also been developed by Analysis and Performance (APU) and the People and Development (P&D) Equality and Diversity (E&D) Team. This dashboard initially covers workforce profiles and rank/grade profiles and will be extended to cover other key EDI measures in the Performance Framework where possible. The dashboard will be further developed to include a highlights page that reflects the more specific detail of the data related performance measures included in the employment equality outcomes and EDI Strategy.

2.8   The national E&D workforce monitoring reports for the period of 1 April 2021 - 31 March 2022 have been created. The reports cover workforce profiles, rank/grade profiles, newly appointed (staff), promotion (officers and staff) and leavers. Divisional/Departmental profiles are now being developed. Work is also underway to transfer relevant aspects of the E&D workforce monitoring to the Strategic Workforce Planning team from 31 March 2023. This will allow work to continue on the development of new data processes and the use of PowerBI software to improve analytic capabilities and reduce timescales in developing reports.

2.9   The EDI Benchmarking Short Life Working Group (SLWG) has developed a map of the current benchmarking and accreditation tools being used. An in-depth review of the Employers Network for Equality and Inclusion (ENEI) tool has been carried out and work is now underway to complete an in-depth review of other benchmarking and accreditation tools such as Disability Confident. Police Scotland took part in ENEI self-assessment and benchmarking tool and were awarded a Gold Award.

Equality Outcome 6 - Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.

2.10   A new Policing Together Equality, Diversity and Inclusion Strategy was published on 30 September.

2.11   The CIMplexity – Leading Critical Incidents course was relaunched in 2022. It is a strategic level immersive learning exercise which considers strategic decision making around a scenario, set against the ethics and values of Police Scotland. The scenario specifically looks at the language we use, the way we communicate, the behaviour we display and how these are received outside the organisation. The Operational Safety course content also covers how to consider individual needs as well as mitigate unconscious bias in critical tactical environments. The tutor constable training module contains guidance on how to positively support colleagues, considering individual needs.

2.12   Plans are underway to resource a new team within Learning, Training and Development (LTD) that will focus on organisational wide learning requirements which will include topics linked to EDI. A learning programme has been devised for all colleagues and has been supported by the launch of the Continuous Professional Development (CPD) brochure, the development of a new organisation wide EDI e-learning product, the agreed roll out of the 'Creating an Inclusive Climate' programme following a successful evaluation of the pilot and the addition of a new menopause awareness resource on the CPD intranet page.

2.13   A wide range of leadership programmes are also available and have EDI topics embedded throughout them. The launch of MyCareer took place on 1 April with significant communications and support. The National Mentoring Programme has been expanded to include external mentoring and reverse mentoring.

2.14   An action plan has now been developed by the HMICS Audit Implementation Board members in collaboration with internal audit. All actions have been allocated a tactical lead and mapped to show alignment against our Joint Equality Outcomes and the EDI strategy. Ongoing progress updates against these actions will be included in this performance reporting going forward.

Equality Outcome 7 - Resignation rates of under-represented groups are proportionate to our current workforce profile.

2.15   The leaver profiles for officer, staff and special constables were presented to the Equality, Diversity and Inclusion Employment (EDIE) Group in September 2022. The reports are based on leavers for the reporting period 1st April 2021 to 31st March 2022 and highlight relevant trends and insights. The initial data findings from the new online exit survey have been analysed and reported to the

EDI&HR SOB. There are various emerging themes which will also be correlated with other organisational evidence.

2.16 The Cultural Calendar continues to assist in raising awareness of key days which are also supported by relevant communications and events which improve awareness and promote a culture of inclusion. 14 key dates were promoted by the calendar in the reporting period. Key work in relation to carers, creating a positive workplace, LLGBT Allies, EqHRIA Continuous Improvement, Sex Equality and Tackling Misogyny, BSL and Pay and Reward are ongoing to support an improved culture and inclusive workplace.

Equality Outcome 8 - We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.

2.17 JUMP Research which has been commission to identify barriers to recruitment has been delayed due to data protection considerations and is now expected to be completed in Q3.

2.18 A new Police Scotland Recruitment and Selection Policy is under development to ensure practices are modern and inclusive. As part of the policy development, a Recruitment and Selection Survey has been conducted and received 1,482 responses.

2.19 The launch of the Corporate Communications-led recruitment campaign in July 2022 is delivering an increase in applications including an increase in applications from Ethic Minority Candidates (BME & white minority) and females.

2.20 Our E-recruitment OLEEO system has the diversity functionality implemented which will ensure adverts, attraction materials etc. are all formatted, structured and use appropriate and supportive language. Following a demonstration of the system in May, the National Autistic Society Scotland (NASS) provided positive feedback.

2.21 Additional resource is being added to the PAT team on a temporary basis to enhance attraction activity and support Positive Action in our staff recruitment function. A number of well attended positive action events were run throughout the reporting period.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 This report 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.

6. REPUTATIONAL IMPLICATIONS

6.1 A failure to effectively deliver equality, diversity and inclusion in employment and provide appropriate assurance in relation to compliance with the Equality Act 2010 could impact on the public and staff confidence in Police Scotland. The confidence of our officers/staff, partners and the public is likely to be positively impacted by this work being successfully delivered.

7. SOCIAL IMPLICATIONS

7.1 The Fairer Scotland Duty is intended to reduce the inequalities of outcome caused by socio-economic disadvantage. The owners of the work being reported on are responsible for the relevant socio-economic considerations.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 The activities detailed in this paper all aim to promote equality, diversity and Human Rights. The owners of the work being reported on are responsible for the relevant equality and human rights impact assessments. Embedding EDI activities into planning and performance supports mainstreaming and will have a positive impact on equality. Activities delivered as part of the relevant plans should be subject to EqHRIAs as appropriate. Accessibility of the reports being developed will be considered as part of the design and development work.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report

Appendix A -

Police Scotland Equality, Diversity and Inclusion Employment Update

Quarters 1 & 2 Update (April to September 2022)

Contents

Introduction

Our third Equality, Diversity and Inclusion Employment Update describes progress between April and September 2022 toward meeting the employment focused outcomes from our Joint Equality Outcomes for Policing 2021.

Our 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*

These strategic outcomes are now supported by our new Policing Together Equality, Diversity and Inclusion Strategy which launched on 30 September 2022. The new strategy fully incorporates our joint equality outcomes and provides a refreshed drive and focus on our EDI priorities.

This is the second employment Equality, Diversity and Inclusion Update to the SPA People Committee which is drawn from our new 6 monthly EDI Performance Reporting. This report is part of our suite of performance reports based on our current Performance Framework which includes measures of progress linked to 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 key next steps that will be updated on through future reporting.

The responsibility for creating an inclusive culture and progressing towards our Equality Outcomes is mainstreamed into all areas of Police Scotland. The processes to collate progress updates and report on the impact of our activities are being continuously developed and evolved to ensure the reporting continues to improve and inform our next steps. Further review of these processes is now ongoing to fully incorporate the new Policing Together EDI Strategy into our EDI Reporting.

Equality Outcomes and Objectives

Our equality outcomes are the result that we aim to achieve in order to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it; or
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

In forming our Equality Outcomes we undertook extensive engagement with internal and external stakeholders and reviewed an extensive range of evidence. Further information is available in the Joint Equality Outcomes for Policing 2021.

The following is a summary of the Joint Equality Outcomes for Policing 2021 and Objectives relevant to employment. There are four additional equality outcomes relating to service delivery which are not covered in this report.

Employment Equality Outcomes	Objectives
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
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
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.
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.

Evidencing progress towards our equality outcomes Gathering our data, narrative and insights together provides us with an evidence base that demonstrates how we are achieving our equality outcomes

Mainstreaming of Equality, Diversity and Inclusion

Commitment to an anti-racist service

Chief Constable Iain Livingstone underlined his determination that Police Scotland becomes an actively anti-racist service in his opening statement on the 11th May 2022 to the Public Inquiry into the death of Sheku Bayoh.

The Chief Constable has been clear that he fully supports the work of the Inquiry and agrees it is essential to understand all that happened in Kirkcaldy on 3 May 2015.

Mr Livingstone has consistently underlined that policing in Scotland draws its legitimacy from the consent and bond of trust we have with our fellow citizens and that we must maintain and build the confidence of all communities we serve.

The Chief underlined that:

- Police Scotland has a major role in ensuring Scotland is a safe, secure and welcoming place for all.
- Given our powers and essential role in society, policing has a duty to lead, uphold and inspire change that improves the experiences and lives of the public.
- Racism or discrimination of any kind is deplorable, completely unacceptable and should have no place in society and no place in policing.
- As Chief, he will continue to implement necessary change to build our bond of trust with all communities and provide everyone with fair, just and effective policing.
- That, under his command and leadership, Police Scotland will become an actively anti-racist service.
- We must address and challenge the existence and workings of racism at all levels – personal, cultural and institutional.

The Chief Constable said: "I have a very clear message that if you hold racist, misogynist or discriminatory views, you are unwelcome in policing.

"Each individual needs to ask of themselves – how can I be anti-racist and how can I combat and counter racism?

"What is essential is that our core values of integrity, fairness and respect and a commitment to upholding human rights are an integral part of the culture of our organisation at every level."

Progress towards Equality Outcomes

The 30 April 2022 marked a year since the publication of the Joint Equality Outcomes for Policing. In recognition of this milestone refreshed engagement was undertaken with key internal stakeholders to highlight some of the progress made so far, identify the next steps required at a national, local and personal level and share examples of what success looks like in relation to our equality outcomes.

A major milestone was reached with the launch of our new Policing Together EDI Strategy which incorporates our equality outcomes and reiterates or commitment and focus on EDI.

Updates on the progress made towards each of our employment Joint Equality Outcomes in Q1 & Q2 are outlined below.

Equality Outcome 5 - We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.

Police Scotland's objectives are:
- We have improved systems and processes in relation to equality, diversity and inclusion monitoring
- We have a suite of accessible monitoring reports with clear diversity and inclusion insights
- Leaders understand and use insights to inform planning and decision making

Performance Framework Refresh

The Performance Framework has been refreshed for 2022/23 and includes the following employment EDI measures:

- Force Profile by sex, race, disability, sexual orientation, age, religion or belief
- Promotion/Rank & Grade Profile by sex, race, disability, sexual orientation, age, religion or belief
- Recruitment Profile by sex, race, disability, sexual orientation, age, religion or belief
- Leavers Profile by sex, race, disability, sexual orientation, age, religion or belief
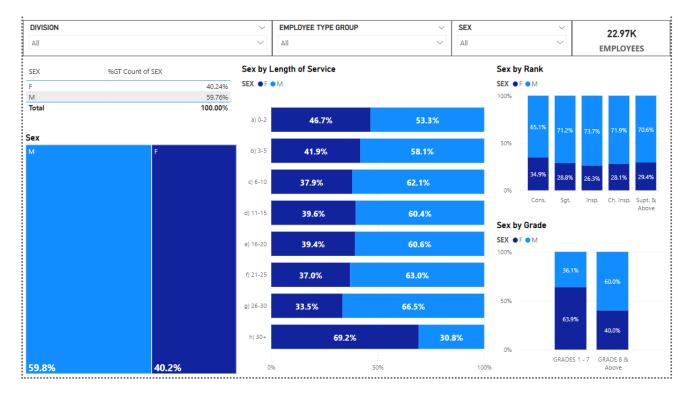- Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff)

Work is now underway to develop a 5 year performance framework. Further employment EDI measures will continue to be built into the Performance Framework as data processes are further established and improved.

EDI Performance Dashboard

Work has begun to develop a proof of concept EDI Performance Dashboard using PowerBi software. The dashboard will initially focus on workforce profiles and rank/grade profiles which are two key employment EDI Performance measures in the Performance Framework.

Access to the EDI employment data is currently restricted to key individuals and privacy and data protection remain a key commitment in relation to this data. As a result, the full dashboard will not be shared out-with the P&D E&D team until full testing and consultation have been undertaken and data settings and user-role permissions are established to ensure that information cannot be filtered in a way that could identify any individuals.

An example screenshot of the initial EDI Performance Dashboard showing the workforce profile and rank grade profiles for sex is included below for illustrative purposes. The dashboard includes filters to allow data to be split by division, employee type and sex. The visuals can be presented in a variety of ways including data tables and different chart formats. Additional pages have been created to cover other protected characteristics such as age, disability, sexual orientation, race and religion/belief.

Further development is also underway to create a highlights page for the dashboard which will focus on the more specific key performance measures relevant to our workforce profiles and rank grade profiles to show the increase in workforce representation of under-represented groups e.g. female police officers, male police staff, BME/White minority officers and staff, LGB officers and staff, officers and staff with a disability, minority groups in promoted posts etc. This highlights dashboard can be adapted to include trends as year on year data is added to the system.

Once the workforce profiles and rank/grade profiles dashboards have been tested and any feedback considered, work will be undertaken to test the feasibility of developing further dashboards in relation to the other EDI measures in the performance framework. Progress will be dependent on data availability, resources and data protection considerations. The focus will be on the specific data based EDI performance measures in the equality outcomes such as:

- Proportion of leavers who resign that are from under-represented groups
- Proportion of newly appointed recruits from under-represented groups
- Proportion of newly promoted officers and staff from under-represented groups

The EDI Performance Dashboard will be used to supplement this 6 Monthly EDI Performance Reporting to ensure the key data based performance measures are presented alongside the progress updates and insights.

Equality & Diversity Employment Monitoring

The national E&D workforce monitoring reports for the period of 1 April 2021 - 31 March 2022 have been created. The reports cover workforce profiles, rank/grade profiles, newly appointed (staff), promotion (officers and staff) and leavers. The reports have been shared with key stakeholders through the Equality, Diversity and Inclusion Employment (EDIE) group. The national reports on newly appointed, promotion and leavers were not available until the Q3&4 report last year so the timescale in developing these reports has improved. Divisional/Departmental profiles are now being developed to inform local management teams.

Work is now underway to transfer relevant aspects of the E&D workforce monitoring to the Strategic Workforce Planning (SWP) team from 31 March 2023 following a delayed plan to transfer data analysis in March 2022. This will allow work to continue on the development of new data processes and the use of PowerBI software to improve analytic capabilities, improve data availability and reduce timescales in developing reports.

The E&D Monitoring SOP has been reviewed and simplified to make the information clearer and more accessible to officers and staff. Consultation has taken place with key stakeholders to inform the development. Positive feedback was received on the revised draft and specifically in relation to the commitment to protect personal information. Further monitoring updates will be considered to reflect the data moving to SWP and the potential changes to categories based on the Scotland 2022 census.

EDI benchmarking review

The EDI Benchmarking SLWG that was set up in March 2022 continues to meet on a monthly basis. The group has undertaken an initial mapping exercise to document the current benchmarking activities that Police Scotland engages in along with an initial assessment of any costs, benefits, issues etc that are known.

In July the EW Group, an organisation who specialise in EDI benchmarking, delivered a presentation to the SWLG following an action from an EDIE meeting. Collective feedback was gathered and provided directly to the enquiry team who had identified the EW as a possible option for EDI benchmarking.

An in depth review of the Employers Network for Equality and Inclusion (ENEI) benchmarking and accreditation tool has also now been undertaken to identify the opportunities that this brings to the organisation along with any challenges. A similar review is now underway for other benchmarking and accreditation tools that are currently used such as Disability Confident. Further engagement with the Analysis and Performance Unit (APU) is also planned to understand and link in with the wider benchmarking work. Once these reviews and wider engagement are complete the group will develop their recommendations.

Employers Network for Equality and Inclusion (ENEI) Self-assessment Evaluation and Benchmarking Tool

Police Scotland took part in ENEI self-assessment and benchmarking tool, called Talent, Inclusion and Diversity Evaluation (TIDE), in July 2022. The tool measures an organisation's approach and progress on diversity and inclusion (D&I) in the following areas:

- Your workforce
- Strategy and plan

- Leadership and accountability
- Recruitment and attraction
- Training and development
- Other employment practices
- Communication and engagement
- Procurement

The quality of the TIDE submission this year has qualified Police Scotland for a TIDE Gold Award. Police Scotland is one of 13 gold award winners out if 155 entries.

Scottish Government's Equality Evidence Strategy 2023-2025

In 2017, the Scottish Government set out their vision that: "Scotland's equality evidence base becomes more wide-ranging and robust, enabling national and local policy makers to develop sound, inclusive policy and measure the impact on all of Scotland's equality groups". A decision was made by the Scottish Government to revisit this vision and gather views on whether the vision should be revised for the Equality Evidence Strategy 2023-25. Police Scotland provided a detailed response to a consultation request and has participated in a number of activities to support the Scottish Government's work to develop their Equality Evidence Strategy 2023-2025. This has involved participation in workshops with other public and third sector organisations. Police Scotland have used this opportunity to provide constructive feedback and identify areas of potential improvement to the Scottish Government Evidence Finder in order to promote intersectional, transparent, detailed and consistent reporting tools.

Divisional/Departmental Examples

- Work is ongoing within all Divisions to measure and review the '**Your Voice Matters**' (YVM) wellbeing and engagement survey results, which included a focused section on ED&I. These have been used to identify Divisional priorities and create a local implementation plan which has been incorporated within the People Plans and measured along with Divisional EDI action plans.
- A **Citizen Space Insight Survey** was undertaken to gauge views on how we shape our Divisional EDI commitments. An insight pack will be produced and the result will feed into EDI Action Plans.
- Based on insights from the EDI Staff survey, the Commanders in C3 and LP divisions have made a **commitments** to all their officers and staff around inclusive behaviour, respect, values and support services available.
- An **LGBTI Experience survey** was recently completed in N Division and will be repeated in A Division.
- LP Divisions are working to co-ordinate Regional **'Talk Truth to Power' sessions**, allowing Divisional Senior leaders to better understand their local culture and the experiences of their officers/staff. The insights will be used to inform planning.

Equality Outcome 6 - Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.

Police Scotland's objectives are:
- 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

Cimplexity, Operational Safety Training and Tutor Constables

The CIMplexity – Leading Critical Incidents course has been relaunched in 2022. CIMplexity provides leaders the opportunity to reflect and learn with peers and partners. It is a strategic level immersive learning exercise to support Police Scotland in relation to how it approaches the management of critical incidents. The definition of a critical incident is 'any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family and/or the community'. The exercise considers strategic decision making around a scenario, set against the ethics and values of Police Scotland. The scenario specifically looks at the language we use, the way we communicate, the behaviour we display and how these are received outside the organisation. Since relaunch in May, 28 people have attended the course with another 14 due to participate on 26th & 27th October.

The Police Scotland, Your Safety Matters group is committed to ensuring that our officers and staff, who may find themselves exposed to hostility or violence during the course of their duties, are suitably trained to deal with these instances. The Operational Safety course content covers how to consider individual needs as well as mitigate unconscious bias in critical tactical environments.

Tutor constables provide leadership support for all probationer constables. Within the tutor constable training module there is guidance on how to positively support colleagues, considering individual needs. New content will be added this year to cover the importance of considering bias and how that impacts decisions and relationships.

Continuous Professional Development (CPD) and Equality, Diversity and Inclusion

Plans are underway to resource a new team within LTD that will focus on organisational wide learning requirements which will include topics linked to EDI. A learning programme has been devised for all colleagues and all products mentioned in this update are part of this programme. This programme supports expected outcomes of the EDI strategy and will align and complement other leadership and talent activity. Once the team are in place this learning programme will be delivered across the organisation, aligned to role requirements.

The CPD brochure launched as planned as part of our commitment to developing our people and creating a positive environment. The brochure includes a variety of topics and development methods to support personal learning and development for all officers and staff, however CPD is currently voluntary. 3 bite-size facilitated sessions called 'Empower Hours' are part of the CPD curriculum and are relevant to EDI: Unconscious Bias and You, How to be an Ally and Inclusion starts with I. Colleague evaluation is positive for these sessions and members of the Independent Review Group (IRG) have also attended and provided positive critique.

The new organisation wide EDI e-learning product has been designed with support from a reference group representing a wide range of colleagues views and experience, including diversity staff associations and the IRG supported by a specialist e-learning provider Marshalls E-Learning. This mandatory learning product will be launched after the EDI strategy in 2022. This product will be delivered on an annual basis, updated as required, to ensure EDI learning remains a focus for colleagues in their day to day interactions with each other and the public.

The pilot learning programme 'Creating an Inclusive Climate' referred to in the previous update will be rolled out to further teams in 2022 and 2023 after a successful evaluation. A further procurement process completed in September 2022 and Police Scotland will continue to work in partnership with a leading behaviour change and learning specialist called Elev-8 to support colleagues to reflect, review and refresh on current knowledge and practices and implement changes required to create and maintain positive working environments.

There continues to be a selection of self-directed learning resources relevant to equality, diversity and inclusion available via "How To" and the CPD intranet page. These include a recently added Menopause awareness resource.

Your Leadership Matters (YLM) Core Programme Phase 2

The YLM core programme is underpinned by three key leadership behaviours:
- Have the courage to do the right thing
- Lead and learn inclusively
- Collaborate for growth

The programme therefore has a golden thread of equality, diversity and inclusion themes throughout.

The core programme will be delivered to the next 5000+ participants from Q3 (Sergeants to Superintendents and staff equivalent), following the Top 250 leaders completion in 2021.

First Line Manager Programme (FLM)

The First Line Managers Programme has continued to be reviewed and is delivered via a blended model of online learning and virtual face to face consolidation workshops. This programme has a specific Inclusive Leadership Module and has been further strengthened during this period to include a specific focus on disability. 609 managers completed the FLM course from April – Sept.

MyCareer

MyCareer launched on 1 April 2022 with support tools aimed at reaching all in the organisation via a range of methods. This includes online Competency Values Framework (CVF) training, MyCareer training, 'Get Ready' sessions, Empower Hours, Toolkits and a new Intranet site. A review of all these tools took place as part of the Equality and Human Rights Impact Assessment (EQHRIA).

To ensure we are noting any specific issues around EDI when working through the MyCareer approach, the Staff Associations were approached to identify MyCareer and CVF Champions and they have been working closely with the Leadership and Talent team to communicate and share the value of having MyCareer discussions.

Established Leaders Programme

The Established Leaders Programme pilot completed and the programme moved to full launch in June. 51 leaders completed the ELP from April – Sept.

Accelerated Leadership Pathways (ALP)

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We now have 2 active cohorts of ALP participants (13 officers).The ALP is designed to identify, attract, engage and develop the leaders of the future and there is a particular emphasis on encouraging as diverse a talent pool as possible. Whilst the pathway is promoted to all officers, engagement with the various staff associations is used to raise awareness such as articles for SEMPER newsletters.

Applicants for Cohort 3 are now being sought and various staff and diversity associations have assisted the Leadership and Talent team at familiarisation sessions ahead of the closing date.

Some of the Cohort 1 ALP officers are actively reverse mentoring the SPNAC candidates that took place in the SPNAC Development Programme 2022.

Cohort 1 and Cohort 2 are working through the ALP development Programme together with joint development days where appropriate. Topics are wide ranging including specific EDI sessions - this included a session with the staff associations to explore EDI in a leadership context and a session about Menopause.

Police Leadership Development Programme (PLDP)

The Diploma and the new qualification gained via the PLDP have a Diversity topic in the curriculum. The pilot of the PLDP concluded, with 20 officers successful and the EQHRIA was complete. 46 further officers have joined cohort 2.

Senior Police National Assessment Centre (SPNAC)

Between April and May the 2022 participants of the Police Scotland SPNAC Development Programme completed the final stages of the programme with additional inputs including EDI, Finance and Corporate Communications. The EDI inputs include the following topics:
- EDI – An introduction from a strategic viewpoint
- EDI – The Golden Thread linked to the College of Policing topic lists
- EDI – The Diverse Workforce
- EDI – An Ethical Dilemma
- EDI – Across the UK

All participants on the programme completed the SPNAC at the College of Policing with 3 successful candidates who are now working through the Strategic Command Course (SCC).

The core themes for this year's SCC are: Inclusion, Legitimacy and Politics. In addition to the core themes there is a particular focus on: building and maintaining Chief Officer resilience; highlighting what we do well and are proud of, and learning from history to inform the future.

National Mentoring Programme

Following the successful evaluation of the National Mentoring Programme, the next development was to expand the programme to include external mentoring and reverse mentoring. Specific work took place to support EDI through the following programmes:

- Reverse Mentoring - the pilot of reverse/reciprocal mentoring between ALP and SPNAC participants with a particular emphasis on EDI was successful.

As a result this has now been expanded across the organisation with invites for mentees to be mentored by an officer/staff member with protected characteristics. Meeting with SEMPER, DACA and LGBTI associations to plan matching of pairs.

- British Transport Police & Police Scotland/SWDF Collaboration – Police Scotland are providing 10 mentors and 10 Mentees.
- Metropolitan Police & Police Scotland Collaboration - this pilot will be advertised for the members of the SWDF and the Mets NOW (Network of Women).
- Black Professional Scotland – meeting held with Black Professional Scotland to increase understanding of their mentoring needs. As a result we will seek support from senior officers and staff equivalent to support the members of this organisation.

Introduction to Leadership (ITL) Play Book

The ITL Play Book is a bespoke selection of resources created from our collaboration with Mind Tools and our 'How To' platform. It's a selection of bite sized and micro learning that is for Acting and Temporary Leaders and staff equivalents. The ITL Play Book includes a topic on creating an inclusive culture which includes some simple things we can do to help create a more inclusive culture at work. 86 individuals have completed the ITL Play Book from April – September.

Superintendent/Chief Superintendent/ Inspectors/Chief Inspectors Programme

A learning needs analysis was completed to identify any specific learning gaps for officers moving into the ranks above. Whilst there were a number of themes identified it was noted that EDI, Partnership Working and Collaboration were key. As a result a 'transition into role' programme for a group of newly promoted Chief Superintendents will take place in November.

Springboard Leadership Programme

Work has been undertaken in partnership with SWDF to coordinate the next wave of women in leadership workshops. These will be delivered for up to 40 delegates over the next 12 months.

HMICS Phase 2 Audit Implementation Update - Recruitment and Retention

An Action Plan has now been developed by the HMICS Audit Implementation Board members in collaboration with internal audit. It was presented to the SPA People Committee in August. All actions have been allocated a tactical lead. Actions have also been mapped to show alignment against our Joint Equality Outcomes and the EDI strategy. A significant number of actions highlighted matters that the Service had separately been progressing improvement activities for e.g. development of the Cultural Calendar to support our communication ambition and the introduction of the e-recruitment system which was already in progress to support our recruitment ambition.

The HMICS Phase 2 recommendations are under the strategic oversight of Deputy Chief Constable Fiona Taylor and regular monitoring and progress updates are reported through the Equality, Diversity, Inclusion & Employment Equality (EDIE) Group and the Diversity and Inclusion Human Resources Strategic Oversight Board (EDI HR SOB). More detailed progress updates against these actions will be included in this performance reporting going forward.

Divisional/Departmental Examples

- **Truth to Power sessions** - a briefing paper has recently gone to the C3 Command Team for approval of a 12 month pilot, which will drive forward and deliver the vision for ED&I at Divisional level and ensure cultural and behavioural change. It will help our leaders gain a deeper understanding of the lived experience of, and barriers colleagues in protected characteristic groups face.
- In Professionalism, Digital and Transformation, the **People Boards** have been re-designed and sub boards established to take ownership and drive EDI activities and measurements. This also incorporated the feedback from YVM survey and subsequent actions.
- Digital Division Senior Leaders all took part in the **Inclusion workshops** and have used techniques to educate and drive EDI awareness in their teams. It has been noted that distant colleagues have quoted the information from the sessions proving that the cascade of information and understanding is taking place.
- Regular **Inclusion Moments session** are held within divisions and departments across the service. Recently both virtual and in-person *Moments* focusing on Unconscious Bias are being delivered to C3 Service Centre Ops Managers generating positive interaction, learning and feedback. A series of '*How to facilitate an Inclusion Moment'* sessions will also be run over the coming months.
- C3 are currently exploring the **unconscious bias/stigma** element surrounding incidents with additional training opportunities being identified and are working with PPCW Substance Harm Prevention around a drug stigma Inclusion Moment.
- Divisions have introduced short **information sessions** at the beginning of all SMT/People Board meetings. Awareness inputs cover a variety of topics including Sexism and Misogyny and Diversity which ensures an opportunity to communicate an inclusive culture and awareness amongst line management.
- C3 Division continue to host **virtual sessions** on a variety of topics to help inform, support and deliver confidence to leaders within our Division. These include an annual Development Day with CPD, external speakers, Trans Awareness sessions, KiT events for line mangers and wellbeing sessions.
- The C3 Division Command Team and LP North Divisional Senior Leaders are taking part in the national **Reverse Mentoring** with Protected Characteristic Groups pilot. This will benefit the wider organisation and individuals involved.
- C3 is currently the National pilot Division undertaking the **LGBT Charter**. Work is being done in conjunction with LGBT Youth Scotland to enhance awareness. It is based on a framework that can be applied to all protected characteristic groups and will include training opportunities for leaders.
- A **Line Manager handbook** developed as part of the pilot of the 'Welcome Back Week' provides guidance for managers in relation to how to best support staff on return to work following Maternity leave.
- An **ED&I handbook** is currently *under development* for roll out to all Line Managers within C3 Division.
- **Empower Hours** are being promoted and rolled out with spaces secured for C3 Division Staff to enhance both learning and knowledge and better equip leaders to understand and manage concerns around ED&I topics.
- Specialist Crime Division (SCD) has organised a monthly **'Men in Menopause' sessions** over a six month period in collaboration with SWDF. These sessions are designed to provide a safe space for males to ask all the questions they want about the menopause without embarrassment, judgement, or fear of saying the wrong thing. They are designed to promote equality and learning for men who will encounter menopausal women in their work and home life.

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- In Local Policing North and SCD, work is ongoing to develop a **'Regional Ally' programme** for protected characteristics at Sgt/Inspector level, ensuring they are equipped with training and understanding to offer support and signposting to peers.

Equality Outcome 7 - Resignation rates of under-represented groups are proportionate to our current workforce profile.

Police Scotland's objectives are:
- 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

E&D Monitoring of Leavers

The leaver profiles for officer, staff and special constables were presented to the Equality, Diversity and Inclusion Employment Group (EDIE) in September. The reports are based on leavers for the reporting period 1 April 2021 to 31 March 2022 and highlight relevant trends and insights. The key findings and trends for each staff group are outlined below.

Leavers Profile - Police Officers

- The proportion of female police officer leavers is lower than the Police Scotland profile of 33% at 31/03/2021.
- Retiral was the most common reason for leaving for both male and female police officers. This has now been the trend since the 2016-2017 reporting period.
- The proportion of leavers who identified as BME reflects the overall Police Scotland profile at 31/03/2022. However, 70% of the leavers who identified as BME, resigned with more than half of those in their probationary period.
- The higher proportion of leavers with a Recorded Disability (Yes) is likely to be linked to the most common age group of leavers who are in the 45-54 age group and who retire.
- The proportion identifying as LGB is lower than the Police Scotland profile of 4% at 31/03/2022. This is likely to be linked to the age demographic of leavers who are an older demographic.
- None is the most common religion or belief for leavers, which follows the same trend as the overall Police Scotland profile at 31/03/2022. However, the proportion of those identifying as Church of Scotland is higher than the overall Police Scotland profile at 31/03/2022. This is likely to be linked to the age demographic and retiral being the most common reason for leaving overall.

Leavers Profile - Police Staff

- The proportion of male police staff leavers is higher than the Police Scotland profile of 38% at 31/03/2022.
- Retiral was the most common reason for leaving for male police staff compared to Resignation for female police staff. This is the second reporting period that Retiral has been the most common reason for leaving for male police staff. This trend was first identified for the 2020-2021 reporting period.
- The most common age group for leavers was the 55-64 age group. For males this was also 55-64. However, for females the most common age groups were the 25-34 and 55-64 age groups.
- The proportion of leavers who identified as BME reflects the overall Police Scotland profile at 31/03/2022.
- The proportion of leavers who identified as White Minority is higher when compared to the Police Scotland profile of 1% at 31/03/2022.

- The proportion of leavers who had a Recorded Disability (Yes) was higher than the Police Scotland profile of 7% at 31/03/2022.
- The proportion of police staff leavers identifying as LGB is lower than the Police Scotland profile of 4% at 31/03/2022.
- None is the most common religion or belief for leavers, which follows the same trend as the overall Police Scotland profile at 31/03/2022.
- The proportion of those identifying as Church of Scotland is higher than the overall Police Scotland profile at 31/03/2022. This is likely to be linked to the age demographic of those who left during this reporting period.

Leavers Profile - Special Constables

- The proportion of female special constable leavers is lower than the Police Scotland profile of 32% at 31/03/2022.
- Resignation was the most common reason for leaving for both male and female special constables.
- The most Common Age Group was the 25-34 age group, which does not reflect the Special Constable Age Profile at 31/03/2022 where 45-54 was the most common age group (closely followed by the 25-34 age group).
- The proportion of leavers identifying as BME reflects the Police Scotland profile of 2% at 31/03/2022. Since 2015-2016, the proportion of leavers identifying as BME either reflected or was lower than the Police Scotland profile.
- The proportion of leavers identifying as White Minority is higher than the Police Scotland profile of 2% at 31/03/2022. However, consideration should be given to the small number.
- The proportion of special constable leavers identifying as LGB is lower than the Police Scotland profile of 6% at 31/03/2022.

Exit Interview Survey

The initial data findings from the new online exit survey have been analysed and reported to the EDI&HR SOB. The current analysis covers the key data findings and will be supplemented by the themes and learning from the additional comments received which are restricted as they could identify individuals. There are various emerging themes which will also be correlated with other organisational evidence in order to produce any further insights, organisational learning and understand what it tells us about the employment experience of the workforce. The unprecedented volume of retirements over the reporting period as a result of the police officer pension remedy are also notable and may impact on the significant reasons for leaving and how these compare to any longer term trends.

Cultural Calendar

The calendar continues to assist in raising awareness of key days which are also supported by relevant communications and events which improve awareness and promote a culture of inclusion. This work continues to be a collaborative approach between Police Scotland E&D teams, Corporate Communications and the DSAs. This work also supports the ongoing objectives of Policing Together.

A number of key dates were recognised and celebrated via the Diversity Cultural Calendar between April and September 2022 and are listed below:

- Ramadan

- Easter
- National Infertility Awareness Week
- Stephen Lawrence Day
- Pride Month
- Carers Week
- Non-binary day
- Deaf Awareness Week
- Mental Health Awareness Week
- International Day against Homophobia, Transphobia, Bi Phobia
- CPA International Day of Prayer
- Volunteer week
- Disability Awareness Day
- Pride Month

Carers

A carers awareness raising campaign was undertaken as part of Carers Week in June. The campaign aimed to raise awareness of carers and highlight the support available in the workplace. A Carers Drop in Session was also held via MSTeams and was well received by attendees. Further sessions are currently being planned and will cover a variety of topics including input on Legal Guardianship and Power of Attorney. Work has also been undertaken to develop a new Carers Awareness Briefing which will be piloted in CJSD in October before being updated based on any feedback and made available to other areas wishing to raise awareness and improve understanding of the needs of carers in employment. The carers work is being progressed with the support of a recently formed Disability and Carers Association (DACA) Carers Sub Committee.

Black History Month

October is Black History Month. The launch event of Police Scotland and SEMPER (Supporting Ethnic Minority Police employees for Equality in Race) Scotland's programme of events in celebration of Black History Month took place at Dalmarnock on the 27th September. A number of officers and staff, members from SEMPER and other Diversity Staff Associations, IRG members, members of the Force Executive and other stakeholders gathered together to listen to inputs from various speakers who spoke about what Black History Month means to them. The launch provided an opportunity to hear lived experiences from Black and Minority Ethnic staff and officers and opportunities for networking. Further events are planned throughout October to celebrate the enormous value and contribution that Black and Minority Ethnic people bring to Scotland and to policing in Scotland.

Creating a Positive Workplace SLWG

A Creating a Positive Workplace SLWG has been set up as a sub group of the Sex Equality and Tackling Misogyny Group. The Creating a Positive Workplace SLWG comes under the 'Mechanism for Supporting & Reporting' thematic area and is leading on a holistic review of our grievance policy, process and associated support tools.

A Raising Workplace Issues and Grievances survey launched on 20 September 2022, for a period of four weeks. This seeks the views and personal experiences of staff/officers who have either raised a formal grievance, raised an issue that was resolved without the need for submission of a formal grievance, or been involved in the grievance process as a witness or part of the management team handling it. The purpose of the survey is to identify behaviours and barriers

preventing a positive experience but equally to draw out any positive experiences and what worked well or helped in finding early resolution to a workplace issue. The findings will be used to inform considerations to policy, process, training and importantly, our culture, as well as the necessary conversations that are appropriate and supportive for colleagues.

Benchmarking has been undertaken in relation to grievance, dispute resolution and mediation. This includes other Police Forces, public bodies and private sector organisations. Ongoing work includes reviewing our current mediation provision and looking at the pro's/con's (including costs) of internal vs external mediation. Exploratory work also continues with a number of external organisations who may assist with early intervention and resolution including The Guardian Service and Culture Shift. Based on the remit of the working group, exploratory work will continue with various organisations to enable a full options appraisal to be presented.

LGBT Allies SLWG

The LGBT Allies SLWG is currently reviewing the existing LGBT Allies Network with a view to proposing and implementing any appropriate reforms to ensure the network is;

- Fit for purpose and supports officers and staff;
- Champions inclusive workplaces;
- Aligns with Police Scotland/SPA Joint Equality Outcomes and People Strategy.

Extensive benchmarking research has been undertaken and the LGBTI Police Association have established positive relationships with Allies networks operating in large private sector organisations including Sky and Lloyds Banking Group. This will allow continued collaboration and sharing of best practice going forward.

The Scottish LGBTI Police Association are also in the final stages of preparing a new Allies Toolkit, which will include items such as LGBT history, the impact positive allyship can have, signposting to EDI focussed Empower Hours and trusted resources for further reading. The toolkit aims to both upskill our existing allies and recruit colleagues to grow the network. The Association have also noted a 44% increase in their membership between April and September 2022.

EqHRIA continuous improvement work

The EqHRIA Improvement Group has continued to roll out the new tools and briefings that have been developed with positive feedback being received from the target audience and end users. An EqHRIA Hub is now being developed on the Intranet to improve access and availability of the EqHRIA guidance and tools that have been developed.

A dip sampling exercise was carried out on papers submitted to selected primary, management and thematic boards. The aim of this was to understand the level of EqHRIA updates being provided and identify any areas for improvement. A total of 85 papers were reviewed. The dip sampling exercise found:

- A number of papers stated that there were no EqHRIA considerations when there may have been some relevance to equality and/or human rights.
- A number of papers that highlighted there were EqHRIA considerations had little or no detail in relation to what those considerations were and what had been done in response.
- 42% of papers marked for decision highlighted that there were EqHRIA considerations but did not include any detail of what the considerations were and what had been done in response to inform the decision makers.

- No papers had an EqHRIA attached.

Consideration is now being given to the next steps to support the improved the use of the single reporting template to share EqHRIA findings.

Sex Equality and Tackling Misogyny Working Group

The Sex Equality and Tackling Misogyny Working Group launched a short online survey to support their work. The survey was open to everyone in Police Scotland and gather information on colleague's experience of sexism and misogyny at work, and their ideas about how Police Scotland can tackle these issues. Over 100 colleagues completed the survey anonymously and the contributions were used to inform the development of a plan to tackle sexism and misogyny. The online survey will be carried out annually to help measure progress towards creating an organisation that is fully inclusive following launch.

Following the online survey, a series of focus groups and depth interviews will be carried out. These groups and interviews will allow the emerging themes and ideas to be explored in-depth. This qualitative engagement will also allow participants to share their stories to help understand the causes and impacts of misogyny and sexism which will provide valuable insight into the solutions.

British Sign Language (BSL) SLWG

An initial review of BSL work to date has been undertaken to ensure that we meet the needs of BSL communities externally and internally. Recommendations to form a BSL working group, develop a BSL action plan which includes internal and external actions and consider formal reporting processes for all divisions and departments have now been supported by the employment and service delivery groups.

Pay and Reward Update

A number of changes are being implemented in relation to police officer pay and conditions that are designed to support equality, flexibility and inclusion. These include:

- A phased reduction of the qualifying length of service period for the maximum annual leave entitlement from 20 years to 10 years, to be implemented over a three-year period with effect from 1 April 2022.
- Where a part-time officer is entitled to additional annual leave as a result of additional hours worked, this would be provided in time rather than payment.
- Introduction of the right to take annual leave in hour blocks, subject to exigency of duty, to provide greater flexibility to those who may need time off work for less than a day or half day.
- The removal of the restriction on police officers of the number of annual leave days that can be taken as half days.
- Implementation of an allowance which recognises the recruitment and retention challenges across the islands of Scotland.
- Extension to the inspecting and superintending ranks of the allowance for short notice working on a rest day, recognising disruption to personal and family life impacts on all individuals regardless of rank.

- Implementation of Flexi-Time for inspecting and superintending ranks 1 April 2023, to ameliorate the impact of the significant variability in working hours on senior ranks and to provide greater flexibility to both manage working time and time off work.
- First 4 weeks of 18 week parental leave entitlement per child to be paid at full pay. This would be applicable to those officers with children expected on or after 1 April 2022 and all adopting parents who had an approved match with an adopted child by 1 April 2022. This ability to request paid leave commences on 1 April 2023.
- The Official Side of PNB has agreed to work together the Staff Side to agree the terms of a shared strategic commitment. This will look to reduce the working week and the level of disruption to all police officers in a way that is financially sustainable whilst continuing to deliver high quality policing services to the public. Both sides have agreed to seek to bring forward joint proposals to the PNB in June 2023. A similar strategic commitment has been agreed with the Trade Unions.

Divisional/Departmental Examples

- Q division highlighted it's commitment to Equality, Diversity and Inclusion by inviting colleagues to share their experiences and feedback with divisional management in a series of **'Let's Talk about…' sessions**. The invitation highlighted the diverse nature of the division and recognised the importance of having a culture of respect and ensuring that everyone feels included and accepted as part of the team. The sessions provided an opportunity for individuals to talk about their experiences within the Division and provide any ideas of how to improve things. The sessions were set up to discuss Race, Disability, Religion or belief, Sexual orientation and Gender and participants did not need to belong to a protected characteristic group to take part.
- C3 Division have introduced **Virtual KIT (Keeping in Touch) events** to support and communicate more effectively with colleagues who are pregnant, are off on maternity / paternity / adoption leave / shared parental leave or on a career break. Events are delivered every quarter. Within SCD, Virtual Keeping in Touch Days have been so popular that timings between each event have meant that attendance is now being reduced. Plans are now to create and deliver a quarterly newsletter to all those off on parental / leave giving wider availability of support and information. Early feedback indicates that this will be a welcome addition. The North region recently hosted it's third KIT event which was well advertised and attended. These will continue on a quarterly basis. Work is also ongoing to analyse current practices on KIT Days and support for new fathers. Utilising this will facilitate the creation and improvement of practices in areas where shortfall has been identified.
- C3 Division have introduced a 6 month pilot for those coming back from Maternity Leave. Known as the **'Welcome Back Week'** it allows staff returning to work protected time in their first week. It was introduced to support staff with specific time allocated to assist with their transition back to work and allows them to catch up with emails, training and allow for shadowing/mentoring to re-familiarise them with their role. The pilot will be measured via a short Citizen Space Survey for participants.

Police Scotland's objectives are to:
- 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

External research into barriers to attracting and recruiting officers

JUMP Research which has been commission to identify barriers to attracting and recruiting females and those from minority ethnic and LGBT communities to Police Officer and Police Staff roles is still ongoing. There have been some delays due to data protection considerations. The research is now expected to be completed in Q3.

Recruitment Policy

A new Police Scotland Recruitment and Selection Policy is under development. The new policy aims to ensure that our recruitment practices meet all modern day best practice and are in line with all elements of the Equality Act. An EqHRIA is being undertaken alongside the development of the policy to ensure all equality and human rights impacts and opportunities are identified and acted upon. As part of the policy development, a Recruitment and Selection Survey has been conducted to gather feedback and learning from officers and staff. The survey received 1,482 responses and all points will be considered during wider policy development.

Recruitment Campaign

The launch of the Corporate Communications-led recruitment campaign in July 2022 is delivering an increase in applications with 247 more applications in August than there were in June – an increase of 96%. A new promotional video was launched on 01 September 2022, showing real police officers from across the country, acting out everyday scenarios. This video appears on the Police Scotland recruitment pages on the internet, as well as social media platforms.

Our Police Scotland Recruitment Campaign saw an initial increase in our Ethic Minority Candidates (BME & white minority) from 5% to 8% and female applications from 18% to 25% in the initial 6 weeks of the campaign.

E-Recruitment system

Our E recruitment OLEEO system has the diversity functionality implemented which will ensure adverts, attraction materials etc. are all formatted, structured and use appropriate and supportive language.

The Oleeo e-recruitment team met with members of National Autistic Society Scotland (NASS) in May to provide a demo of the e-recruitment system for police officers and police staff. The demo provided included:

- An overview of the application centre for candidates and the information available at pre application in relation to the selection process to allow an assessment of an applicant`s needs.
- The application form content (process and reasonable adjustments review) was also shown to demonstrate the method of disclosing and the mechanism for team providing support for neurodivergent conditions.
- The functionality of the report hub for monitoring impacts for applicants with neurodivergent conditions was also explained.
- The future plans were discussed and it was confirmed that the areas of the system for reasonable adjustments support and disclosure will be replicated for police officer internal roles at build stage.

The team from NASS gave positive feedback and said it was encouraging to see an organisation being proactive, and referencing neurodiversity in its information from the outset and prior to applications. They were supportive of the standalone questions for neurodiversity. NASS discussed further the good practice of allowing applicants to have access to the application form example prior to accessing it online which now in place for police officers and police staff on Oleeo.

Positive Action Team (PAT) Recruitment Events and Engagement

The PAT Team have obtained funding to recruit 3 recruitment officers and a Marketing Officer for a 12 month period. This will enhance attraction activity and support Positive Action in our staff recruitment function.

During Quarter 1 the team held the following recruitment events:

- 4 online BME/WME events (99 attendees)
- 2 live BME/WME events (37 attendees)
- 4 online women's events (189 attendees)
- 1 online rural and remote event for Argyll and Bute (15 attendees)
- 1 online event aimed at people who speak more than one language (33 attendees)
- 1 online European event (28 attendees)

During Quarter 2 the team held the following recruitment events:

- 5 BME/WME online events (94 attendees)
- 4 women's online events (84 attendees)
- 1 LGBTQ+ online event (11 attendees)
- 1 European online event (14 attendees)
- 1 Borders online event (22 attendees)
- 1 online event for V and L division (9 attendees)
- 1 online event for service leavers from the Armed Forces (10 attendees)
- 1 live BME/WME event in Edinburgh (15 attendees)

Work is currently underway to plan a virtual recruitment event focussed on promoting Police Scotland opportunities within the neuro diverse communities. The Disability and Carers Association (DACA) are assisting in the planning of the event which will take place on Tuesday 25th October. We will be show casing the various staff roles available and also the Police Officer recruitment process. It is being promoted through the National Autistic Association for Scotland and we have guest speakers from within the organisation to provide lived experience for attendees.

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The following chart shows the intake numbers:

Intake Date	Total No of Recruits	Male (Number & %)	Female (Number & %)	BME/WME (Number & %)
14 December 2020	125	73 (58%)	52 (42%)	15 (12%)
29 March 2021	180	98 (54%)	82 (46%)	21 (12%)
28 June 2021	180	90 (50%)	90 (50%)	18 (10%)
27 September 2021	142	80 (56%)	62 (44%)	13 (9%)
22 November 2021	120	70 (58%)	50 (42%)	14 (12%)
18 April 2022	300	166 (56%)	134 (44%)	29 (10%)
25 July 2022	300	195 (65%)	105 (35%)	19 (6%)

Divisional/Departmental Examples

- C3 are currently working with the Positive Action Team and the Service Centre Management team to explore innovative ideas for the recruitment of underrepresented groups within the Division.
- Digital Division held a workshop to discuss their diversity profiles and difficulties in recruitment with key stakeholders including P&D and EDI. The workshop identified recruitment challenges, generated a number of potential options for the recruitment of graduates and apprentices, and highlighted the need for more retention oriented career pathways