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| <b>Meeting</b>                   | <b>SPA Policing Performance Committee</b>  |
| <b>Date</b>                      | <b>9 December 2021</b>   |
| <b>Location</b>                  | <b>Video Conference</b>  |
| <b>Title of Paper</b>            | <b>Hate Crime – Update and Improvement Plan</b>  |
| <b>Presented By</b>              | <b>Chief Superintendent Linda Jones, Partnership, Prevention and Community Wellbeing</b> |
| <b>Recommendation to Members</b> | <b>For Noting</b>  |
| <b>Appendix Attached</b>         | <b>Yes – Hate Crime Improvement Plan</b>   |

**PURPOSE**

The purpose of this paper is to provide members with an overview of the planned improvement activity and progress made thus far in response to the findings of the recent HMICS thematic inspection into hate crime.

Members are invited to note the contents of this paper and appendix.

## **1. BACKGROUND**

- 1.1 On 3<sup>rd</sup> June 2021 HMICS published their Thematic Inspection of Hate Crime which documented 15 recommendations.
- 1.2 In order to address these recommendations and recognising the number of interdependencies involved, Police Scotland established the Hate Crime Strategic Oversight Group chaired by ACC Ritchie.
- 1.3 This group thereafter drafted an improvement plan to make the necessary improvements required to discharge the recommendations and improve Police Scotland's response to hate crime. Since the previous SPA board meeting in September, Police Scotland's PPCW (Partnerships, Prevention & Community Wellbeing) Equality & Diversity department has been working closely with HMICS to refine the plan to ensure it accurately addresses the recommendations with appropriate evidential indicators.
- 1.4 Progress towards the improvement plan has continued in parallel and key updates are included in this paper and within the attached Appendix A.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 The HMICS report ([HMICS Thematic Inspection of Hate Crime hyperlink](#)) contained 15 recommendations, 14 of which pertained to Police Scotland, listed as follows:

### **R01 Hate Crime Profile**

Police Scotland should review the profile of hate crime in strategies and plans, given that it is not currently identified as a standalone strategic priority for the force".

### **R02 National Policy and Local Delivery Coordination**

Police Scotland should ensure the national policy direction for hate crime links up with the local delivery and response to hate crime.

### **R03 Dedicated Hate Crime Unit**

Police Scotland should consider establishing a dedicated unit for hate crime.

### **R04 SPA Scrutiny Improvements**

The Scottish Police Authority should consider how to improve its scrutiny of Police Scotland's response to hate crime.

**R05 Partnership Relationships and Knowledge Sharing**

Police Scotland should ensure that it maximises the benefits of strong partnership relationships, and shares the knowledge of diversity issues developed by police officers and staff working in Safer Communities roles at national and local levels.

**R06 Third Party Reporting Improvements**

Police Scotland should accelerate its work with partners to improve the Third Party Reporting arrangements, providing people with the option to report hate crime without speaking directly to the police.

**R07 National Hate Crime Campaigns - Transparency and Impact**

Police Scotland should ensure there is transparency of decision making about the themes chosen for national hate crime campaigns, and that there are processes in place to evaluate the impact of campaigns on communities and reporting levels of hate crime.

**R08 Hate Crime National Document Review**

Police Scotland should review hate crime national documents to ensure there is clear accessible guidance for officers and staff responding to and recording hate crime.

**R09 Intelligence Log Submission Guidance**

Police Scotland should provide clear guidance to police officers about the importance of submitting intelligence logs relating to hate crimes and hate incidents.

**R10 IT Systems Data Review - Hate Crime Knowledge and Trends**

Police Scotland should review its use of the data held on IT systems to build knowledge and understanding of trends in hate crime and the impact on affected communities.

**R11 Benchmarking - Hate Crime Good Practice**

Police Scotland should consider good practice elsewhere to improve its response to hate crime. The Scottish Police Authority should use information about good practice elsewhere to ask more effective questions of Police Scotland about its response to hate crime.

**R12 Hate Crime Training Review**

Police Scotland should review and revise hate crime training at all levels as a matter of urgency.

**R13 Hate Crime Perpetrated Against Officers and Staff**

Police Scotland should review its approach to dealing with hate crime experienced by police officers and staff on duty and providing effective support. Data should be collected to identify the volume, nature and extent of hate crime perpetrated against police officers and staff.

**R14 Hate Crime Champions and Hate Crime Advisors - Role Review**

Police Scotland should review the role, remit, training and deployment of Hate Crime Champions and Hate Advisors.

**R15 Cyber Crime Investigations - Hate Crime and Diversity Considerations**

Police Scotland should ensure that knowledge of hate crime and diversity is included in its consideration of the necessary skill set for planned cyber crime investigators.

**2.2 Response**

In response to the findings and recommendations, key stakeholders within PPCW engaged with Governance, Audit and Assurance (GAA) resulting in an Audit Management Officer being appointed to assist. It is noted that the recommendations are particularly complex as they cut across several business areas, including Crime, IT, Local Policing, Analysis and Performance, Digitally Enabled Policing Programme, People and Development, Corporate Communications and Professionalism and Assurance.

As is detailed above, recommendation 04 relates to Scottish Police Authority scrutiny arrangements. The responsible officer in SPA has collaborated with PPCW to develop actions against this recommendation, which have been agreed through HMICS. These actions are included in the detailed improvement plan and will be reported as part of the regular updates on this.

**2.3 Improvement Plan**

A detailed Improvement Plan (Appendix A) has been created to address the specifics of the HMICS recommendations. Police

Scotland PPCW Equality and Diversity Unit and Audit Management Team have engaged with HMICS in the development of the responses to the recommendations contained within the Hate Crime Improvement Plan and are grateful to HMICS for providing their evidential expectations for each of the recommendations, which will assist us to focus on the impact and outcome of the actions and considering evidence in submitting recommendations for closure.

This plan highlights the intended actions and the key considerations in terms of how Police Scotland will achieve the actions, target dates, progress updates and action owners, including the strategic owner. ACC Ritchie will have overall strategic responsibility for the co-ordination of implementation and delivery.

## **2.4 Timescales and Dependencies**

It is acknowledged that some of the timescales may seem lengthy to members, however, this is primarily due to the complex and cross cutting nature of the recommendations and action required. In addition, the delivery of the Core Operating Systems (COS) will have a positive impact on the delivery of the recommendations and is a key dependency thus impacting the timeline of the improvement plan.

## **2.5 Approach**

Police Scotland's approach will be to use their Product Design Framework, which focuses on the ***gathering of requirements, engagement with key stakeholders, design with the use of benchmarking and early policy development, followed by delivery and evaluation, using the Evaluation and Review Framework***, to ensure a consistent approach to each recommendation.

## **2.6 Governance Arrangements**

ACC PPCW will retain the overall Strategic Lead for delivery of Hate Crime improvement plan, and will chair a monthly Strategic Programme Board, to monitor progress. Chief Superintendent PPCW, will drive forward the delivery of each specific action across the specific business areas via a Tactical Delivery Group, which will meet on a monthly basis, to ensure traction. Agenda, Terms of Reference and membership have all been agreed for strategic level and the group has met several times.

## **2.7 HMICS Response**

Police Scotland has provided a formal response to HMICS regarding their thematic inspection of hate crime, along with a high level plan of proposed action.

## **2.8 Interim Progress**

Whilst the formal audit and assurance process has not yet commenced to formally evidence and discharge recommendations, Police Scotland can report the following interim progress:

- Recommendation 10 – an analytical tool has been developed to examine hate crime trends, broken down into protracted characteristics and other key factors. Trends can be analysed nationally, divisionally or at local authority level.
- Recommendation 13 – this is presently being progressed via the Your Safety Matters work stream. An internal hate crime risk assessment and supervisor toolkit is presently under development to ensure officers are being supported when they are the victim of hate crime.
- Recommendation 14 – Police Scotland’s Hate Crime Advisor specialism was temporarily withdrawn whilst the training course was redesigned and enhanced and now includes an occupational assessment. A number of officers have now received the new training and have been deployed to events including CoP26. The roll-out will continue next year.

## **2.9 Next Steps**

Police Scotland have established a Tactical Group of key stakeholders, who are now being tasked to develop delivery plans for each of the recommendations. Further progress updates can be prepared for members on request.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 COS has undergone a full financial assessment as part of their Full Business Case (FBC), and although this is a dependency to the delivery of the Hate Crime Inspection recommendations, there are

no presently identified financial implications connected to the delivery of the recommendations.

#### **4. Personnel Implications**

- 4.1 The COS Programme within Digitally Enabled Policing, is resourced in accordance with defined scope according to the approved FBC in order to deliver a National Crime Recording System, with rollout expected to complete in Autumn 2022, implementing on a divisional basis.
- 4.2 The COS programme has identified the necessary specialist resources across ICT and Change functions together with the officer resources needed to develop the end solution and support rollout in collaboration with key stakeholders and subject matter experts. It is assessed that the Hate Crime improvement plan should be achievable within this envelope, unless significant additional demands result from the respective implementation work-streams.
- 4.3 The delivery of recommendations not connected to COS will be via various SLWGs. These groups will be resourced on an ad hoc basis, dependent on the requirements and specialisms of each recommendation.

#### **5. Legal Implications**

- 5.1 There are no legal implications with this report.

#### **6. Reputational Implications**

- 6.1 Police Scotland have a duty to provide a comprehensive response to hate crime to ensure that victims are supported, offenders apprehended and communities supported. Failure to do so, could result in a loss of confidence and thereby reputational issues for the Service.

#### **7. Social Implications**

- 7.1 There are no social implications associated with this report.

**8. Community Impact**

**8.1** The improvements delivered by these recommendations will undoubtedly improve the service to the public and therefore the communities Police Scotland serves.

**9. Equalities Implications**

**9.1** Equality, diversity and human rights feature across each of the recommendations. EqHRIAs will be developed from the outset as new processes are developed. The Equality and Diversity Unit will be engaged throughout the delivery against the recommendations and will participate in SLWGs as required.

**10. Environment Implications**

**10.1** There are no environmental implications associated with this report.

**RECOMMENDATIONS**

Members are invited to note the content of this paper and appendix.

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| <b>Recommendation</b>   | <b>Proposed additional actions</b>   | <b>Target Date</b>   | <b>Strategic Lead</b> | <b>Tactical Lead / Action Owner</b> |
|---|--|--|-----------------------|-------------------------------------|
| <p>R01 Hate Crime Profile</p> <p>Police Scotland should review the profile of hate crime in strategies and plans, given that it is not currently identified as a standalone strategic priority for the force"</p> | <p>1. APU to establish the scope and rationale for HC to be included in the Strategic Assessment Process.</p> <p>2. Develop process within the APU to develop appropriate analytical products in response to the identified approach to the Strategic Assessment.</p>  | <p>1. 01/02/22</p> <p>2. 01/06/22</p>                                      | <p>ACC Ritchie</p>    | <p>Tina McLucas</p>                 |
| <p>R02 National Policy and Local Delivery Coordination</p> <p>Police Scotland should ensure the national policy direction for hate crime links up with the local delivery and response to hate crime</p>          | <p>1. Review the policy for how hate crimes and incidents will be recorded following the rollout of the national crime recording system. In particular the role of iVPD and any impact for sharing data with partners.</p> <p>2. Submit proposal, including full document set for hate crime which makes provision for HC to be included in Local Policing Plans which clearly defines responsibilities and improves consistency.</p> <p>3. Review governance structures for Hate Crime across policing to ensure they facilitate the understanding of trends and sharing good practice within local policing and C3.</p> <p>4. Design a standardised approach and structure which provide for resilience and increased interaction and reporting between PPCW, C3 and Local Policing Divisions.</p> | <p>1. 01/02/22</p> <p>2. 1/03/22</p> <p>3. 01/02/22</p> <p>4. 01/04/22</p> | <p>CS Linda Jones</p> | <p>CI Jim McMillan</p>              |

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|   | <p>5. Implement agreed governance structure and processes across PPCW, Local Policing Divisions and C3.</p> <p>6. Update any related guidance documentation as per recommendation R08</p>   | <p>5. 01/07/22</p> <p>6. 01/12/22</p>                    |                       |                         |
| <p>R03 Dedicated Hate Crime Unit</p> <p>Police Scotland should consider establishing a dedicated unit for hate crime.</p>   | <p>1. Gather information on the effectiveness and evidence of improved service delivery of other PS dedicated crime units (i.e. PPU). Compare and contrast these units with the present PPCW E&amp;D Team with regard to role, capacity and effectiveness in respect of hate crime.</p> <p>2. Identify best practice from outwith PS in relation to HC structures.</p> <p>3. Complete options paper on the feasibility of a dedicated hate crime unit for consideration of the strategic group.</p> | <p>1. 01/02/22</p> <p>2. 01/04/22</p> <p>3. 01/06/22</p> | <p>CS Linda Jones</p> | <p>CI Jim McMillan</p>  |
| <p>R04 SPA Scrutiny Improvements</p> <p>The Scottish Police Authority should consider how to improve its scrutiny of Police Scotland's response to hate crime</p> | <p>1. Request that PS include Hate Crime in quarterly performance reports to PPC to ensure members are provided with regular data and narrative to allow them to consider the PS response to hate crime)</p> <p>2. SPA PPC will request regular updates on the Hate Crime Improvement Plan from Police Scotland to allow them to request any further detail they feel is required to undertake scrutiny.</p>  | <p>1. 01/01/22</p> <p>2. 01/01/22</p>                    | <p>SPA</p>            | <p>Amanda Coulthard</p> |

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| <p>R05 Partnership Relationships and Knowledge Sharing</p> <p>Police Scotland should ensure that it maximises the benefits of strong partnership relationships, and shares the knowledge of diversity issues developed by police officers and staff working in Safer Communities roles at national and local levels</p> | <ol style="list-style-type: none"> <li>1. Establish information sharing arrangements for local scrutiny boards and partnerships and seek to maximise these within the limits of existing IT structures and information sharing constraints</li> <li>2. Establish regular forums between local policing E&amp;D SPOCS and PPCW E&amp;D, to develop processes for continuous improvement, organisational learning and promote best practice.</li> <li>3. Gather information across PS Local Policing Divisions in relation to processes for networks and relationships for the sharing of similar diversity issues</li> <li>4. Identify improvements to Local Policing Plans which captures activities and learning at local levels - feed this learning through EDIHR SOB</li> </ol> | <ol style="list-style-type: none"> <li>1. 01/02/22</li> <li>2. 01/01/22</li> <li>3. 01/03/22</li> <li>4. 01/05/22</li> </ol> | <p>CS Linda Jones</p> | <p>CI Jim McMillan</p> |
| <p>R06 Third Party Reporting Improvements</p> <p>Police Scotland should accelerate its work with partners to improve the Third Party Reporting arrangements, providing people with the option to report hate crime without</p>  | <ol style="list-style-type: none"> <li>1. Engage with Scottish Government Tackling Prejudice and Building Connected Communities Action Group to develop an agreed approach and responsibilities across all partners.</li> <li>2. Develop processes, activities and reporting arrangements for PS owned activities, contributing to the wider TPR.</li> </ol>  | <ol style="list-style-type: none"> <li>1. 01/02/22</li> <li>2. 01/06/22</li> </ol>   | <p>CS Linda Jones</p> | <p>CI Jim McMillan</p> |

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| speaking directly to the police   | 3. Develop, implement and evaluate a process for measuring the performance and effectiveness of TPR centres  |  |                  |                 |
| <p>R07 National Hate Crime Campaigns - Transparency and Impact</p> <p>Police Scotland should ensure there is transparency of decision making about the themes chosen for national hate crime campaigns, and that there are processes in place to evaluate the impact of campaigns on communities and reporting levels of hate crime</p> | <p>1. Review the approach to hate crime campaign planning in conjunction with Scottish Government and key stakeholders such as community groups and Diversity Staff Associations.</p> <p>2. Develop approach which better engages stakeholder groups in the planning and prioritisation of hate crime campaigns.</p> <p>3. Develop a campaign plan in consultation with different groups; provide feedback to diversity staff associations and community groups.</p> <p>4. Design a set of metrics to evaluate hate crime campaigns.</p> <p>5. Develop internal and external communications process to inform community groups, DSA's of the outcomes of the hate crime campaigns.</p> | <p>1. 01/05/2022</p> <p>2. 01/05/2022</p> <p>3. 01/05/2022</p> <p>4. 01/05/2022</p> <p>5. 01/05/2022</p> | Morven McPherson | Linda McLean    |
| <p>R08 Hate Crime National Document Review</p> <p>Police Scotland should review hate crime national documents to ensure there is clear accessible guidance for officers and staff</p>   | <p>1. Review hate crime specific guidance through evaluation and feedback of it's application and effectiveness operationally.</p> <p>2. Review hate crime documentation in relation to other relevant guidance, SOPS and legislation.</p>   | <p>1. 01/12/22</p> <p>2. 01/12/22</p>  | CS Linda Jones   | CI Jim McMillan |

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| responding to and recording hate crime  |   |   |                          |                        |
| <p>R09 Intelligence Log Submission Guidance</p> <p>Police Scotland should provide clear guidance to police officers about the importance of submitting intelligence logs relating to hate crimes and hate incidents</p>                             | <p>1. Refreshed communication to officers around the need to submit SID entries and establish a process to measure and improve compliance.</p> <p>2. Engage with DEPP in relation to the expectations and processes for Intelligence Logs within the national rollout of COS. Update hate crime guidance documents where necessary</p>  | <p>1. 01/01/22</p> <p>2. 01/12/22</p>                                       | <p>DSU Gary Mitchell</p> |                        |
| <p>R10 IT Systems Data Review - Hate Crime Knowledge and Trends</p> <p>Police Scotland should review its use of the data held on IT systems to build knowledge and understanding of trends in hate crime and the impact on affected communities</p> | <p>1. Engage with APU in relation to improvements to trends analysis, repeat victim analysis and the development of local area profiles utilising the HC dashboard.</p> <p>2. Identify good practice in relation to local approaches which demonstrate the impact on communities and access to justice system which will also inform recommendation 2.</p> <p>3. Engage with local partnerships to develop proactive processes and targeted interventions for single and repeat victims.</p> <p>4. Review HC dashboard to identify additional functionality that will emerge from the national COS rollout.</p> | <p>1. 01/01/22</p> <p>2. 01/04/22</p> <p>3. 01/07/22</p> <p>4. 01/12/22</p> | <p>CS Linda Jones</p>    | <p>CI Jim McMillan</p> |

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| <p>R11 Benchmarking - Hate Crime Good Practice</p> <p>Police Scotland should consider good practice elsewhere to improve its response to hate crime. The Scottish Police Authority should use information about good practice elsewhere to ask more effective questions of Police Scotland about its response to hate crime</p> | <ol style="list-style-type: none"> <li>1. SPA officers will work with Police Scotland, through the benchmarking practitioner group, to identify areas for further exploration and research in relation to good practice in other jurisdictions.</li> <li>2. Police Scotland to provide regular updates on the gathering of best practice examples to HC SOB and SPA PPC.</li> <li>3. PS to develop briefing paper which considers how good practice elsewhere can inform HS structure and practices.</li> </ol>   | <ol style="list-style-type: none"> <li>1. 01/06/22</li> <li>2. 01/08/22</li> <li>3. 01/09/22</li> </ol>                      | <p>CS Linda Jones</p> | <p>CI Jim McMillan</p>    |
| <p>R12 Hate Crime Training Review</p> <p>Police Scotland should review and revise hate crime training at all levels as a matter of urgency</p>  | <ol style="list-style-type: none"> <li>1. Complete strategic review of all training courses to establish if hate crime should be included.</li> <li>2. As part of our Training Strategy develop a communication plan and training needs analysis for Hate Crime training products supported by key stakeholders including but not limited to PPCW, CJSD and Legal Services to reduce silo working and develop a cohesive approach for the development and delivery of Hate Crime training.</li> <li>3. Consider how we will embed organisational learning into training products to ensure they are future proofed, and consider how we will capture this.</li> <li>4. Develop implementation plan for the identified improvements, taking account the impact of the national COS rollout training and</li> </ol> | <ol style="list-style-type: none"> <li>1. 01/03/22</li> <li>2. 01/08/22</li> <li>3. 01/02/23</li> <li>4. 01/02/23</li> </ol> | <p>CS Rob Hay</p>     | <p>Supt Suzanne Smith</p> |

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|  | processes and also implication arising from the implementation of the Hate Crime Bill.  |   |                |                  |
| <p>R13 Hate Crime Perpetrated Against Officers and Staff</p> <p>Police Scotland should review its approach to dealing with hate crime experienced by police officers and staff on duty and providing effective support. Data should be collected to identify the volume, nature and extent of hate crime perpetrated against police officers and staff</p> | <p>1. Review and analyse data in relation to identify the volume and nature of HC perpetrated on police officers and staff.</p> <p>2. Utilise the Your Safety Matters feedback to inform improvements to existing process and support arrangements.</p> <p>3. Engage with staff associations / YSM sub group to work collaboratively with E&amp;D to create a support package for Police victims of hate crime which includes improving all officers understanding of the impact it may have on their colleagues.</p> <p>4. Present briefing paper on proposal to enhance PS approach and support for officers and staff to EDI &amp; HR SOB.</p> | <p>1. 01/12/22</p> <p>2. 01/02/22</p> <p>3. 01/03/22</p> <p>4. 01/05/22</p> | Nicky Page     | Brenda Armstrong |
| <p>R14 Hate Crime Champions and Hate Crime Advisors - Role Review</p> <p>Police Scotland should review the role, remit, training and deployment of Hate Crime Champions and Hate Advisors</p>  | <p>1. Review, redesign and identify improvements for Hate Crime Advisor and Hate Crime Champion Courses.</p> <p>2. Commence roll outs of new Hate Crime Advisor and Hate Crime Champion Courses.</p> <p>3. Collate information on the location and deployment of Hate Crime Advisors and Hate Crime Champions to identify good practice and establish a forum to capture, share and disseminate learning.</p>   | <p>1. 01/06/22</p> <p>2. 01/07/22</p> <p>3. 01/09/22</p>                    | CS Linda Jones | CI Jim McMillan  |

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| R15 Cyber Crime Investigations - Hate Crime and Diversity Considerations  | 1. Engage with Cyber Strategy Implementation Programme to identify skill/training requirements in respect of Hate Crime for Cyber Crime Investigators. | 1. 01/02/22 | CS Stevie Dolan |  |
| Police Scotland should ensure that knowledge of hate crime and diversity is included in its consideration of the necessary skill set for planned cybercrime investigators | 2. Develop role profiles and training interventions for Cyber Crime Investigators.   | 2. 01/04/22 |                 |  |
|   | 3. Review the impact of interventions post implementation of the cybercrime investigator role and report on the effectiveness of these interventions.  | 3. 01/09/22 |                 |  |

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