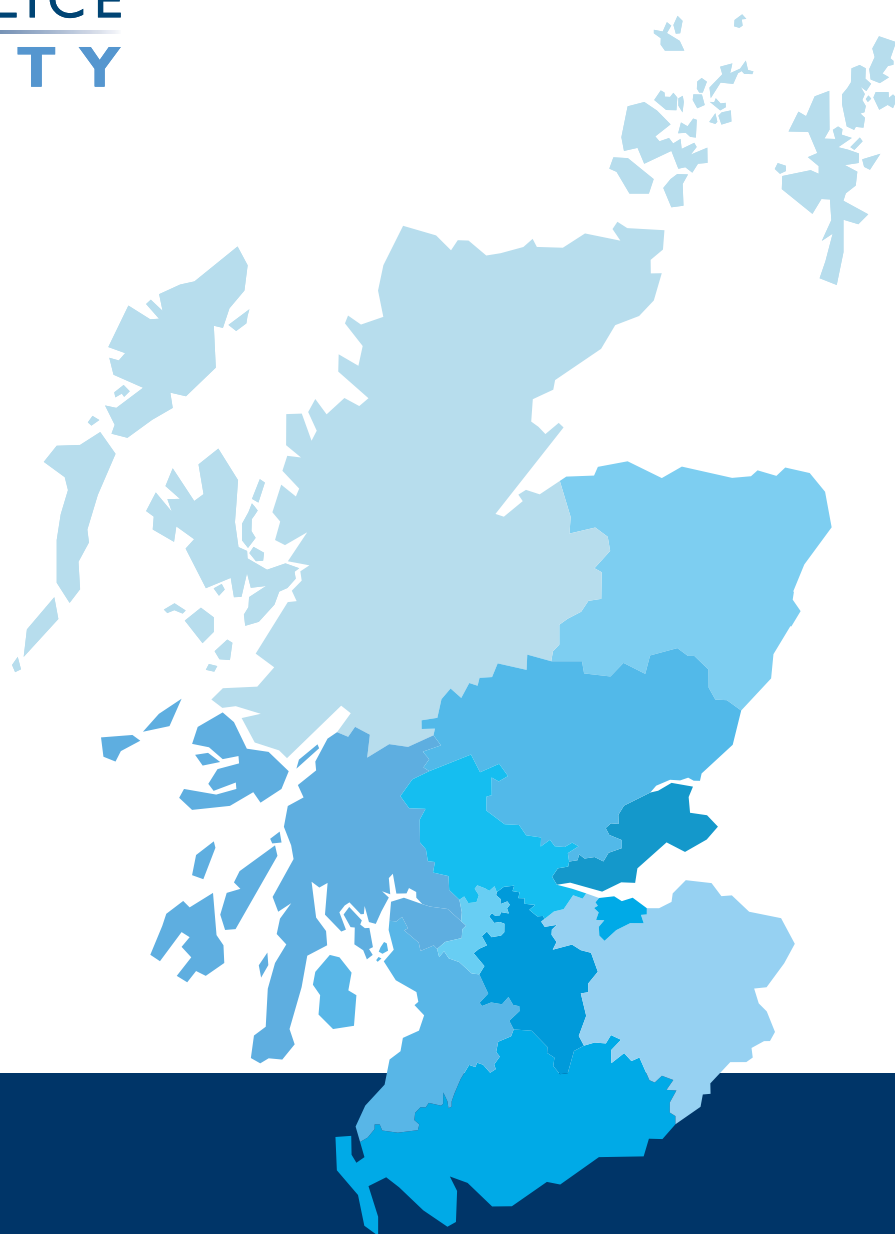


**SCOTTISH POLICE
AUTHORITY**



**EQUALITY AND DIVERSITY
MAINSTREAMING PROGRESS
REPORT**

APRIL 2017

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Foreword

I am pleased to present the SPA updated Equality Mainstreaming and Equality Outcomes Report which covers the period from April 2015 to April 2017.

From the outset, the SPA has recognised the importance of equality and over the last two years significant progress has been made to ensure that this is reflected in how we carry out our duties as an employer, governing body and service provider. The uniqueness of our employer role is reflected in the fact that our two employer specific Equality Outcomes are largely achieved through Police Scotland activity with oversight from the SPA. This is as a result of Police Scotland taking operational responsibility for the delivery of the People and Development Function for Police Scotland and SPA.

This mainstreaming report demonstrates the continued importance placed on equality considerations at Board Level, as well as the significant work that has been progressed to mainstream equalities into the work of SPA' officers since the publication of the previous report.

In demonstrating the progress that we have made as an organisation, it is extremely positive that the new SPA Governance Framework was developed alongside and influenced by a supporting Equality and Human Rights Impact Assessment. The framework and the Committee Chair Commitments outlined in this report demonstrate that equalities is fully mainstreamed

into all considerations at Board level whether it be in relation to Audit, Finance, People or Policing.

In addition, the recent SPA Equality Review ensured responsibility for equalities was mainstreamed across the whole organisation based on the Scottish Human Rights Commission's 10 Good Practice Building Blocks. This has ensured there is a co-ordinated approach to equality and human rights within the organisation, which is driven by the importance that myself, the SPA Senior Management Group and SPA Board place in this approach.

The SPA continues to engage with internal statutory staff associations, unions, diversity staff associations and a recently established external equality network of organisations. In addition the recent Staff Survey, follow up pulse survey and recent implementation of an Exit Survey continue to demonstrate that SPA and Police Scotland are listening and learning organisations.

Whilst we have a legal duty to ensure compliance with the Equality Act, I recognise that legal compliance is not an end itself. The key driver to effective mainstreaming of equality is the benefit of ensuring we have a capable workforce with the necessary experience, skills and capacity to provide an excellent policing service to the diverse communities of Scotland.

A handwritten signature in black ink, appearing to be 'John Foley', written in a cursive style.

John Foley
Scottish Police Authority (SPA)
Chief Executive Officer (CEO)

Executive Summary

Executive Summary

Introduction

The Public Sector Equality Duty requires that we publish our equality outcomes every four years, whilst also reporting on progress of our outcomes and how we are mainstreaming equalities every two years.

A recent review in relation to our approach to equalities confirmed that SPA cannot seek to simply receive its equalities expertise as part of a service-back from Police Scotland, when there is a requirement to ensure that the responsibility for equality is mainstreamed throughout the SPA.

Full ownership has been taken in relation to:

1. the development of this mainstreaming report and reporting progress against equality outcomes;
2. the analysis of employee information provided to SPA by Police Scotland in relation to SPA staff;
3. the development of the SPA Equal Pay Statement, Gender Pay Gap and Occupational Segregation information;
4. the development of SPA specific actions as a result of the employee information analysis and Equal Pay Statement etc; and,
5. ensuring that the SPA meet our specific employer duties under the Equality Act by following the principles of the Scottish Human Rights Commission's (SHRC) 10 Good Practice Building Blocks

Executive Summary

Strategic Direction

This section provides organisational context making reference to the Review of Police Governance, the resultant SPA Governance Framework and Equalities Commitments from the Chairs of the Audit, Finance, People and Policing Committees. This also demonstrates how the work in relation equalities supports the Scottish Government's Strategic Police Priorities and the Policing 2026 Strategy.

Mainstreaming Equalities

This section mainly covers the outcomes of the recent SPA Equality Review, led by the SPA HR Governance Team working with SPA Leads from across SPA Corporate and Forensic Services. It demonstrates that SPA's continued work to mainstream equalities based on the SHRC's 10 Good Practice Building Blocks.

Key areas of progress:

- the establishment of SPA Equality Lead meetings with clarity on the types of issues that should be escalated to the SMG ensuring a co-ordinated approach to equalities across all teams supporting the relevant committees;
- the development of improved contacts with external organisations that represent protected characteristic groups; and
- confirmation that the EQHRIA played an influential role in the development of the Governance Framework and will continue to do so for the Operations Manual.

Executive Summary

Progress Against Equality Outcomes

Outcome 1:

We have a Workforce that is Reflective of the Communities We Serve

Supported by:

- evidence of assurance carried out on the work progressed by Police Scotland as a service back,
- a commitment to consider what steps SPA can take in relation to this outcome following an analysis of Equality Monitoring Data for 2015/16.
- A section in relation to Board Members, which is a recently added legal requirement to report on.

Key areas of progress:

If this outcome is measured based on the extent to which we reflect the community, then there has been no improvement, primarily due to limited recruitment with SPA continuing to be under represented with regards to males, young people, older people, individuals with a disability and those from a white minority and black minority ethnic background.

However, through the work that has been done in relation to the 10 Building Blocks if the outcome is measured by the extent to which SPA is equipped to ensure we are better able to reflect the needs of the communities, then progress on this basis is more positive. Also the development of an action plan based on our own analysis of the information places the organisation in strong position to move forward.

Executive Summary

Outcome 2:

We have a Workplace where People Feel Valued and are Recognised to maximise their Potential to Ensure the Most Efficient and Effective Service is Delivered

Supported by:

- evidence of assurance carried out of work progressed by Police Scotland as a service back,
- mention of the work of Forensic Services in relation to Healthy Working Lives
- a commitment to assess any trends in relation to equality monitoring data from upcoming pulse survey.

Key areas of progress:

The introduction of the Staff Survey has allowed this outcome to be more measurable. It will take time to address some of the concerns outlined within the Staff Survey, however there is already specific evidence of work being carried out to respond to the points made. The results of the Pulse Survey split by protected characteristic will allow SPA to carry out its own assessment of any issues and potential actions that could be taken to promote equality of opportunity for all.

Executive Summary

Outcome 3:

Services provided to Police Scotland and other Criminal Justice Partners will contribute to the Effectiveness and Efficiency of Policing Across Scotland

Supported by evidence of work carried out by Forensic Services, Complaints and Independent Custody Visiting to contribute to the effectiveness/efficiency of Policing. This includes specific links to how they also support Police Scotland's Equality Outcomes.

Key areas of progress:

Forensic Services: An improved ability to detect crime and improved confidence in Forensic Services supports the efficiency and effectiveness of the criminal justice systems as a whole. Improved detection also supports prevention of crime and therefore supports key Police Scotland Equality Outcomes.

Independent Custody Visiting: Improvements have been made to ensure that the custody visiting process is more inclusive and encourages more detainees to participate. In addition there is evidence of a concerted effort to ensure that equality and human rights is mainstreamed into the day to day considerations of custody visitors.

Complaints: Several pieces of work have been progressed to help ensure the complaints process is as fair, open and transparent as possible. Work is in progress to ensure that better data can be gathered in relation to protected characteristic groups in order to identify any relevant trends in relation to complaints.

Executive Summary

Outcome 4:

The Scottish Police Authority Will Provide Effective Leadership on Equalities Activity through a Process of Scrutiny, Good Governance and Resourcing

Supported by evidence of work:

- progressed and considered at SPA Committees and the Full Board; and,
- progressed by SPA teams supporting SPA governance.

Key areas of progress:

HR Governance: Work in a number of areas to eliminate discrimination and promote equality of opportunity in relation to significant Human Resources and Health and Safety activity.

SPA Performance Framework: The development of the Performance Framework has been essential in ensuring effective governance over all activity, including the extent to which the following strategic priority has been met:

“Make Communities Stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.”

Assuring Local Accountability and Localism: The significant work of the SPA to assess and continuously improve their assurance process in relation to localism and accountability is a key indicator of how SPA are better placed to seek assurance that Police Scotland effectively:

- listen to and work with local communities to ensure that differing policing needs are being met;
- collaborate with partners to improve outcomes for all;
- work with partners to address inequalities in communities; and,
- protect vulnerable people and those at greatest risk of harm.

The next mainstreaming report will allow for a commentary on the extent to which the new Assurance Process and Improvement Agenda have been successful.

EQUALITY AND DIVERSITY MAINSTREAMING

Key areas of progress:

SPA Stop and Search Assurance: SPA have played a key role in ensuring that the processes relating to Stop and Search are reviewed to ensure particular communities are not disproportionality impacted. SPA recommendation and commissioned research formed part of the information used by Scottish Government to develop the Code of Practice, which now provides a code that:

- sets out the principles under which stop and search can be undertaken;
- ensures consistency in the application of stop and search
- explains why, when and how stop and search is used; and,
- sets the standard to which constables can be scrutinised and evaluated.

This will help foster good relations with communities and provide a framework to seek assurance that the process is free of discrimination.

Contact, Command and Control (C3) Assurance: Having a robust assurance process is vital to help ensure that Police Scotland meet their Equality Outcomes for the workforce and for the service provided to local communities.

On the one hand ensuring that individuals are appropriately supported through organisational change is essential to ensure Police Scotland is a workplace where people feel valued. In addition an effective C3 process is essential in helping ensure individuals can report crimes/incidents and have the confidence that appropriate action will be taken. This aspect of contact with policing plays a fundamental role in all of Police Scotland's Equality Outcomes in relation to the provision of service to the community in relation to confidence in reporting hate crimes/incidents and confidence that the police are responsive to the needs of victims of gender based violence. The importance of an effective C3 system cannot be underestimated in terms of supporting Police Scotland Equality Outcome to ensure everyone in Scotland is able to contact the police when they require assistance and that they receive a positive experience.

Employee Information

The Public Sector Equality Duty requires that listed authorities take steps to gather information on the composition of the authority's employees and information on recruitment, development and retention of employees. This section

provides this information based on an analysis of information provided by Police Scotland. The analysis has led to a list of actions that seek to address issues such as under-representation and data gaps in relation to equality monitoring.

Introduction

I.0 Introduction

I.1 Structure

The SPA came into being on 1 April 2013 as a result of the Police and Fire Reform (Scotland) Act 2012, which also established a new single police service, the Police Service of Scotland (Police Scotland).

In overall terms, the SPA is responsible for maintain policing, promoting the policing principles, delivering continuous improvement of policing and holding the Chief Constable to account.

Day to day responsibility for the delivery of services required to maintain Scottish policing have been delegated by the Board to the SPA CEO who provides support and advice to the Board on decisions regarding issues such as strategic policy, finance and human resources. The CEO also oversees the management of forensic services in Scotland, independent custody visiting, complaints handling and any other services requires to support operational policing.

I.2 Legal Requirements

As a public body, the Scottish Police Authority is subject to the requirements of the Equality Act 2010 Public Sector Equality Duty (PSED). The PSED requires that, along with a number of other duties, we publish our equality outcomes every four years and report on their progress and how we are mainstreaming equality every two years. We also have a duty to publish certain employment and pay related information.

Our high level strategic Equality Outcomes 2013 – 2017 were published in April 2013. Two years ago we produced our Equality and Diversity Mainstreaming Progress Report to show what we had done since then to deliver these outcomes. The report also showed how we were working to build equality into different parts of our business.

Introduction

I.3 New SPA Approach to Mainstreaming Equalities

A recent SPA review in relation to our approach to equalities (outlined in Section 3) confirmed that SPA cannot seek to simply receive its equalities expertise as part of a service-back from Police Scotland, when there is a requirement to ensure that the responsibility for equality is mainstreamed throughout the SPA. This review involved engagement with the Equality and Human Rights Commission (EHRC) and was supported by the SPA Board.

From an employer perspective, full ownership has been taken in relation to:

- the development of this mainstreaming report and reporting progress against equality outcomes;
- the analysis of employee information provided to SPA by Police Scotland in relation to SPA staff;
- the development of the SPA Equal Pay Statement, Gender Pay Gap and Occupational Segregation information;

- the development of SPA specific actions as a result of the employee information analysis and Equal Pay Statement etc;
- ensuring that the SPA meet our specific employer duties under the Equality Act by following the principles of the Scottish Human Rights Commission 10 Good Practice Building Blocks

This new approach has improved the SPA's capability to carry out effective governance and assurance over Police Scotland's ability to meet their specific duties under the Equality Act. There is recognition that there is more work to be done and this has been considered as part of the review and development of our Equality Outcomes 2017-2021 which are published separately and are available here (will be available here at time of publication).

Introduction

I.4 Structure of Report

Section 2 – Strategic Direction

This section demonstrates the latest position in relation to SPA's approach to governance, which has included the SPA Chair's Review of Police Governance, the implementation of a new SPA

Governance Framework and supporting Equality Commitments from the Chairs of the Audit, Finance, People and Policing Committees.

Section 3 – Mainstreaming Equality

There is a requirement to publish a report on the progress the SPA has made in integrating the general equality duty into the exercise of its functions so as to better perform that duty.

The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010;

- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and,
- Foster good relations between people who share a protected characteristic and those who do not.

This section provides progress in relation to this specific duty including the development of a framework that ensures effective internal scrutiny of progress against our own equality outcomes and duties under the Equality Act.

Introduction

Section 4 – Progress Against Equality Outcomes

This section provides an update on progress against the current equality outcomes, whilst the revised Equality Outcomes for April 2017 onwards are available here (will be available here at time of publication).

The current Scottish Police Authority Outcomes are:

1	We have a workforce that is reflective of the communities we serve.
2	We have a workplace where people feel valued and are recognised to maximise their potential to ensure the most efficient and effective service is delivered.
3	Services provided to Police Scotland and other criminal justice partners will contribute to the effectiveness and efficiency of policing across Scotland.
4	The Scottish Police Authority will provide effective leadership on equalities activity through a process of scrutiny, good governance and resourcing.

As was previously highlighted, the Operational Delivery of the People and Development Function is carried out by Police Scotland, therefore much of the progress against Equality Outcomes 1 and 2 will relate to a summary of the work carried out by Police Scotland along with the governance approach taken by the SPA to ensure progress against these equality outcomes.

Equality Outcome 3 provides updates on progress in relation to Complaints Handling, Forensic Services and the Independent Custody Visiting Scheme. Equality Outcome 4 provides updates on progress in relation to SPA's governance of Police Scotland.

Introduction

Section 5 – Employee Information

The SPA must take steps to gather information on the:

- Composition of the authorities employees; and
- the recruitment, development and retention of persons as employees of the authority

In addition the report must include details on the progress made in gathering and using that information to enable a better performance of the equality duty.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 have recently been updated to include a requirement to publish details of:

- the number of men and women who have been Board members of the authority during the period covered by the report; and
- the way in which the information provided has been/proposes to use the information in taking steps towards there being diversity amongst the authority's members so far as relevant protected characteristics are concerned.

This section provides information for those that work directly for the SPA and SPA Board Members. Information in relation to SPA employees who work within Police Scotland can be found in the Police Scotland Mainstreaming Report.

Appendix A – SPA Equal Pay Policy Statement – Authority and Police Staff

The SPA must publish information on the percentage difference among its employees between men's average hourly pay (excluding overtime) and women's average hourly pay every two years. In addition the SPA must publish its policy on equal pay among its employees between:

- men and women
- persons who are disabled and persons who are not; and
- persons who fall into a minority racial group and persons who do not.

The same breakdown is required in relation to occupational segregation among its employees. This relates to the concentration of these groups within particular grades and in particular occupations.

Strategic Direction

2.0 Strategic Direction

2.1 Review of Police Governance

On 3 September 2015, the Cabinet Secretary for Justice asked the Chair of the SPA to undertake an immediate review of governance in policing.

This governance review aimed to ensure accountability arrangements for policing can build on lessons learned during the operation of the single force to date and ensure robust arrangements are in place for the future.

On 23 March 2016 the Chair of the SPA published his Review of Governance in Policing and this review made 30 recommendations for improvement in the practice of governance arrangements for policing in Scotland. This report recommended, amongst other things, improvements to ensure representatives of local communities feel sufficiently listened to regarding local policing, are able to input effectively into the development of national

policy issues and have a way of recording their 'voice' on the quality and effectiveness of Police Scotland's engagement with them.

The report's other main findings include:

- SPA to strengthen its governance procedures and review with the Scottish Government and Police Scotland how working arrangements and protocols reinforce the positioning and authority of the SPA;
- Clearer definition of the SPA's areas of responsibilities and how it conducts its business; and
- Review of the underlying systems and processes used by Police Scotland to provide information with a view to improving clarity and enhancing the quality of analysis and benchmarking.

Strategic Direction

2.2 SPA Governance Framework

At the SPA's public board meeting on 15 December 2016, SPA members approved the SPA Governance Framework. This revised framework and arrangements for SPA and Police Scotland delivers on the review carried out by the Chair of the SPA.

A key change to the governance arrangements is the creation of a dedicated Policing Committee, to allow a much stronger focus on policing itself as well as the continued focus on people, finance, audit and our statutory functions such as forensics, complaints and independent custody visiting. This ensures that there is a specific committee that can include discussions on service delivery equality issues.

Since the creation of the SPA, each of the committees have specifically committed to have due regard 'the general duty of the Equality Act (Scotland) 2010 and the requirements of any other equalities legislation'. This has been supported by the requirement for any paper submitted to a committee to include a summary of any equalities implications.

The new Governance Framework was drafted alongside and influenced by an Equality and Human Rights Impact Assessment to ensure that the responsibility for equalities

was mainstreamed across all committees. To support this each Committee Chair has given specific commitments in relation to Equality and these are included below.

Audit Committee

"The purpose of the Audit Committee is to provide oversight and scrutiny of all significant audit and risk matters concerning the SPA and Police Scotland. In doing this the committee will ensure that equality and human rights is central to the committee's considerations when seeking assurance and providing advice to the SPA Board.

"As the Chair of the Audit Committee I am committed to ensuring that the external and internal audit plans place an appropriate focus on equality and human rights issues. I will also ensure that examination of the findings from these audits demonstrate the appropriate level of consideration for equality and human rights issues, where applicable. Equally when considering the management of risk, the Committee are well aware of SPA and Police Scotland's statutory obligations under the Equality Act and therefore appropriate consideration will be given to this when evaluating risk."

David Hume, Chair of Audit Committee

EQUALITY AND DIVERSITY MAINSTREAMING

Finance Committee

“The purpose of the Finance Committee is to provide oversight, scrutiny and assurance to the Board on all significant financial matters including financial planning and performance, stewardship and service improvement. The Finance Committee has specific responsibility to seek assurance that the equality duty is given due consideration within the procurement evaluation criteria.

“More generally, as the Chair of the Finance Committee I am committed to ensuring we demonstrate that SPA have shown due regard to the aims of the equality duty in financial decision making. By providing advice to the SPA Board on these issues the Finance Committee plays a key role in ensuring that financial

decisions are taken in a fair, transparent and accountable way, considering the needs and rights of different members of the community.

“In line with the Equality and Human Rights Commission Guidance on ‘Making Fair Financial decisions’ the Finance Committee will progress all key decisions to the SPA Board to ensure transparency in decision making. Where appropriate, recommendations to the SPA Board will include an account of the equality considerations that have been taken account of along with consideration of the actions that would help avoid or mitigate any negative impacts on particular protected characteristic groups.”

Elaine Wilkinson, Chair of Finance Committee

People Committee

“The purpose of the People Committee is to provide oversight, scrutiny and assurance to the Board on all significant people related matters. The committee will seek assurance that continuous progress is being made towards the mainstreaming of equality, diversity and human rights.

“A key role of the Committee will be to ensure that the SPA’s equality duties as an employer are met, whilst also seeking assurance of progress against SPA and Police Scotland equality outcomes. There is also a specific commitment in relation to creating and developing a diverse workforce and an inclusive environment where diversity is valued.

“When making recommendations to the SPA Board, equality and human rights will be a key element of the considerations that will be outlined in order to allow decisions to be made in a fully informed manner.

“I am committed to working closely with the Chair of the Policing Committee in ensuring a joint approach to consideration of equality and human rights issues that may have dual impact on officers/staff and communities.”

Nicola Marchant, Chair of People Committee

Strategic Direction

Policing Committee

“The purpose of the Policing Committee is to provide oversight and scrutiny of policing, through monitoring and reviewing of policing strategy, policy and performance, providing a forum for constructive challenge and support in order to continuously improve policing.

“A key element of the Committee’s work will be to critically examine the transformational Policing 2026 strategy relating to all operational policing prior to implementation. Where appropriate the Committee will engage proactively with external stakeholders to seek views. It will provide appropriate assurance to the Board, particularly in relation to strategic policies and initiatives that may have a significant impact on communities/protected characteristic

groups (as defined in the Equality Act 2010) or which may give rise to significant risk.

“The Policing Committee will play a vital role in ensuring from a service delivery perspective that SPA and Police Scotland meet their equality duties and demonstrate progress against their equality outcomes.

“Along with the Chair of the People Committee, I am committed to ensuring a joint approach to consideration of equality and human rights issues that may have dual impact on officers/staff and communities.”

George Graham, Chair of Policing Committee

EQUALITY AND DIVERSITY MAINSTREAMING

2.3 Strategic Police Priorities and the Policing 2026 Strategy

Strategic Police Priorities for Scotland were laid before the Scottish Parliament by the Scottish Ministers under Section 33 of the Police and Fire Reform (Scotland) Act 2012 in October 2016. These Strategic Police Priorities have been

developed following an extensive programme of engagement with individuals, communities, public and third sector partners across Scotland.

The seven Priorities are outlined below:

Priority	Description
Localism	Ensure that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.
Inclusion	Ensure our police service is accessible and responsive to the needs of all people in Scotland.
Prevention	Ensure our police service works to protect people by preventing crime and reducing fear of crime through communication, education, innovation and partnership working.
Response	Focus policing on improving the wellbeing of individuals and communities by tackling crime and responding to and investigating incidents effectively and efficiently.
Collaborative Working	Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.
Accountability	Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.
Adaptability	Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

The SPA and Police Scotland are working in partnership by considering these priorities in order to translate them into more focused objectives through the Policing 2026 Strategy. More detailed information in relation to this strategy is available [here](#).

From an equality perspective, key commitments include:

- Responding to the diverse needs of individuals and communities;
- Building partnerships for specific communities at a national and local level in recognition of the increased diversity in Scotland;
- Strengthening the diversity of the whole workforce as well as changing the workforce mix to address the evolving needs and complexities of our diverse communities;
- The provision of new flexible career paths and new routes to enter, exit and re-enter the organisation; and,
- Recognising and valuing the development and wellbeing of all staff.

Mainstreaming Equality

3.0 Mainstreaming Equality

The SPA performs three functions as:

- an employer;
- a governing body
- a service provider to criminal justice partners and the public.

The focus over the last two years has been to create a structure and processes that allow these responsibilities in relation to equalities to be mainstreamed throughout all its functions and at all levels of the organisation. This approach was developed through a recent SPA Equality Review based on the Scottish Human Rights Commission's (SHRC). [Good Practice Building Blocks for Assessing Impact on Equality and Human Rights](#)

3.1 SPA Equalities Review – 10 Good Practice Building Blocks

Progress made as part of this Equality Review is outlined below. The quotes at the start of each section are the SHRC's description of each of the building blocks.

Block 1 - Senior Level Commitment and Engagement

“Backing from senior leadership is required to ensure that staff undertaking EQHRIAs are effectively supported to carry out robust and meaningful assessments and that action is taken to implement findings.”

As the Foreword from the CEO and Equality Commitments from each of the Committee

Chairs demonstrates, the commitment to mainstreaming equalities is more than just about ensuring compliance with the Equality Act. There is a real recognition that the effective mainstreaming of equalities will help demonstrate greater accessibility and accountability, ensure better outcomes for people and result in improved performance for the organisation.

Example of Commitment in Action

Previously discussion in relation to Equalities at the SPA Senior Management Group has related solely to the provision of updates on progress against the specific duties outlined in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

Following the publication of the mainstreaming report the focus will be on escalating key decisions that require to be taken as a result of Equality and Human Rights Impact Assessments. In addition it will involve updates and discussions on the progress and planned actions in relation to:

- the agreed SPA Equality Outcomes;
- the specific duties of the Equality Act;
- the continued establishment of an engagement network with internal and external equality groups; and
- mitigating actions identified through Equality and Human Rights Impact Assessments.

This information will be reported to board members through the relevant SPA Committees. For example updates in relation to employment will be progressed to the People Committee and updates in relation to service delivery to the public will be progressed to the Policing Committee.

Mainstreaming Equality

Block 2 – Timing and Capacity to Influence Decisions

“Impact assessments need to be undertaken sufficiently early so that the results of an assessment are able to influence the decisions being made. A clear and transparent process for serious consideration of EQHRIAs by those who are making decisions about current and future policies should be articulated”

The SPA Equality Review identified that consideration of equality and human rights impact needs to be built into the commencement of the process when policies and supporting principles are under development and

prior to the creation of the procedure that ensures the Policy is implemented.

Through the development of the SPA Governance Framework and the ongoing work in relation to the SPA Operations Manual, the SPA recognises that EQHRIA's during the policy/framework development stage is critical to ensure that effective considerations are taken from the outset and that the procedures put in place to implement the agreed policy/framework are designed to mitigate/remove any negative impact and/or promote positive impact.

Example of Commitment in Action

During the development of the SPA Governance Framework the EQHRIA identified the need for the remit of the Policing Committee to specifically examine the impact of new or changing policing strategies/policies/initiatives on protected characteristic group as well as communities. It was felt that reference to communities was too vague and as the EQHRIA was carried out at the outset, a more specific reference was able to be included.

In addition the EQHRIA helped ensure that the remit of the Finance Committee had specific reference to the specific duty to ensure due regard is shown to whether the award criteria for procurement contracts should include considerations to enable the service to better perform the equality duty.

It would have been more challenging for the EQHRIA to have had such an influence if it was carried out after the framework had been fully developed.

Mainstreaming Equality

Block 3 – Staff, Training and Resources

“Vital to the success of EQHRIA are the staff who undertake assessments, the training that those staff receive and the resources available to staff to enable them to undertake assessments”

In order to ensure effective mainstreaming of equality and human rights throughout all areas of the SPA, individuals at middle management

level have been nominated to be the SPA Equality Lead for their area of the organisation. They have all received a training course in relation to EQHRIAs and have the responsibility to ensure that EQHRIAs in their area are completed and that mitigating actions are identified and progressed. This is supported by a quarterly meeting with all SPA Equality Leads.

Example of Commitment in Action

The SPA Equality Leads meet on a quarterly basis to share good practice/issues in completion of Equality and Human Rights Impact Assessments and provide updates on progress against our Equality Outcomes. This meeting is chaired by the SPA Head of HR Governance, who takes responsibility for progressing updates to the Senior Management Group, including updates to ensure Executive oversight of the progress in relation to mitigating actions and escalation of issues that require executive decisions.

This process still needs time to bed in to allow SPA Equality Leads to develop their experience in completing EQHRIAs in order to be able to identify mitigating actions and escalate issues as appropriate.

EQUALITY AND DIVERSITY MAINSTREAMING

Block 4 – Understanding the Legal Basis

“To undertake an EQHRIA that will have a positive effect on policy outcomes, assessors must have knowledge of key human rights

and equality principles and law. They must also understand how to apply key principles and law to the issues they are assessing.”

Example of Commitment in Action

The training provided to SPA Equality Leads focused on ensuring a clear understanding of the legal basis in relation to the general duties under the Equality Act 2010 as well as the specific duties under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. As the SPA assessment includes Human Rights Impact the training was also designed to improve knowledge of the Human Rights Act 1998.

The ability to be able to apply the learning from the training into practice will be a regular discussion point during the SPA Equality Lead meetings.

Block 5 – What to Assess and Scope

“It is important that organisations develop effective and robust processes for deciding when they need to undertake an EQHRIA (‘screening’). Once the decision to undertake an assessment has been made, then organisations need to think carefully about the

time and resources needed to carry out the assessment (the ‘scope’ of the assessment).”

There is an important balance to be struck between avoiding carrying out unnecessary assessments and failing to carry out assessments when these should be carried out.

Example of Commitment in Action

Training has been provided to SPA Equality Leads in relation to an effective screening process that screens out policies/procedures that have minimal or no human rights or equalities impacts. Discussions in relation to the screening process is a regular agenda item for the SPA Equalities Lead meeting to ensure a consistent, robust and evidence based approach.

As the Operations Manual is in the early stages of development, this process needs time to bed in to be able to demonstrate examples of how SPA have effectively managed this difficult balance.

Mainstreaming Equality

Block 6 – Evidence

“EQHRIAs should be supported by robust and reliable evidence which is sufficient to support any conclusions and recommendations that

are reached. Where insufficient evidence exists, assessors should identify processes for collecting evidence that fills the gaps.”

Example of Commitment in Action

As part of the SPA Equality Review an SPA Equality and Human Rights Reference Library was created, which results in a quarterly review of relevant research/reports/demographic information in the field of equality and human rights. This is circulated to the SPA Equalities Leads with a summary of how this may be relevant to their area.

The SPA Equality Leads then have the responsibility to ensure that this information is used to provide an evidence base to their EQHRIA. Feedback will be sought during the SPA Equality Lead meetings to ensure the Reference Library continues to improve to be able to fully support the evidence gathering process.

EQUALITY AND DIVERSITY MAINSTREAMING

Block 7 – Involvement of Communities

“EQHRIA’s should include effective consultation and/or participatory processes which allow those who are (potentially) affected to have a voice, and their views to be taken into account in the assessment process.”

As part of the SPA Equalities Review, four key actions were identified in order to improve engagement channels.

- SPA to have a standing item on the SPA/Police Scotland Diversity Staff Association (DSA) Secretariat Meeting.
- A Process to be put in place to allow Equality Leads to raise specific items at the DSA Secretariat Meeting
- Ensure appropriate engagement

with statutory staff associations in relation to Equality Issues

- Develop a proposal to identify and establish an engagement network with external diversity organisations that focus on the various protected characteristics.

The first three actions are complete with examples demonstrated below. With regards to the development of an engagement network, this is currently being established through relationships established during consultation on the SPA Equality Outcomes.

In addition an Equality and Human Rights reference library (reference in Block 6) has been developed to ensure relevant external research can be used as evidence where appropriate.

Example of Commitment in Action**Engagement with Diversity Staff Associations**

Specific discussion took place with regards to complaints handling and feedback demonstrated there is a view that complaints from the public are encouraged, however internal complaints are either dealt with informally or through a very formal and largely discouraged process.

The SPA HR Governance team have committed to consider this when reviewing the updated Disciplinary/Grievance SOPs, whilst also taking their views into account when developing the SPA Whistleblowing Policy and Procedures.

Engagement with Statutory Staff Associations

A new process is in place that ensures equality issues are a regular item on the agenda in meetings with Statutory Staff Associations.

Mainstreaming Equality

Block 8 – Assessing Combined Impacts

“Organisations should develop mechanisms for assessing the combined impact of different policies and practices on the same groups or individuals. This is because a series of changes to different policies or services could have a severe impact on particular groups or individuals.”

The creation of the SPA Equality leads meetings and escalation processes to the SPA Senior Management Group are intended to ensure the assessment of Combined Impacts from an organisational level.

Block 9 – Conclusions and Recommendations

“Assessors should include clear conclusions, recommendations for action and identification of the person or persons responsible for taking that action.”

The SPA Equality Leads meeting focuses specifically on ensuring that any mitigating action identified is clear along with clarity over who has responsibility for progressing the action.

Block 10 – Transparency and Review

“Key information in relation to the EQHRIA should be published in a way that is timely and clear and makes EQHRIAs accessible, particularly for groups and individuals likely to be affected by the policy in question. Procedures should be put in place for reviewing the ongoing impact of the policy or practice in question after the EQHRIA has taken place.”

A process is in place which ensures that the results of EQHRIA's are published on the SPA Website in the Equality and Diversity Section. With the development of the Operations Manual in its early stages, the publication of results will steadily begin to increase over the next year.

Progress Against Equality Outcomes

4.0 Progress Against Equality Outcomes

Equality Outcome 1:

We Have a Workforce that is Reflective of the Communities We Serve

The SPA Workforce

To be clear from the outset this outcome looks at the extent to which SPA has a workforce that is reflective of the Community. Equality Outcome 4 focuses on the governance and assurance work to ensure Police Scotland meet their own equality outcomes, which includes ensuring that Police Scotland has a workforce that is reflective of the communities it serves.

Whilst some responsibility for the delivery of this outcome sits with Police Scotland who deliver the People and Development function on behalf of the SPA, the recent SPA Equality Review has recognised that SPA need to take some responsibility for identifying and removing any real/perceived barriers, which may be specific to SPA.

As a result of the SPA Equality Review, this report is the first time that SPA have analysed their own Employee Information. Through this assessment the following actions have been identified:

- Seek to identify and address any issues that contribute to the workforce profile under-representation in relation to males, disabled, white minority and black minority ethnic background and those under the age of 25 and over 54;
- To identify and address any potential barriers to progression within the SPA;
- To identify any barriers that exist for females in roles that attract allowances within SPA;

The development of these actions have helped inform SPA's revised Equality Outcomes. A key area of progress in allowing SPA to improve in this area relates to the internal and external engagement networks that have been set up through engagement on the equality outcomes. This engagement included unions/diversity staff associations and external organisations such as Family Friendly Working Families, Close the Gap, Scottish Disability Equality Forum, Inclusion Scotland, LGBT Youth Scotland, Stonewall Scotland, CEMVO, CRER, Venture Scotland and Age Scotland.

Progress Against Equality Outcomes

**Key Progress Made against Equality Outcome:**

If this outcome is measured based on the extent to which the workforce profile reflects the community then, it can be seen from Section 5 of this report that there has been no improvement in relation to this outcome, primarily due to limited recruitment, with SPA continuing to be unrepresented with regards to males, young people, individuals with a disability and those from a white minority and Black Minority Ethnic Background.

However, through the work that has been done in relation to the 10 Building Blocks, if this outcome is measured by the extent to which the SPA is equipped to ensure that we are better able to reflect the needs of Communities, then progress on this basis is more positive. SPA now has its own action plan following the analysis of employee information in Section 5.

SPA Board Members

Due to the small numbers involved care must be taken not to inadvertently disclose protected characteristics associated with individuals. Therefore, the Equality Act 2010 (Specific Duties) (Scotland) Amendment

Regulations 2016 only requires the SPA to publish the number of men and women who are SPA Board Members. As outlined in Section 5, 3 (25%) of the 12 Board Members are female and 9 (75%) are male.

Progress Against Equality Outcomes

The Role of Scottish Government

The process for appointing Board Members is run by the Public Appointments Team within Scottish Government, where they focus on the need for skills, experience and understanding from every walk of life with no barriers to participation. Therefore appointments are made on the basis of the skills, knowledge and quality necessary to fill the role – and nothing else. However, significant efforts have been made by Scottish Government to increase the pool of individuals interested in becoming Board Members through outreach activities to encourage applications from under-represented groups.

To support Public Bodies in helping deliver highly effective and diverse boards, Guidance on Succession Planning for Public Body Boards was published by the Scottish Government in January 2017. This guidance highlights that ‘although Scottish Ministers are ultimately responsible for making most Board appointments, there is much that public bodies can do themselves to ensure that when Chair or Board positions do arise, they are prepared to maximise opportunities to attract candidates that meet the body’s needs’. Reference is also made to the fact that ‘a Board that reflect the people and communities that it serves is also more likely to have credibility with them; thus promoting public trust in Board decision-making’.

The Role of the SPA

In identifying the SPA’s next steps, the Scottish Government guidance on succession planning and the supporting checklist are currently being reviewed. This is intended to help ensure we can fully capitalise on the work being carried out by Scottish Government in relation to outreach and the increasingly diverse pool of individuals becoming interesting in being Board Members of Public Bodies.

Whilst the guidance highlights that there is more work to be done, the SPA are already progressing some of the actions suggested within the Scottish Government Succession Planning checklist and will continue to do so through the Board’s Annual Self Evaluation. Work already progressed includes the use of a skills audit of the current Board and a summary of skills needed to support delivery of the long-term strategy. Succession planning in line with the recently published guidance will be a key part of the work being progressed by SPA to seek to be more reflective of the community in the future.

The SPA are in the process of developing a co-opting process to supplement the existing board membership and as this may be a source to develop future full-board members this is an important area of development from an equality perspective.

Progress Against Equality Outcomes



Key Progress Made against Equality Outcome:

Whilst the percentage of female board members has decreased due to recent appointments, all appointments have been progressed by Scottish Government with the fundamental focus being on individuals having the skills, knowledge and quality to fill these roles.

Work already progressed in relation to succession planning is increasing the contribution that the SPA are providing to the Board Appointment process. The SPA are committed to increasing this contribution further by ensuring the Succession Planning Guidance is considered and incorporated into the work already progressed by the Board, which is currently supported by an annual self-evaluation.

Independent Custody Visiting Volunteers

Whilst the Equality Outcome does not refer specifically to Independent Custody Visitor Volunteers, work has been progressed to make the recruitment process as inclusive as possible with the SPA's Volunteer Policy stating that 'it is a key priority that custody visitors should be, as far as practicable, representative of the community.' It is believed that the current group of volunteers effectively represent diverse backgrounds, however two key issues have been identified when trying to collect this data:

- A large proportion of volunteers have not chosen to provide this information; and;
- As the current system ensures this data is completely anonymous, there is no way to reduce the figures when an individual leaves the organisation.

This weakness has been recognised and steps are being taken to review the approach to gathering equality information in 2017/18.

EQUALITY AND DIVERSITY MAINSTREAMING

Selection of Activity carried out By Police Scotland on SPA's Behalf

The following initiatives have been driven and developed by Police Scotland, however this has included engagement and assurance from the SPA HR Governance Team and oversight from the SPA HRRC.

More detail of the areas outlined below can be found in the Police Scotland Mainstreaming Report.

Topic	Update
E-Recruitment System	An initial business case to procure an e-recruitment system has been approved by the Finance & Investment Board. This will include integrated reporting tools designed to produce accurate, reliable and meaningful employment monitoring data in relation to the recruitment process from application through to appointment.
Diversity Staff Associations	The relationship between Police Scotland/SPA and Diversity Staff Associations (DSAs) was formalised in 2015 through the signing of a Memorandum of Understanding. Each DSA has received protected hours based upon their needs as identified by them. The Chairs of the DSAs also meet every two months with the forum frequently used as an opportunity for new and evolving needs of business to consult to reflect members needs and those of diverse communities in Scotland.
Carer Positive Employer	<p>Police Scotland and SPA submitted a joint application to Carer Positive (part of Carers Scotland) in respect of the entry level 'Engaged Employer' stage of the Carer Positive Award System in January 2016. This application was successful.</p> <p>Many carers have highlighted that one of the main problems they face is access to various sources of information and support available. With this in mind, Police Scotland and SPA developed a Carers intranet site.</p>
Scottish Women's Development Forum (SWDF) Pregnancy and Maternity Work	<p>In December 2015, the Diversity Staff Association, SWDF, presented outcomes of its research concerning the perceptions and experiences of officers and staff during pregnancy and maternity. The proposed actions were all agreed and endorsed by the Police Scotland Executive and SPA HRRC. This resulted in:</p> <ul style="list-style-type: none"> • The creation of a new Maternity Toolkit and Risk Assessment Guidance; and, • The development of a bespoke 3 hour line manager's awareness session that was piloted in June 2016 and following successful evaluation will be rolled out nationally.
Exit Survey	There has been limited information gathered for the reasons officers and staff leave the organisation and what their experience has been. To address this, work was undertaken to develop a process to capture this information and individuals leaving will now be asked to complete a voluntary survey. The Exit Survey includes the Equality and Diversity Employment Monitoring Form providing the opportunity for staff to provide their equality and diversity personal information. This anonymous data will be captured and analysed to identify and respond to any trends to improve retention in the future.

Progress Against Equality Outcomes

Equality Outcome 2:

We have a Workplace where People Feel Valued and are Recognised to maximise their Potential to Ensure the Most Efficient and Effective Service is Delivered.

The Staff Survey – ‘Your Survey’

The Delivery of the recent Staff Survey has helped make the first element of this equality outcome measurable, however the second half of the outcome is more difficult to measure evidence of impact. It is recognised that having valued and respected employees will make the SPA a more effective organisation therefore the focus must be on ensuring the workforce feel valued rather than spending significant time trying to identify tangible links to improved performance.

The Staff Survey in 2015 set a benchmark for future comparison and a Pulse Survey was carried out towards the end of 2016. The Pulse Survey information was not available in time to be included in this report, however an action has been taken to ensure that SPA receive SPA staff results split by protected characteristic to allow this to inform actions identified as a result of the employee information analysis carried out as part of the next mainstreaming report.

You Said, We Did

Since the publication of the staff survey results in 2015 there has been engagement with SPA staff to seek their views and ideas on how SPA and Police Scotland can improve their ways of working and create a better working

environment. To demonstrate the extent to which feedback has influenced activity the ‘You Said, We Did’ symbol has been introduced.

A key aspect of ‘You Said, We Did’, has been the introduction of Policing 2026 briefings and workshops to involve staff, help raise awareness and enable employees to contribute to future plans. This seeks to directly address the fact that 75 % of staff survey respondents wanted more involvement in decisions which affect their future work.

Performance and Development Conversations (PDC)

As a result of the findings of the staff survey, which identified the desire to be provided with regular feedback in the form of appraisals or one to one discussion, a newly designed appraisal framework was introduced in 2016. This is a simple 4-step process to encourage regular face-to-face discussions between line managers and their staff. The PDC framework integrates core values through establishing a common understanding of the key behaviours and attitudes that will be supported, valued and expected through everyone’s performance.

Progress Against Equality Outcomes

Health and Wellbeing

The People and Development Health and Wellbeing Function

The Health and Wellbeing function is responsible for managing support services and developing strategy and initiatives in relation to wellbeing aiming to support officer and staff physical and mental health.

The following services are provided:

- Clinical and emotional wellbeing support and service, through an external partnership with AXA PPP Healthcare (Employee Assistance Programme).
- Clinical and emotional support and service, through an external partnership with Optima Health (Occupational Health)

The contract between these organisations also contains a declaration from the provider that they will adhere to the terms of the Equality Act 2010. Should the provider default on any aspect of the contract from an equality perspective then there is a mechanism contained within the contract for a variation of terms to be inserted which would guarantee compliance.

In addition Trauma Risk Management is provided, which is early intervention to reduce stress following direct involvement in traumatic events.

Healthy Working Lives – Forensic Services

Following submission of a portfolio of evidence, Forensic Services were awarded the Bronze Healthy Working Lives Award in January 2016. This recognised the commitment to the health safety and wellbeing of Forensic Services staff. The criteria set out to achieve this principally focuses on the importance of ensuring that the work employees undertake will not adversely affect their health and indeed can improve their mental, physical and social health.

The activities that have been put in place to support this include No Smoking Campaigns, Stairwalk Challenges and the provision of extensive lunchtime fitness classes/groups including METAFIT, Walking Club, Running Group, Yoga and Circuit Classes.

These initiatives were developed in direct response to the Healthy Working Lives Survey Results from 2014 to address key themes.

The results of the Pulse Survey are likely to influence future campaigns in relation to Health and Wellbeing, with consideration being given to ensuring a co-ordinated approach to wellbeing issues across the whole of the SPA.

Progress Against Equality Outcomes

Equality and Diversity Training

A working group was established to identify the equality and diversity training and development requirements for Police Scotland/SPA. To date a revised 'National Induction Course' for SPA/Police Scotland is being delivered, which includes a one day classroom based

equality and diversity input. Work continues to develop the other identified requirements.

Going forward there is a need to develop an equality and diversity learning and education strategy with effective monitoring of training and evaluation processes.

Key Progress Made against Equality Outcome: The introduction of the Staff Survey has allowed this outcome to be more measurable. It will take time to address some of the concerns outlined within the Staff Survey, however there is already specific evidence of work being carried out to respond to points made. The results of the Pulse Survey split by protected characteristic will allow SPA to carry out its own assessment of any issues and potential actions that could be taken to promote equality of opportunity for all.

Progress Against Equality Outcomes

Equality Outcome 3:

Services provided to Police Scotland and other Criminal Justice Partners will contribute to the Effectiveness and Efficiency of Policing Across Scotland

The work to review this equality outcome has recognised the requirement to ensure that outcomes in relation to service delivery have more of an equality focus, however the progress outlined below relates to progress against the Equality Outcome as it is currently worded. The revised Equality Outcomes will aim to ensure an equality focus with the work of SPA, which can be evidenced and measurable.

Forensic Services

United Kingdom Accreditation Service (UKAS) Accreditation

SPA Forensics has become the first large scale forensic provider in the UK to receive accreditation from the United Kingdom Accreditation Service (UKAS) for its fingerprint comparison activities.

Five years on from the publication of the findings of the Fingerprint Inquiry¹ led by Sir Anthony Campbell, accreditation demonstrates that the Fingerprint Service delivered by SPA Forensics to the Criminal Justice System has been externally assessed against the stringent requirements of the international laboratory standard set by ISO and has been deemed competent, robust, consistent and fit for purpose in carrying out and reporting fingerprint examinations which are impartial, objective and fit for purpose.

In relation to the accreditation, Sir Anthony Campbell himself said “It was a massive undertaking to embark on the process of UKAS accreditation across such a broad area of fingerprint processing and those working in the service in Scotland have good reason to be proud of such an achievement.”

¹ The Fingerprint Inquiry was established by the Scottish Government in 2008 to address issues identified in relation to the Scottish case of HM Advocate v. McKie in 1999.

Progress Against Equality Outcomes



Key Progress Made against Equality Outcome:

An improved ability to detect crime and improved confidence in Forensic Services supports the efficiency and effectiveness of the criminal justice system as a whole. Improved detection also supports prevention of crime and therefore the initiatives above have all supported the following Police Scotland Equality Outcomes:

- **People better recognise hate crimes and incidents and feel confident reporting them;**
- **Individuals within and across protected groups feel safe and secure within their local communities;**
- **Victims of gender-based violence are safer and are confident that the police are responsive to their needs**
- **Forensic Services will seek to continue to support Police Scotland's updated Equality Outcomes from April 2017 onwards.**

Independent Custody Visiting

The SPA has a statutory obligation to run an Independent Custody Visiting Scheme under the Police and Fire Reform (Scotland) Act 2012. The SPA custody visiting scheme is made up of a group of volunteers (over 160 across Scotland) from the local community who promote and protect human rights within the criminal justice system in Scotland. During

these visits an interview is conducted with the detainee, asking about their treatment whilst in custody. In addition other parts of the custody suite such as kitchen or washing facilities are monitored and a report is provided to Police Scotland and the SPA with appropriate action being taken to address any matter identified during the visit.

Progress Against Equality Outcomes

Cue Cards

The Cue Card outlines the information that must be read to the detainee before they are asked to confirm whether they are happy to speak to a visitor. This explains the visitor process to the detainee and the wording was revised in Quarter 1 2016 providing a more positive introduction.

In December 2016 it was reported to the SPA Board that following the roll out of the revised cue card the number of visits has increased with the rate at which visits are accepted by detainees improving from 61% of visits offered during Quarters 1 and 2 of 2015-16 to 71% during the equivalent period for 2016-17.

Key Progress Made against Equality Outcome:

This appears to demonstrate that improvements have been made to ensure that the custody visiting process is more inclusive and encourages more detainees to participate. A more inclusive process provides information from a larger selection of people to help ensure the custody visiting process contributes to the effectiveness and efficiency of policing across Scotland.

This also supports the Police Scotland Equality Outcome to ensure people from and across protected groups are meaningfully engaged with their views contributing to service improvements.

More Outcome Focused Reporting

The progress following the implementation of the cue card is very encouraging in terms of ensuring that more detainees are comfortable with the visiting process. However the reporting of ICV activity only focuses on the number of visits conducted and the number who refuse

access/were not available at the time. An extremely positive development has been the recognition that more work needs to be carried out to ensure a stronger reporting link between activity undertaken and outcomes in terms of experience and learning.

Progress Against Equality Outcomes

To progress this the ICVS team are:

- engaging with Police Scotland to explore how they could better evidence how the work and feedback of ICVS informs Police Scotland's custom, practice, policy and staff training;
- carrying out an open source review of how other ICV schemes across the UK report on outcomes to benchmark ICVS approach and identify opportunities;
- engaging with the UK-Wide ICVA to explore how they could collectively pool knowledge and experiences to develop more outcome focus in both activity and reporting.

Key Progress Made against Equality Outcome:

This demonstrates a positive move to ensure commentary on the progress of the work of ICV against Equality Outcomes improves i.e. evidence of the extent to which the work of ICV contributes to the effectiveness and efficiency of policing across Scotland.

In addition ICV will be able to more clearly demonstrate the contribution that its work has made in relation to the delivery of Police Scotland's Equality Outcomes, particularly in relation to ensuring people from and across protected groups are meaningfully engaged with their views contribute to service improvements.

Improving Volunteer Understanding of Equality and Human Rights Issues

An opportunity was taken to outline key equality and human rights issues to volunteers at the ICVS Annual Conference in May 2016. This conference focused on mental health and policing, immigration detentions, and the impact of new psychoactive substances. This involved inputs from the Interim Chair of the National Preventive Mechanism, the Mental Health Coordinator for the College of Policing and a Chief Immigration Officer from Home Office Immigration Enforcement

Further to this, work has been ongoing between SPA and the Scottish Human Rights Commission to develop training that focuses on human rights and equality considerations. The Case Study within this training refers to the focus that should be placed on identifying vulnerable detainees in line with those identified by the 2015 HMIC thematic on the welfare of vulnerable people in police custody.

Progress Against Equality Outcomes

The HMIC list is as follows:

- Mental Health Problems;
- Learning Difficulties
- Physical illness or disability
- Alcohol and / or substance misuse
- Age (Children and older people), and;
- Race (people from Black, Asian and minority ethnic communities)

Key Progress Made against Equality Outcome:

This provides evidence of a concerted effort to ensure that equality and human rights is mainstreamed into the day to day considerations of custody visiting. The outcome of this will be a more effective and efficient service that is able to consider a diverse number of relevant issues to improve the delivery of policing in Scotland. The extent to which this leads to future positive outcomes will be addressed through the work outlined above in relation to a more outcome focused reporting approach.

Complaints

The Police and Fire Reform (Scotland) Act 2012 (the Act) provides that the SPA considers and makes decisions about complaints relating to allegations of misconduct against senior police officers in line with the Police Service of Scotland (Senior Officers) (Conduct) Regulations 2013. Since April 2015, the SPA has dealt with and closed a number of complaints relating to senior police officers.

In addition, the Act provides that the SPA has a responsibility to monitor and scrutinise the manner in which complaints are dealt with by

Police Scotland with a view to satisfying itself that the arrangements and processes in place are appropriate and effective. Accordingly, since April 2015, the SPA, in both public and private sessions, has scrutinised numerous matters including the number and type of complaints received by Police Scotland and their subsequent disposals, details regarding officers on restricted duties and those suspended from duty, the number and outcome of misconduct hearings and PIRC Complaint Handling Reviews into Police Scotland's handling of complaints.

EQUALITY AND DIVERSITY MAINSTREAMING

The activity and progress of the Complaints team since 2015 is outlined below:

Topic	Activity/Progress
Dip-Sampling	<p>A process on dip-sampling of Police Scotland closed complaints was produced which assists the SPA in discharging its statutory obligations in terms of complaint handling.</p> <p>This provides assurance in relation to complaints made by officers as well as members of the public against officers below the rank of ACC. Therefore this is a key aspect in supporting Police Scotland's Equality Outcomes in relation to their workforce and the delivery of policing to the public.</p>
Senior Officer Conduct Regulations	<p>The SPA Complaints Team produced Guidance on the Police Service of Scotland (Senior Officers) (Conduct) Regulations 2013. This ensured that a transparent and consistent process is in place to support complaints against senior officers that may include complaints about discriminatory behaviour.</p>
SPA Complaints Handling Procedures	<p>The SPA Complaints Team reviewed and amended the SPA Complaints Handling Procedures and associated documents to provide further clarification of processes. This was supported by an internal team guidance document to support the delivery of the Procedures and again ensure transparency and consistency with the complaints process.</p>
Raising Awareness of the Complaints Process	<p>The SPA Complaints Team reviewed and amended the content of the SPA Website Complaints Page with flowcharts and FAQs added to the website.</p> <p>An on-line Complaints Form has been designed, complete with drop-down lists to direct users to the PS Complaints Form or the SPA Complaints Form as appropriate. The Form is to be published on the SPA Website Complaints Page, however, the practical deployment is subject to ongoing ICT developments. A pdf version of the Form is available on the website.</p> <p>An SPA Complaints Leaflet was also produced based on the information contained on the SPA Website Complaints Page. A printable version of the leaflet was uploaded onto the Complaints page of the SPA website.</p> <p>The overall aim of all this work is to help raise awareness to the public in relation to the complaints process, therefore making it more inclusive.</p>
Equality & Diversity Monitoring Form	<p>An Equality & Diversity Monitoring Form has been designed, complete with drop-down lists. The Form allows the SPA to capture relevant demographic information on people who are unhappy with the policing service provided by Police Scotland/ SPA and who wish to make a complaint. The Form is to be published on the SPA Website Complaints Page, however, the practical deployment is subject to ongoing ICT developments. A pdf version of the Form is available on the website.</p>

Progress Against Equality Outcomes

Going forward an SPA Complaints Policy will be produced, which will, together with the SPA Complaints Handling Procedures, provide an open and transparent complaints process. The SPA Complaints Procedures will be reviewed in accordance with the new SPA Corporate Governance Framework and the findings of the supporting EQHRIA will be a key element of the review.

In addition, further work is required in relation to the On-Line Complaints and Equality and Diversity Monitoring Forms. The On-Line form will provide an automated method for SPA to capture relevant demographic information in relation to people who are unhappy with the policing service provided by Police Scotland/SPA.

Key Progress Made against Equality Outcome:

Several pieces of work have been progressed to help ensure the Complaints Process is as fair, open and transparent as possible. Work is in progress to ensure that better data can be gathered in relation to protected characteristics in order to identify any relevant trends in relation to complaints.

Outcomes from individual complaints, lessons learned and overall trends will help inform actions designed to eliminate discrimination, promote equality of opportunity and foster good relations with the public.

Progress Against Equality Outcomes

Equality Outcome 4:

The Scottish Police Authority Will Provide Effective Leadership on Equalities Activity through a Process of Scrutiny, Good Governance and Resourcing

HR Governance

The SPA HR Governance Team are developing an approach to HR Scrutiny and Assurance. This approach will include clear principles that ensure all activity will take place in an informed, proportionate and risk based manner and will always ensure appropriate consideration is given to Equalities and Human Rights.

This approach includes specific commitments to ensure:

- proactive consideration will be given to effective and meaningful contribution to support Police Scotland in meeting their Equality Outcomes; and,
- that Police Scotland demonstrate continuous improvement in meeting the specific duties within The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012

Whilst this approach is still under development, the principles and processes outlined within it are already being applied by the SPA HR Governance Team until such time as this approach is finalised and approved. The Activity and Progress of the HR Governance Team since April 2015 is outlined in the table:

Progress Against Equality Outcomes



Topic	Activity/Progress
Organisational Change Consultation Process Scrutiny	<p>The HR Governance Team have recommended and sought assurance on the implementation of the following, which sought to improve the extent to which SPA and Police Scotland are listening and learning organisations:</p> <ul style="list-style-type: none"> • Local Managers taking more responsibility for supporting their staff through the counter proposal process • The Development of an updated intranet site in relation to Organisational Change • The Development of an Organisational Change Policy with a supporting Communication and Consultation SOP (supported by an EQHRIA). • The introduction of a 'Closure of Consultation Stage' which seek to fully explain the final structure and how it will be implemented (including reference to the extent to which counter proposals influenced the final structure along with common themes of concern raised during consultation and how these were addressed) <p>The work aims to ensure consistency and mitigate/remove any potential adverse impact specific to protected characteristic groups going through organisational change e.g. effective communication and consultation with those on adoption/maternity leave.</p>

Progress Against Equality Outcomes



Ill Health Retirement for Police Officers Scrutiny

Following on from a number of complaints received by police officers going through the ill health retirement process, the SPA HR Governance Team undertook a review of the Ill Health Retirement Process.

The findings and recommendations were presented to the HRRC on 8th December 2015. Several of the recommendations focused specifically on considerations under the Equality Act. Work is ongoing with Police Scotland to ensure the following issues are addressed:

- improvements in the attendance management process to allow improved local and national consideration of redeployment at an earlier stage (prior to formal consideration as part of ill health process);
- improved communication to Divisions to ensure an understanding of the ill health policy and the focus on redeployment; and,
- Improved process to ensure appropriate and most up to date medical information is considered when a recommendation is made in relation to ill health retirement decisions.

An update on how Police Scotland have implemented these recommendations will be reported to the People Committee in the near future.

Ensuring SPA and Police Scotland meet the Public Sector Equality Duties in relation to those suffering from ill health was central to this piece of work.

Progress Against Equality Outcomes



<p>Equality Impact Assessment Scrutiny</p>	<p>In 2014 the HR Governance team reviewed the EIA (now known as EQHRIA) process. The recommendations focused on:</p> <ul style="list-style-type: none">• the effective provision of training• improving the process surrounding the review, monitoring and implementation of mitigating actions; and,• ensuring EQHRIA's are published within a reasonable timeframe <p>In September 2016 the HR Governance Team formally assessed the extent to which these recommendations had been implemented and formally reported this to the HRRC.</p> <p>All recommendations were agreed and significant progress has been made. This has included a complete review of the process and training to address the concerns highlighted along with significant progress being made in relation to the publication of the results of EQHRIAs.</p> <p>A very important development has been the recent creation of the EQHRIA Monitoring Group, which ensures internal governance structures are in place to ensure continuous improvement in this area. Oversight is also provided through the HR Governance Team attending this group and reporting progress to the People Committee, via an ongoing assurance report.</p>
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Progress Against Equality Outcomes



Changes to Police Officer Terms and Conditions

The SPA HR Governance Team have played a leading role in partnership with Police Scotland and Scottish Government in successfully negotiating and agreeing the implementation of the following changes to Police Officer Terms and Conditions through discussion at the Police Negotiating Board Equality Working Group:

- The extension of occupational maternity and adoption pay for police officers from 13 weeks to 18 weeks on full pay;
- Confirmation of the ability to carry over annual leave due to sick leave, maternity/adoption/shared parental leave;
- Recognition that Competency Related Threshold Payments and pay during annual leave should recognise additional hours worked by part-time officers where they carry out more hours than has been agreed as part of a flexible working pattern;
- Removal of unnecessary distinctions between full-time and part time officers including simplification of the overtime entitlement process for part-time officers and ensuring that part-time officers receive the same compensation as a full time officer when asked to work on a non-working day with less than 15 days' notice.

Progress Against Equality Outcomes



<p>Staff Modernisation of Terms and Conditions</p>	<p>The SPA HR Governance Team have worked closely with Police Scotland to ensure the development of a Job Evaluation framework that fairly appraises the variety of roles that are being carried out within Police Scotland and the SPA. This included assurance that representative samples of staff were involved in the process. The output of this work will be a single pay and grading system for all employees of SPA, instead of the current model where 10 different systems are in operation.</p> <p>Additionally, input into the complex work involved in the creation of a common set of terms and conditions is ongoing. These terms and conditions will replace the current imbalanced position that was inherited from the legacy organisations, and will be implemented in conjunction with the single pay and grading system referenced above.</p> <p>This work is paramount to creating an organisation that values the contribution of its employees in a fair and equitable way.</p>
<p>Staff Survey Assurance</p>	<p>The Staff Survey was delivered by Police Scotland on SPA's behalf with the SPA Governance Team attending relevant steering groups/working groups to provide assurance to the SPA and contribute advice to the general approach.</p> <p>A key part of the assurance was strongly recommending that results should be able to be split by protected characteristic, provided that individuals could not be identified.</p>

Progress Against Equality Outcomes



<p>Improved Police Scotland Engagement with Unions and Staff Associations</p>	<p>A key focus of the SPA HR Governance team is to seek assurance that Police Scotland carry out effective engagement with Unions, Statutory Staff Associations and Diversity Staff Associations in order to demonstrate that they are a listening and learning organisation. To achieve this the team seek assurance through attendance at the Joint Negotiating and Consultative Committee for both officers and staff and the Police Scotland Diversity Staff Association meetings.</p> <p>In addition the team have played a leading role in developing a new SPA approach to engagement with Unions and Staff Associations, which was implemented in January 2017. This engagement involves three levels that allow stakeholders to inform strategy, scrutiny and regular business.</p>
<p>Fire Safety</p>	<p>A key role has been played in supporting Police Scotland look at Fire Safety across the estate, including issues surrounding custody. One of the key issues involving fire safety is how to safely evacuate custody areas particularly where there are persons with a disability, learning issues or suffering from substances abuse. The new fire risk assessments will have a dedicated annex for custody facilities and will look at these issues along with appropriate staffing levels.</p>

Key Progress Against Equality Outcome:

All of the work specified above has an equality focus and helps support Police Scotland seek to eliminate discrimination and promote equality of opportunity in relation to significant Human Resources and Health and Safety Activity.

Progress Against Equality Outcomes

SPA Performance Framework

Quarterly Assessments of Performance

In August 2015 the SPA provided its first assessment of the delivery of the SPA Strategic Police Plan. It used evidence from operational policing performance, SPA Forensic Services and corporate performance activity. In addition relevant external evidence sources have been accessed, for example academic and government publications, to provide additional and wider information to supplement the existing evidence picture. To date (February 2017) there have been 6 quarterly reports submitted to the SPA Board. The strategic priority most aligned to Equality Outcome 4 is:

“Make Communities Stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.”

A Summary of Findings from the Quarterly Reports is provided below:

- There is evidence of engagement with diverse communities and a commitment to a consistent approach of service in relation to equality.
- Police Scotland provided evidence of external recognition for efforts to increase equality and diversity in the workplace to be more accessible to diverse communities.
- SPA provided evidence of continuous improvement through their assurance activity, work to support findings from the employee opinion survey and the launch of a governance review.
- Your View Counts was successfully launched with over 10,000 responses, survey analysis reveals that the main national issue of concern to the public is the threat of terrorism, followed by violent crime. The survey enables feedback on the level of confidence people have in the police.

Progress Against Equality Outcomes

- Police Scotland launched its first National Child Sexual exploitation Public Awareness campaign. The external communication included outdoor, digital and social media messaging.
- Training on Stop and Search and Mental Health Awareness was launched. The training was developed following inspection, reviews and research and it aims to deliver the improved use of Stop and Search and give officers confidence to use it in a way that is appropriate in their local communities and consistent with local priorities. The Mental Health Awareness training is designed to help officers identify signs of mental illness in people.

A Summary of Opportunities for Development is provided below:

- Police Scotland's user satisfaction/public confidence measurement is narrow in focus (only users of the service) and thus cannot provide a wider picture of the population's confidence in policing. External evidence from national surveys on public confidence and fear of crime will provide that wider view;
- Results from Police Scotland's user satisfaction/public confidence measurement require to be read in the context of national surveys such as the Scottish Criminal Justice Survey and Scottish Social Attitudes Survey to obtain as comprehensive a picture as possible.

This evidence will be subject to analysis during 2016/17 and beyond into 2017-20 when the new Strategic Police Plan is launched;

- Use of broader range of consultation methods on a continual or frequent basis to capture a more diverse range of voices from across a wider range of geographic and social communities.
- More evidence of policing and partnership improvements and their impact on public perceptions and experiences, thus contributing to public safety and wellbeing.

All of this information will be used to inform the 2016/17 Annual Review of Policing, which contains an assessment of the Police Service's performance as well as an assessment of the Authority's performance in carrying out its functions. The document's role is to both promote success and challenge performance should it fall short, so that the public has a true and balanced view of the policing service they receive. To do this the Review will include evidence relating to both operational and corporate/organisational performance. Growing the evidence base for corporate delivery.

The Review will include evidence from external stakeholders on policing delivery, beginning last year with presentation of evidence from local authority scrutiny committees. In addition, this year's Review will seek to contain evidence and reflections

Progress Against Equality Outcomes

from our academic partners in SIPR as well as from partners involved in the range of pilots, projects and initiatives activities carried out across Scotland in support of policing.

This is also an opportunity to reflect on the organisational learning that has taken place. For example: in supporting the recommendations from HMICS' Review of Call Handling; the extent to which Police Scotland and SPA have worked together with the help of outputs from a series of specially commissioned research products.

SPA Performance Standards

In early 2017 the SPA Performance Team developed SPA's Performance Standards in consultation with key internal and external stakeholders. These Performance Standards are based on what SPA sees as the most important areas of policing, strategically driven by the policing principles and Strategic Police Priorities. These standards take account of the need for evidence of improved policing prevention and investigation, efficient and cost-effective service delivery and alignment of national and local policing in order to meet the needs of people and communities across Scotland.

Taken together, achievement of these standards

will enable the SPA Board to assess how well Police Scotland is doing and if there is evidence of increasing public confidence in the Service. These Standards were developed alongside an Equality and Human Rights Impact Assessment with the assessment identifying the following areas of likely positive impact:

- The standards commit to measuring the extent to which the service:
 - listens to and works with local communities to ensure differing needs are met;
 - collaborates with partners to improve outcomes for all;
 - works with partners to address inequalities in communities;
 - protects vulnerable people and those at greatest risk of harm.
- The standards include performance questions in relation to treating people equally and fairly and to protect their human rights regardless of who they are.

The success of these performance standards in being able to support SPA's effective governance over Police Scotland's Performance will be monitored as part of the next mainstreaming report update. The new Policing Committee will provide the forum to discuss policing

Progress Against Equality Outcomes

performance and compliance with the Standards.

Key Progress Against Equality Outcome:

The development of the Performance Framework has been essential in ensuring effective governance over all activity, including the extent to which the following strategic priority has been met:

“Make Communities Stronger and improve wellbeing by increasing public confidence and reducing fear of crime, making the new Police Service of Scotland an exemplar of visible, ethical and responsive policing.”

Assuring Local Accountability and Localism

Since the creation of SPA, Members have led engagement with specific local authority areas and built working relationships with local conveners and local scrutiny committees. From the early days of police reform before relevant supporting mechanisms were fully in place, this approach helped to ensure the SPA had some direct insight into local authority concerns and priorities for policing. This engagement has been supported by the Community Accountability function, directly engaging with local authorities and key contacts in Police Scotland to understand local issues, planning and priorities, and offer briefings and a degree of assurance to SPA members.

Local liaison, information sharing, and

engagement on emerging priorities and service direction, has been underpinned by the SPA led “Partners in Scrutiny” Forum, for scrutiny conveners and SPA members, with participation and support from COSLA, Police Scotland, Scottish Government, and SFRS.

The SPA Chair’s Review of Governance in Policing, March 2016, provided a refreshed focus for local engagement and assurance, to deliver improvement and ensure clear lines of accountability. Significant drivers for change included:

- The perception of local scrutiny committees that they have not been sufficiently listened to regarding policing matters, and that Divisional Commanders have not had

Progress Against Equality Outcomes



sufficient autonomy to adapt national policies to meet local requirements.

- The need for a formal escalation or resolution route for Local Scrutiny Committees, with Police Scotland, and the need to offer local authorities a means of reporting on the overall quality of their engagement with policing.
- The need to refocus SPA activity more fully on the strategic approach, with appropriate mechanisms in place to offer assurance on the quality of Police Scotland's local engagement, and delivery of the localism agenda.
- The need to reinforce understanding that the principal responsibility for local engagement with communities, partners and local authorities sits with Police Scotland as the service provider.
- The need to support improvement by establishing a new mechanism for local scrutiny committees to share their experiences and exchange examples of effective practice.

As a consequence, the draft SPA Community Accountability priorities focus on two key areas of work:

- SPA Assurance on policing's local engagement, and policing's delivery of localism and local accountability priorities.

- Enabling and supporting an improvement agenda in local scrutiny and engagement.

The revised approach to SPA engagement with local interests is targeted towards delivering this assurance, and supporting improvement in local scrutiny and engagement.

The introduction of the Policing Committee provides an SPA committee to consider related assurance, and how policy and practice support the delivery of strategic priorities.

Assurance Approach to Localism and Accountability

The new assurance approach seeks to address the relevant issues outlined in the SPA Chair's Governance Review, providing a wider picture of policing's delivery of the localism agenda and therefore supporting the Scottish Government's Strategic Police Priority in relation to localism outlined at section 2.3. This in turn provides a range of assurance processes that allow the SPA to assess, discuss, credit or challenge local policing approaches that may have specific impacts on local communities/specific protected characteristic groups within these communities. Key elements of the new assurance processes are outlined below:

- Consideration of Police Scotland's engagement approach with local

Progress Against Equality Outcomes



communities, informed by the requirements of the revised National Standards for Community Engagement which specify good practice to support inclusion http://www.voicescotland.org.uk/media/resources/NSfCE%20online_October.pdf ;

- The option to commission research by the Scottish Institute for Policing Research or other independent bodies; and for SPA officers to test partner perceptions and experiences of the impact and quality of engagement with policing, through planned consultation and engagement on a dip sample basis.
- The option to invite input from key local policing partners to the Policing Committee;
- The provision of a template for local authorities to use in reporting annually to the SPA, to provide comparative information informing the SPA Annual Review of Policing;
- An Annual Forum for SPA and local scrutiny conveners, including an opportunity for shared reflection on delivery of policing in local communities and feed back to partners on how their input has informed the Annual Review;

- Testing any partner experiences of use of the agreed Police Scotland/local authority escalation and resolution process.

The Improvement Agenda in Local Scrutiny and Engagement

The SPA has a strong interest in ensuring that local scrutiny is as effective as possible and is well placed to facilitate information sharing and champion the best practice agenda. The Improvement Agenda Work Programme will shortly be implemented and will:

- Enhance the information flow between local scrutiny bodies and the SPA, and foster peer networking to share best practice and support problem solving.
- Facilitate an updated and agreed approach to identifying good practice, and provide a range of channels for sharing knowledge of good and innovative practice;
- Support, with key partners, the review of Collaborative Statement of Good Scrutiny and Engagement;
- Allow feedback to be gathered from Police Scotland on experience of supporting scrutiny processes and local scrutiny practice.

Progress Against Equality Outcomes

Link to SPA's Performance Standards

As highlighted previously the SPA's Performance Standards seek to assess the effectiveness of Police Scotland in listening to and working with local communities to ensure that differing policing needs are being

met, whilst also working with partners to address inequalities within communities. The Assurance Process and Improvement Agenda outlined above are fundamental to SPA's ability to effectively assess this.

Key Progress Made against Equality Outcome:

The significant work of the SPA to assess and continuously improve their assurance process in relation to localism and accountability is a key indicator of how SPA are better placed to seek assurance that Police Scotland effectively:

- listen to and work with local communities to ensure that differing policing needs are being met;
- collaborate with partners to improve outcomes for all;
- work with partners to address inequalities in communities; and,
- protect vulnerable people and those at greatest risk of harm.

The next mainstreaming report will allow for a commentary on the extent to which the new Assurance Process and Improvement Agenda have been successful.

Progress Against Equality Outcomes

Stop and Search – Progress Against SPA Recommendations

As mentioned in the previous Mainstreaming Report the SPA published a report into Police Scotland's use of stop and search. There were 12 recommendations made and progress against these recommendations has been overseen by the SPA Audit and Risk Committee.

To demonstrate the contribution that the SPA Audit and Risk Committee and supporting SPA officers have made against this equality outcome, key developments linked to SPA recommendations are included below:

Area	Update
Removal of perceived pressure on officers to reach a certain volume of searches.	In April 2015, Police Scotland removed the Stop and Search target for the proportion of positive searches and the key performance indicator for stop and search volume. This was communicated to staff and senior management teams by memo, meetings/briefings and via the intranet.
Ensuring particular communities are not being disproportionately impacted	Police Scotland have undertaken an EQHRIA on the use of stop and search. A new reporting tool allows a breakdown based on protected characteristic, whilst also allow for ongoing monitoring of stop and search from an equality perspective. This toolkit also includes a Ward Tracker and Datazone tracker to allow the ability to assess impact on particular communities.
Training	Supporting the introduction of the Scottish Government's Stop and Search Code of Practice, all officers, up to and including the rank of Inspector, will participate in two training sessions. This is designed to help prepare for the introduction of the code while also exploring the impact Stop and Search can have on communities and how best it can be used. Research commissioned by SPA was used to support the design of the training.

Progress Against Equality Outcomes



SPA Commissioned Research	<p>The SPA commissioned three pieces of research to ensure there was an external and independent evidence base. The SPA analysed this research and one key conclusion in relation to equality was the fact that young people generally have a negative view of Stop and Search. More generally it was also found that those exposed to repeat stop and searches over several years generally have developed very negative feelings towards the police.</p> <p>Therefore if stop and search is disproportionately carried out with individuals from a protected characteristic group then this could have a negative reputational impact for the police in relation to that particular group. Research also concluded that frequent applications of stop and search in an area affects how people view the police, making it a public confidence issue.</p>
Scottish Government Code of Practice	<p>The findings of the commissioned research was used by the Scottish Government as part of the consultation on the Code of Practice on the Exercise by Constables of Powers of Stop and Search of Persons in Scotland. This was Laid before the Scottish Parliament on 11 January 2017. The Code is due to come into effect on 11 May 2017.</p>

Progress Against Equality Outcomes

SPA Stop and Search Assurance Framework

Assurance work has been proposed for inclusion within the work-plan of the Authority's new Policing Committee. SPA officers are currently developing a reporting template which will combine findings of the aforementioned pieces of assurance work, which can be presented to the Policing Committee.

Precise assurance 'criteria' have yet to be finalised, but the principle aims will be to satisfy the SPA that:

- through the dip sampling of stop and search records, encounters are

demonstrably compliant with the draft/ final code of practice on stop and search

- an appropriate audit regime is being carried out by Police Scotland on stop and search activity. This will serve to assure that those encounters which are non-compliant with the current draft code of practice are identified and addressed by the NSSU.
- stop and search activity, at a 'volume' level, does not demonstrate any trends which indicate significant levels of disproportionality affecting a specific characteristic or community.

Key Progress Made against Equality Outcome:

SPA have played a key role in ensuring that the processes relating to Stop and Search are reviewed to ensure particular communities are not disproportionality impacted. SPA recommendation and commissioned research formed part of the information used by Scottish Government to develop the Code of Practice, which now provides a code that:

- sets out the principles under which stop and search can be undertaken;
- ensures consistency in the application of stop and search
- explains why, when and how stop and search is used; and,
- sets the standard to which constables can be scrutinised and evaluated.

This will help foster good relations with communities and provide a framework to seek assurance that the process is free of discrimination.

Progress Against Equality Outcomes

Contact, Command and Control (C3) Assurance

The SPA Board currently receives assurance in relation to C3 business as usual and progress towards delivery of the C3 Integration and Remodelling Programme through the outputs from the C3 Governance and Assurance Group. This is an advisory forum to the SPA Board and provides a holistic approach to governance and assurance of both C3 service delivery (business as usual) and C3 Integration and Remodelling Project (C3IR). It enables the SPA Board to receive assurance that there are strategic “lines of sight” across all areas of C3IR prior to any decisions to be taken by the Board.

The forum enables the Authority to receive formal updates on progress against HMICS recommendations for both Police Scotland and SPA, i.e. development of a balanced performance framework, as well as exception reporting on C3IR, related assurance proposals and gateway commissioning.

The forum is member-led and attended by Chairs of each Authority committee. HMICS and Scottish Government also attend, however, not in an authorising capacity. It is a short to medium-term forum for the duration of the change project until C3IR has reached steady state and the benefits have been realised and will come under the auspices of the new Policing Committee during 2017/18 – as the committee will consider all parts of operational policing including performance and transformational change.

Assurance products include quarterly performance reporting and assurance reporting in relation to C3IR. Assurance evidence for C3IR is organised under the following criteria - Governance/People/Process/Technology to provide Board with a holistic picture of all activity and plans required to progress what is a major change programme to improve and standardise first contact services to all communities of Scotland.

Progress Against Equality Outcomes



Key Progress Made against Equality Outcome:

Having a robust assurance process is vital to help ensure that Police Scotland meet their Equality Outcomes for the workforce and for the service provided to local communities.

On the one hand ensuring that individuals are appropriately supported through organisational change is essential to ensure Police Scotland is a workplace where people feel valued. In addition an effective C3 process is essential in helping ensure individuals can report crimes/incidents and have the confidence that appropriate action will be taken. This aspect of contact with policing plays a fundamental role in all of Police Scotland's Equality Outcomes in relation to the provision of service to the community in relation to confidence in reporting hate crimes/incidents and confidence that the police are responsive to the needs of victims of gender based violence. The importance of an effective C3 system cannot be underestimated in terms of supporting Police Scotland's Equality Outcome to ensure everyone in Scotland is able to contact the police when they require assistance that they receive a positive experience.

Employee Information

5.0 Employee Information

The specific duties of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 require each listed authority to take steps to gather information on the composition of the authority's employees and information on recruitment, development and retention of employees.

The SPA are committed to using this information to improve performance in terms of the general equality duty. The categories selected are in line with those advised by the Equality and Human Rights Commission as part of its 'Employee Information and the Public Sector Equality Duty: A Guide for Public Authorities in Scotland' published in June 2016'.

Police Scotland provide SPA with this information and the SPA analyse it. This is the first occasion where SPA specific data has been provided and

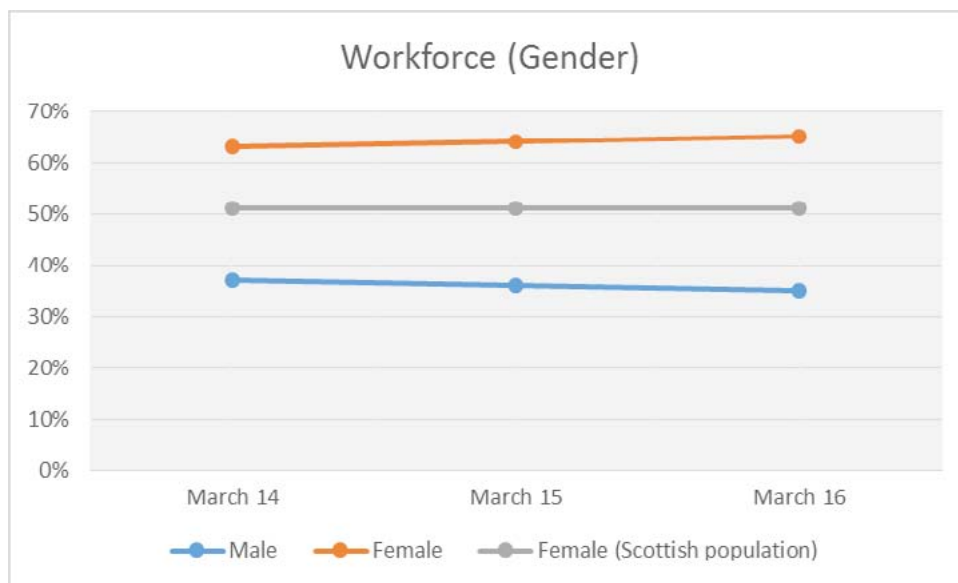
therefore it has not been possible to provide trend data based on figures for previous years, with the exception of the overall workforce profile. The purpose of this template is to allow for trend analysis to be available going forward.

To be clear, this report focuses on SPA employees who work directly for SPA (i.e. SPA Corporate and SPA Forensics). Information in relation to SPA employees who work within Police Scotland is available within the Police Scotland Mainstreaming Report.

The information below reflects graphical analysis and commentary of employee information provided to SPA by Police Scotland. A more detailed report on employee information with a detailed breakdown of figures is available [here](#).

Employee Information

5.1 Overall Workforce Profile

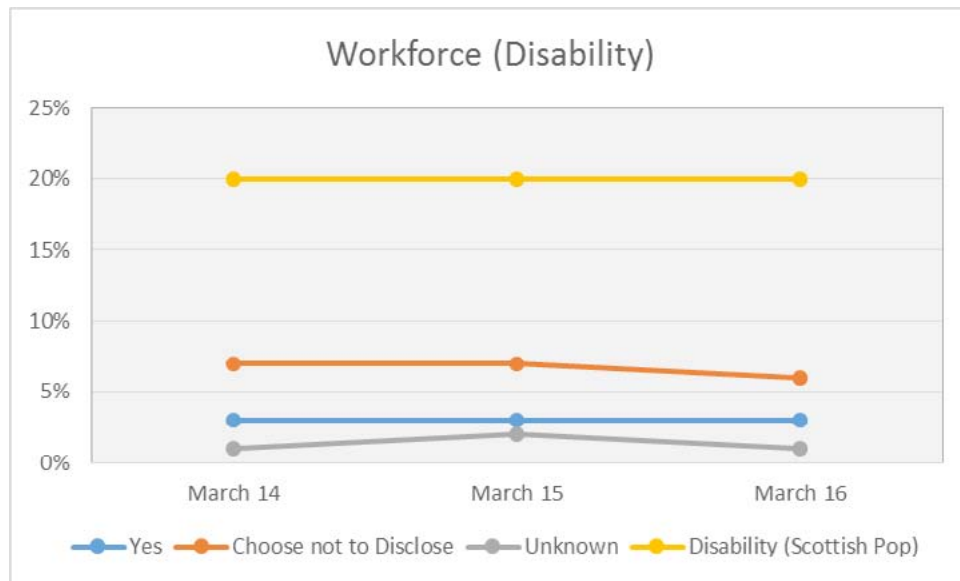


Commentary

The percentage of Males within the organisation has steadily decreased over the last two years. Therefore males continue to be under-represented in comparison to percentage of males who are of working age.

The difference between SPA Corporate and SPA Forensics has been reviewed and both departments have a gender split that is similar to the overall SPA gender split. However in Forensic Services the only area where males are at least equally represented is Scene Examination.

Employee Information

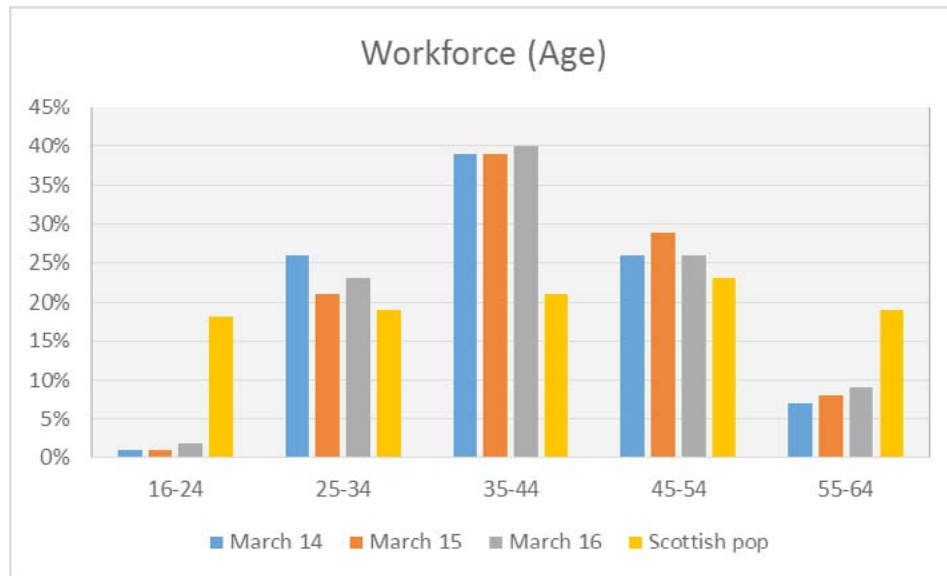


Commentary

Compared to the census data, disabled individuals within SPA are significantly under-represented. The only caveat to this is the fact that the 20% census figure relates to long-term activity limiting health problems as well as disability.

Consideration will be given to reviewing and identifying any appropriate actions that may address this in the future whilst recognising that recruitment levels are likely to be low next year.

Employee Information



Commentary

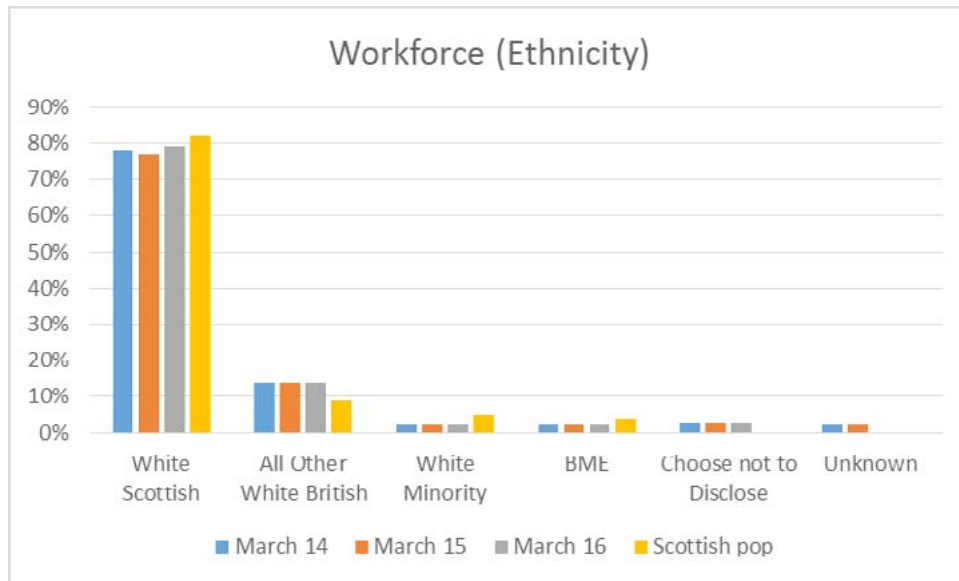
It is recognised that the representation of individuals below the age of 25 and over 54 is particularly low.

Consideration will be given to reviewing and identifying any appropriate actions

that may encourage individuals below the age of 25 and over 54 to join and stay within the organisation, whilst recognising that recruitment levels are likely to be low next year.

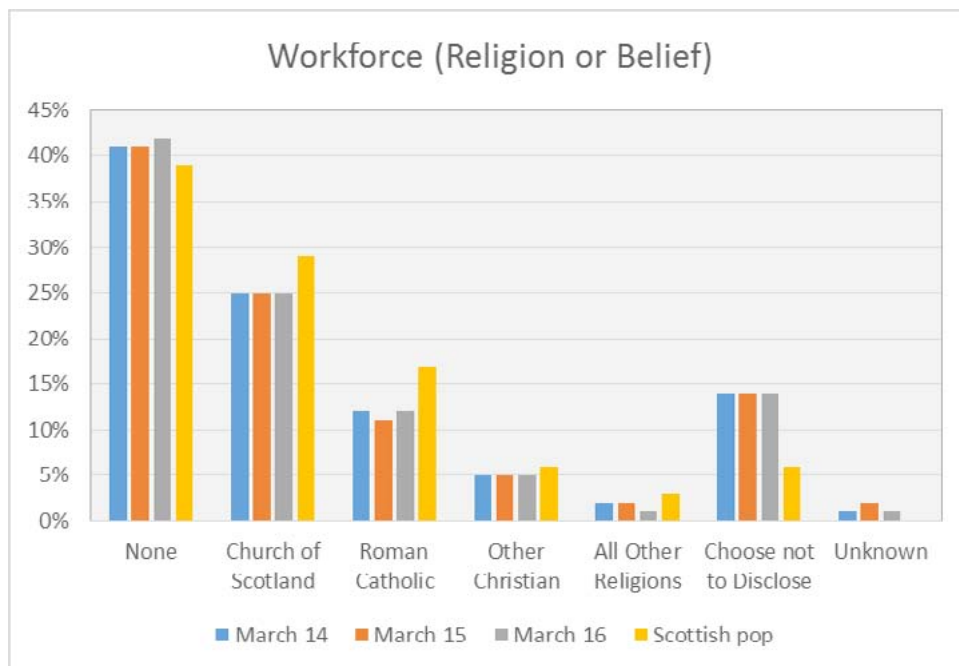
* Based on the 'Scottish Surveys Core Questions 2013' published by the Scottish Government.

EQUALITY AND DIVERSITY MAINSTREAMING



Commentary

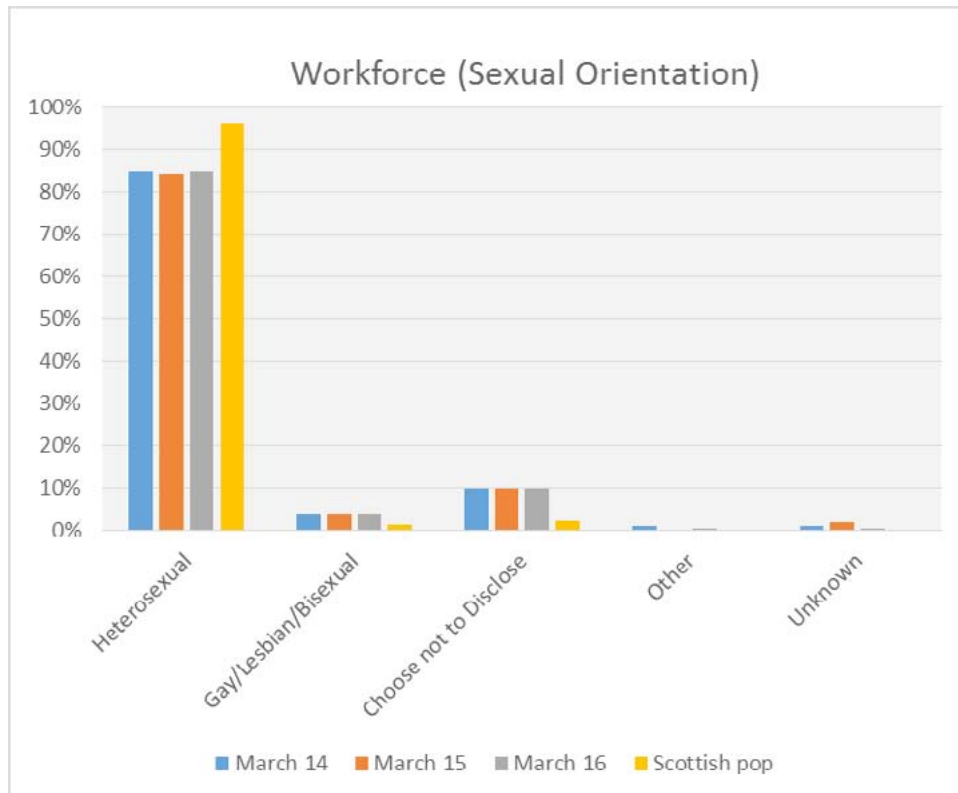
The figures remain steady and those from White Minority or BME groups continue to be unrepresented.



Commentary

The figures remain steady and are similar to 2011 Census percentages.

Employee Information

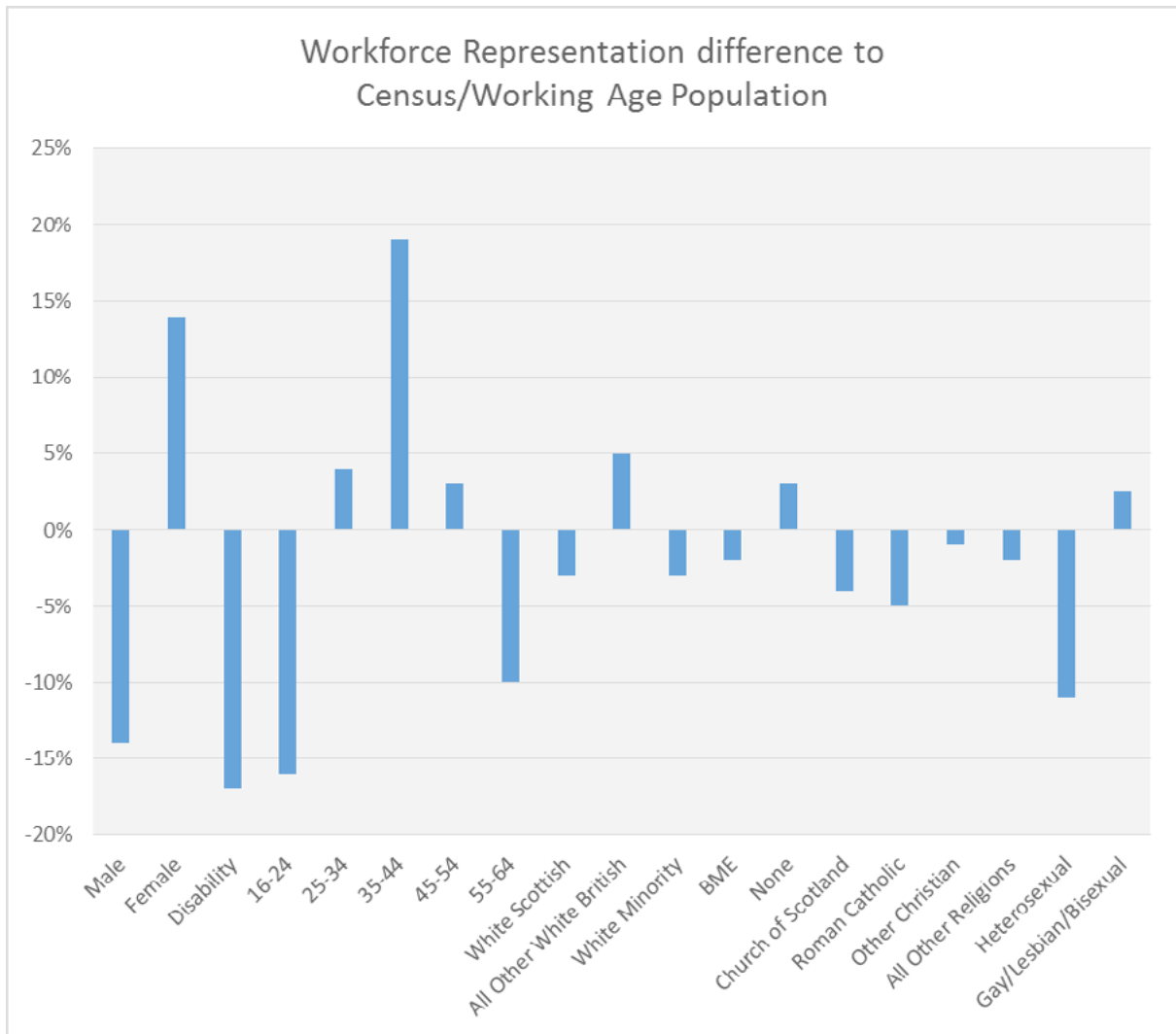


Commentary

The figures remain steady. However it is recognised that 10% of the organisation choosing not to disclose their sexual orientation is something that should be looked at further.

It is recognised that the percentage of Gay, Lesbian and Bisexual employees is higher in proportion to the percentage that are of working age in Scotland*.

EQUALITY AND DIVERSITY MAINSTREAMING



Commentary

The table above helpfully outlines the protected characteristic areas under-represented within the workforce in comparison to the Census/

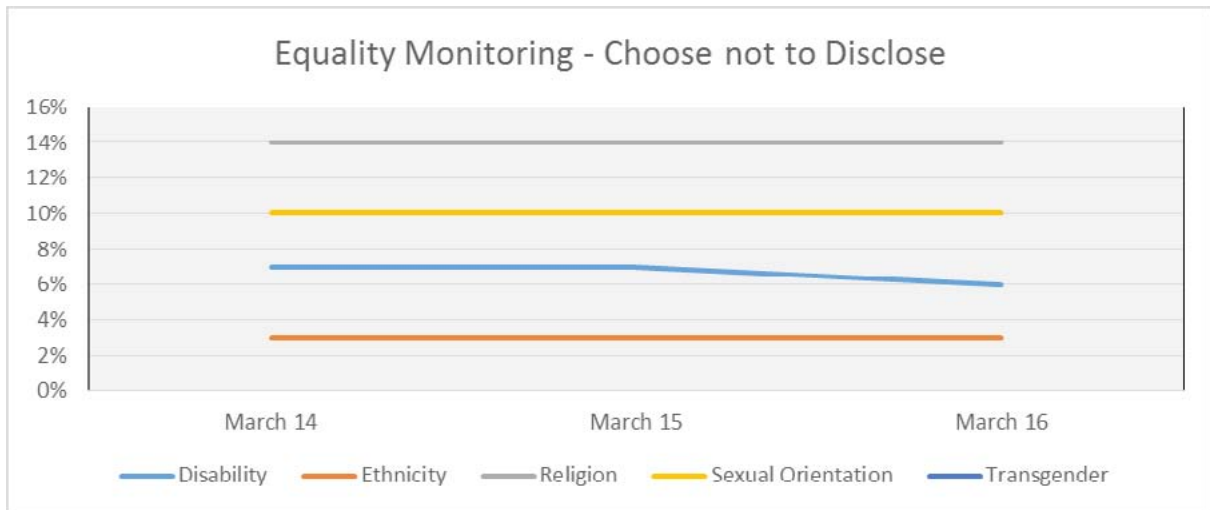
Working age Population. This has then informed key actions to help ensure SPA are more reflective of the communities within Scotland.

ACTION 1: Seek to identify and address any issues that contribute to the workforce profile un-representation in the following areas:

- males
- individuals with a disability
- individuals from white minority and BME background
- individuals below the age of 25 and over 54.

ACTION 2: Identify ways to support employee information analysis with staff survey results in future years.

Employee Information



Commentary

The table above helpfully demonstrates the extent to which individuals choose not to disclose their protected characteristic information. Key areas where this appears to be an issue relate

to religion and sexual orientation, however work will continue to seek to increase the confidence of individuals to complete all information in relation to equality monitoring.

ACTION 3: SPA to liaise with the Staff Associations and External Equality Contacts to identify what measures can be taken by the SPA to make individuals feel more comfortable disclosing their equality monitoring data.

Employee Information

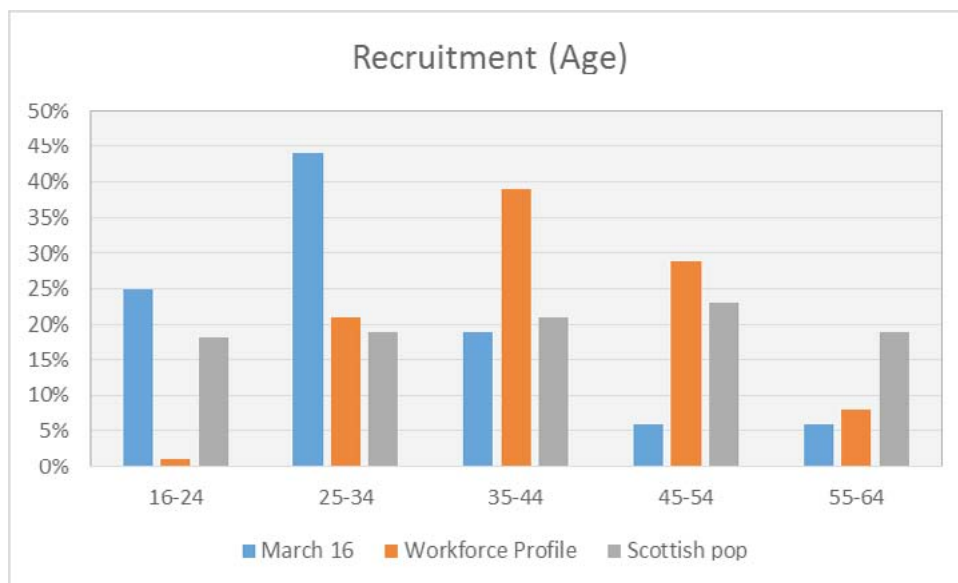
5.2 SPA Board Profile

Due to the small numbers involved care must be taken not to inadvertently disclose protected characteristics associated with individuals. Therefore, the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016 only requires the SPA to publish the number of men and women who are SPA Board Members. As outlined in Section 5, 3 (25%) of the 12 Board Members are female and 9 (75%) are male.

ACTION 4: SPA to ensure that the Guidance on Succession Planning for Public Body Boards, published by Scottish Government in January 2017 is incorporated into current action plans to ensure the SPA has the necessary skills, knowledge and experience going forward.

Employee Information

5.3 Recruitment



The figures for recruitment relate to a small group of individuals throughout the year and therefore should be taken into consideration when putting the figures into statistical significance.

The high percentage of recruits being under 34 demonstrates that recruitment processes should be supporting an increase in under 34s within the overall work profile. However, the number of individuals under 34 (particularly under 25) remains minimal. The issue could be the fact that the number of overall recruits is minimal along with the fact that we have an ageing workforce, where some individuals are progressing through the age bands.

Employee Information

Recruitment (Disability)

It must be remembered that the number of overall recruits is low, however, it is noted that no-one who was recruited in 2015/16 has a

recorded disability. This situation will continue to be monitored to identify if any trends emerge.

Recruitment (Ethnic Origin)

As with the figures in relation to disability, the statistical significance may be reduced due to the low number of recruits, however consideration

should be given to the fact that no new recruits from 2015/16 are from a BME background.

Recruitment (Sex)

75% of new recruits for the year 2015/16 were female, therefore demonstrating that

recruitment continues to contribute to under-representation of males in the workforce.

Recruitment (Sexual Orientation)

19 % of new applicants for the year 2015/16 declared themselves Gay/Lesbian/Bisexual with 12 % being unknown.

These figures vary from the overall workforce profile due to the fact that none of the

new recruits choose to select the 'Choose not to Disclose' option. This could be an anomaly given that individuals may have been categorised as 'unknown' instead given that 12 % is similar to the percentage of the workforce profile that choose not to disclose.

ACTION 5: SPA HR Governance Team to confirm with Police Scotland why so many new recruits sexual orientation is unknown.

Recruitment (Applications Received)

The SPA cannot currently do an analysis of 'applications received' compared to 'offer of

appointment' as this has been collated alongside police staff to date. Work is being progressed to start getting this separated going forward.

Employee Information

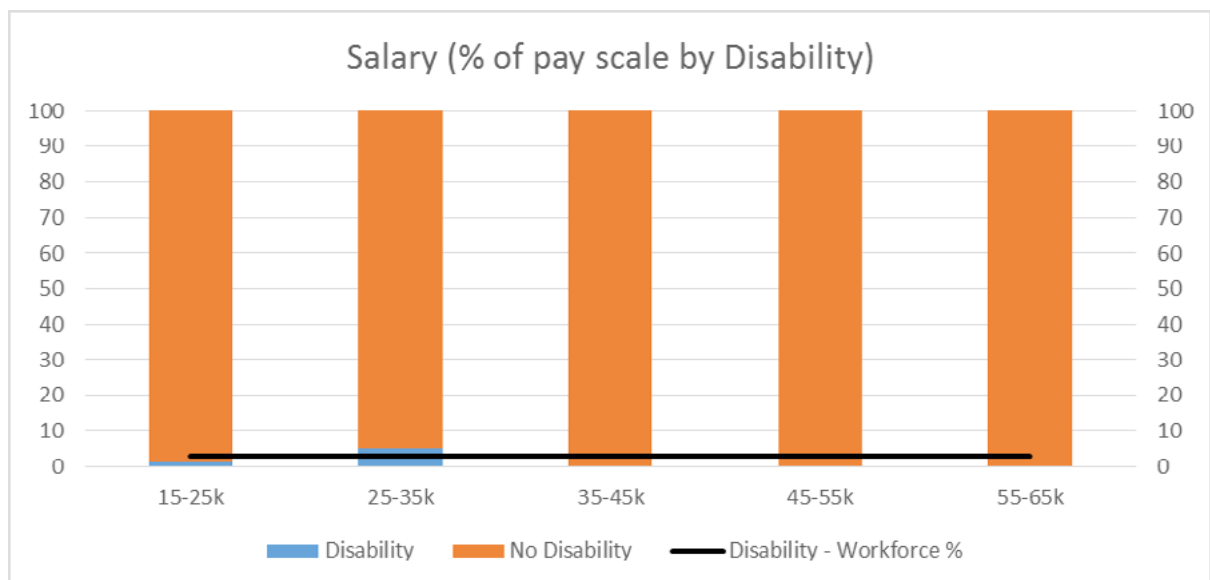
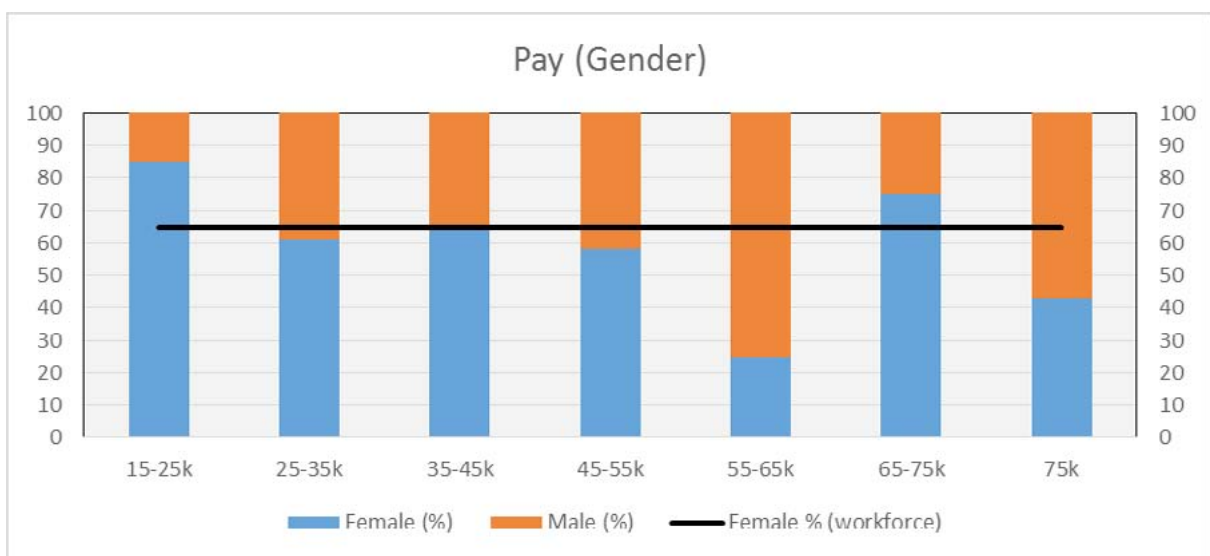
5.4 Promotion

There are difficulties in assessing this as promotions are not immediately obvious on SCoPE. Individuals apply for posts rather than being defined as being promoted.

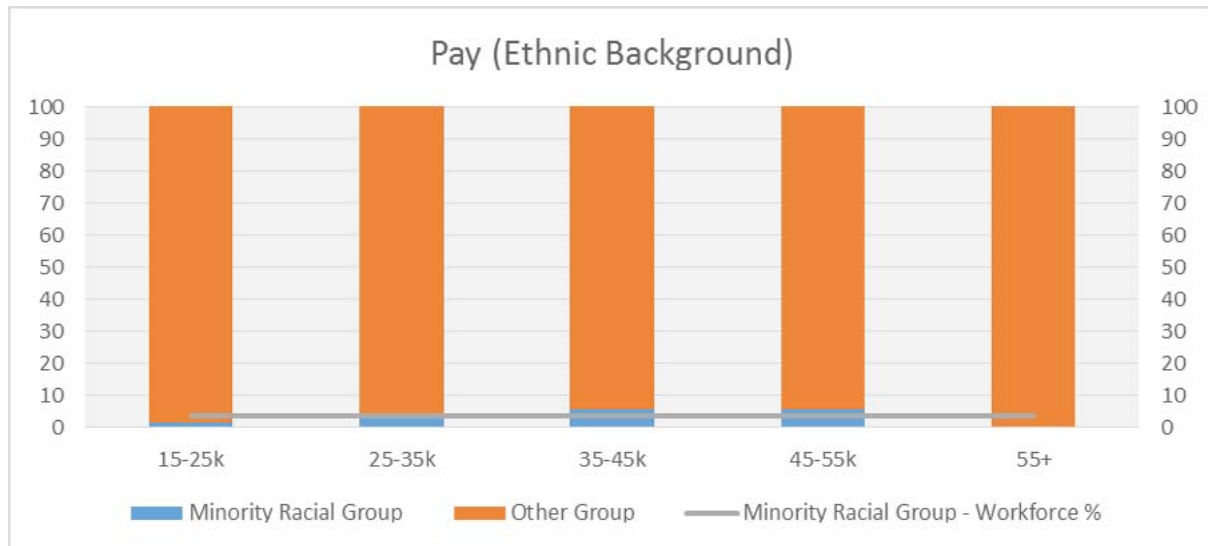
ACTION 6: SPA HR Governance team to liaise with relevant Police Scotland stakeholders to seek to address this issue for SPA and Police Scotland. The focus will be on seeking to have a long term solution that can be carried out through SCoPE reporting rather than manual gathering of data.

Employee Information

5.5 Pay and Remuneration



Employee Information



Commentary

Males are disproportionately over-represented in posts with a salary of 45k or more. However, females are actually disproportionately over-represented in the higher salary bracket of 65k to 75k. The biggest issue identified from a gender perspective is the fact that females are significantly over-represented within the lowest grades.

In addition the figures show that individuals with a disability may have difficulty progressing within the organisation with no

representation above the 35k salary bracket.

Those from an ethnic minority background are unrepresented at the lowest salary scale and do not hold any of the senior management positions.

For further information in relation to Equal Pay, Occupational Segregation and the Gender Pay Gap refer to Appendix A, B and C. The additional work in relation to Equal Pay, Occupational Segregation and Gender Pay Gap supported the development of the actions below.

ACTION 7: SPA HR Governance Team to seek to identify and address any potential barriers to progression within the SPA.

Employee Information



ACTION 8: SPA HR Governance Team to seek to ensure that Pay and Reward Modernisation Project address issues in relation to horizontal segregation by categorising roles into occupation types and ensuring they are reportable by gender, disability and race.

ACTION 9: Based on gender pay gap information, identify any barriers that exist for females in roles that attract allowances within the SPA.

5.6 Training

Information in relation to training could not be provided to the SPA by Police Scotland. A review has commenced to confirm how this issue can best be addressed for SPA and Police Scotland.

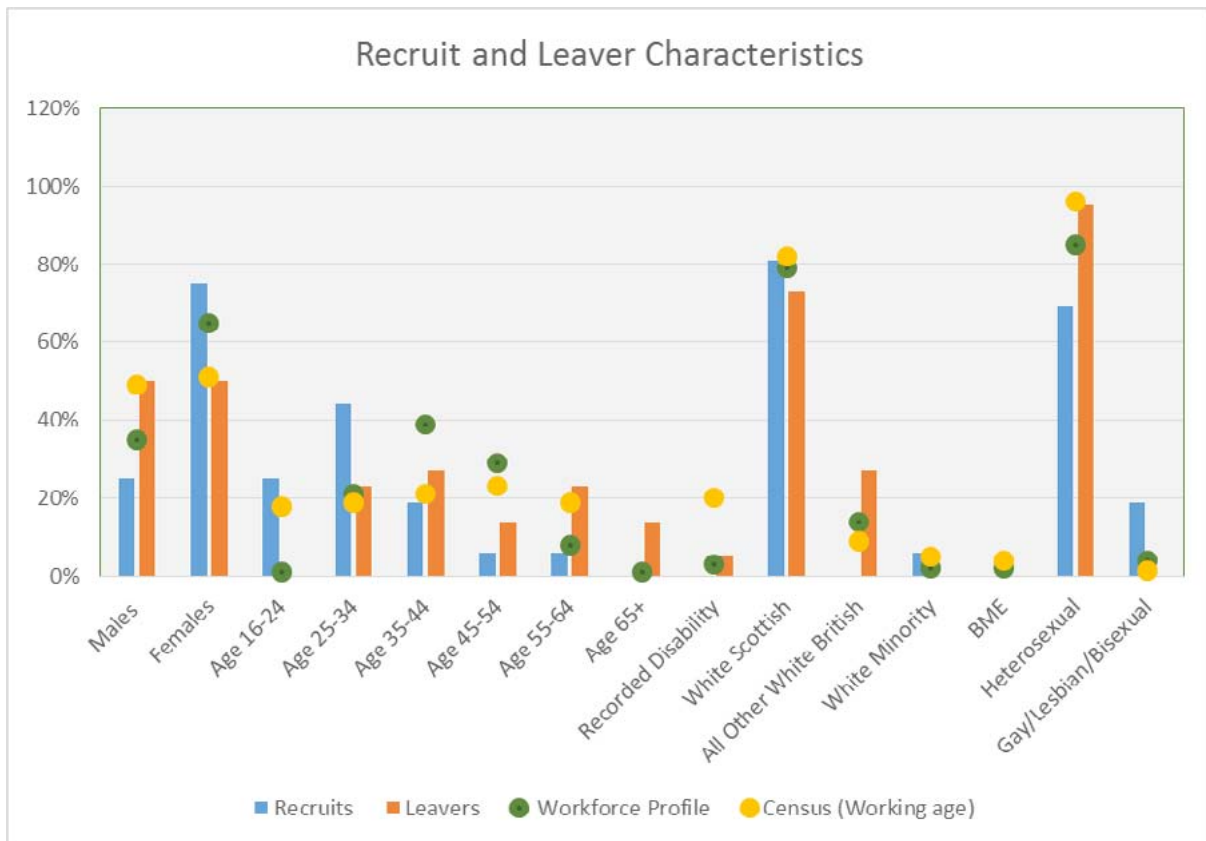
ACTION 10: SPA HR Governance Team to liaise with relevant Police Scotland Stakeholders to seek to address the fact that training information cannot be provided for SPA and Police Scotland. The focus will be on seeking to have a long term solution that can be carried out through SCOPE reporting rather than manual gathering of data.

Employee Information

5.7 Leavers

It is worth noting that the figures in relation to leavers relate to a small group of individuals and therefore this should

be taken into consideration when putting the figures into statistical significance.



Commentary

The table above contains a lot of information, however the main attempt is to highlight the extent to which the percentage of recruits and leavers, for protected groups, matches with the Workforce profile and Census figures. This helps to identify what the trends are in relation to becoming more or less reflective of the communities of Scotland.

Whilst the sample size is small it demonstrates that males and females left at the same rate. Despite the sample size, this information along with the recruitment information, demonstrates that current trends are not supporting the SPA deal with current issues in relation to under-representation.

Employee Information

5.8 Disciplinary and Grievance

The numbers of those with concluded grievances for this reporting period was very small accounting for less than five members of staff and therefore no meaningful comparison can be made in order to identify trends. The same situation applies for those who were subject to disciplinary proceedings.

Consideration is being given to a more qualitative approach to ensuring lessons learned through these processes are progressed, with one element from these lessons learned being in relation to equality and diversity considerations.

ACTION 11: SPA HR Governance Team to liaise with the SPA HR Business Partner to confirm if there is a more qualitative approach to monitoring the grievance and disciplinary processes that can provide general lessons learned information, with part of this being in relation to equality and diversity.

5.9 Appraisals

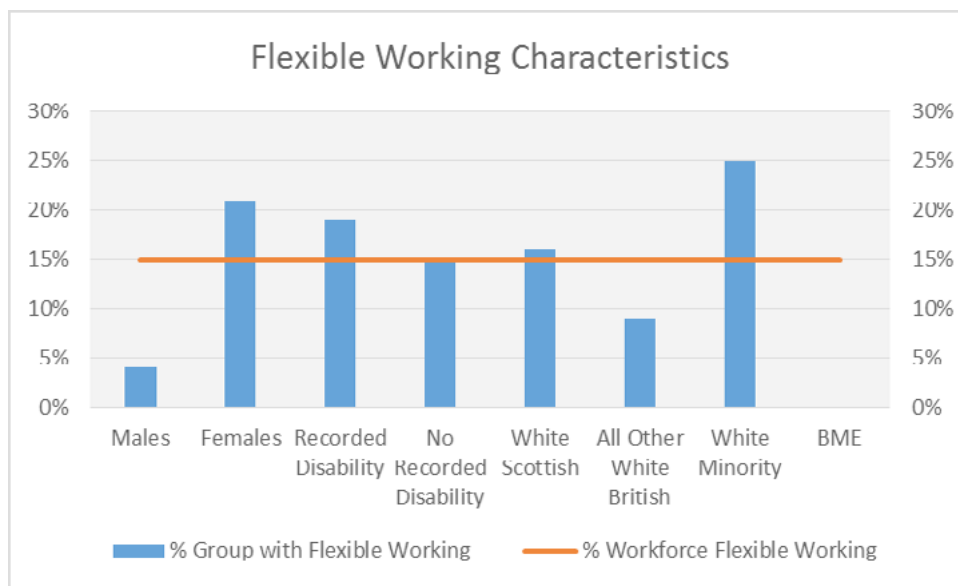
A new appraisal system is being launched and engagement is being carried out with the project lead to ensure that appraisal information can

be gathered for this. Information in relation to the previous appraisal system is not available.

ACTION 12: SPA HR Governance Team to liaise with Police Scotland to ensure that appraisal information can be gathered for the purposes of equality and diversity monitoring.

Employee Information

5.10 Flexible Working



Commentary

The figures in relation to flexible working demonstrate that the SPA appears to be a relatively flexible employer, this is further supported with a flexi system which is available across the organisation.

SPA has endorsed a report from the Scottish Women's Development Forum,

which aims to ensure that the organisation is appropriately flexible, particularly for those returning from maternity leave.

Consideration must also be given to confirm if there are any unnecessary barriers in place that discourage males from considering flexible working.

ACTION 13: SPA HR Governance Team to liaise with relevant Police Scotland Stakeholders and represent SPA on the working group. The focus will be on seeking to have a long term solution that can be carried out through SCOPE reporting rather than manual gathering of data.

Employee Information

5.11 Return to work of women on maternity leave

In 2015/16 all women (11) returned to the organisation from maternity leave. In addition no-one who left the organisation in 15/16 had been on maternity leave in the 5 years prior to leaving.

Employee Information



5.12 Details of the progress made in gathering and using information

Workforce Profile

An Equality and Diversity Employment Monitoring SOP has been finalised following significant consultation. This are supported by the launch of an updated Equality and Diversity Employment Monitoring questionnaire. This will be included on SCoPE and will require

the individual to complete this questionnaire to enable them to continue to have access to SCoPE. This launch has been supported by FAQs and a communication plan to minimise concerns about providing personal information.

Disability

A Disability working group has been set up to identify clear processes and procedures with easy to understand guidance for both line managers and staff to develop a consistent recording

mechanism utilising the functionality of SCOPE. This work is being progressed by Police Scotland with SPA representation on the working group.

Gender Pay Gap

Gender Pay Gap information is now split between SPA and Police Scotland staff to allow

both the SPA and Police Scotland to understand progress made within each organisation.

Occupational Segregation

Vertical Integration information is now split between SPA and Police Scotland staff to allow both SPA and Police Scotland to understand progress made within each organisation.

Whilst a full report on Horizontal Segregation cannot be provided, the SPA was able to receive a data split by each SPA department.

Employee Information

Leavers

A new Exit Survey was introduced to SPA and Police Scotland. Therefore any Authority/police staff leaving the SPA or Police Scotland will be asked to complete a survey which

will outline their reasons for leaving. This is designed to ensure it can be monitored from an equality and diversity perspective.

Staff Survey

Whilst work still needs to be done to link the two pieces of work together in future years, the SPA/Police Scotland have now conducted their first staff survey and ensured that this information could be split by protected

characteristic. The value that this information can be provide for future reporting on equalities will be considered before the next Equality and Diversity Employment Monitoring Report.

Increased SPA Ownership

Whilst the People and Development Function is appropriately provided to SPA as a Service-Back due to the size and structure of the SPA, the recent Equalities Review determined that a key aspect of mainstreaming equalities within SPA was to ensure the actual analysis

of SPA employee Information was carried out within SPA. This has allowed SPA to identify its own actions for ensuring better information is available and starting to identify any areas where there are real or perceived barriers that need to be removed within the organisation.

Employee Information

List of all Actions

Action No	Action	Subject
1	Seek to identify and address any issues that contribute to the workforce profile un-representation in the following areas: <ul style="list-style-type: none"> • males • individuals with a disability • individuals from white minority and BME background • individuals below the age of 25 and over 54. 	Overall Workforce Profile
2	Identify ways to support employee information analysis with staff survey results in future years.	
3	SPA to liaise with the Staff Associations and External Equality Contacts to identify what measures can be taken by the SPA to make individuals feel more comfortable disclosing their equality monitoring data.	
4	SPA to ensure that the Guidance on Succession Planning for Public Body Boards, published by Scottish Government in January 2017 is incorporated into current action plans to ensure the SPA has the necessary skills, knowledge and experience going forward.	
5	SPA HR Governance Team to confirm with Police Scotland why so many new recruits sexual orientation is unknown.	
6	SPA HR Governance team to liaise with relevant Police Scotland Stakeholders to seek to address the issue of identifying internal promotions for SPA staff. The focus will be on seeking to have a long term solution that can be carried out through SCOPE reporting rather than manual gathering of data.	Promotion Profile

Employee Information

Action No	Action	Subject
7	SPA HR Governance Team to seek to identify and address any potential barriers to progression within the SPA.	Pay and Remuneration
8	SPA HR Governance Team to seek to ensure that Pay and Reward Modernisation Project address issues in relation to horizontal segregation by categorising roles into occupation types and ensuring they are reportable by gender, disability and race.	
9	Based on gender pay gap information, identify any barriers that exist for females in roles that attract allowances within the SPA.	
10	SPA HR Governance Team to liaise with relevant Police Scotland Stakeholders to seek to address the fact that training information cannot be provided for SPA and Police Scotland. The focus will be on seeking to have a long term solution that can be carried out through SCOPE reporting rather than manual gathering of data.	Training
11	SPA HR Governance Team to liaise with the SPA HR Business Partner to confirm if there is a more qualitative approach to monitoring the grievance and disciplinary processes that can provide general lessons learned information, with part of this being in relation to equality and diversity.	Disciplinary and Grievance
12	SPA HR Governance Team to liaise with Police Scotland to ensure that appraisal information can be gathered for the purposes of equality and diversity monitoring.	Appraisals
13	SPA HR Governance Team to liaise with relevant Police Scotland Stakeholders and represent SPA on the working group. The focus will be on seeking to have a long term solution that can be carried out through SCOPE reporting rather than manual gathering of data.	Flexible Working

Appendix A – Scottish Police Authority (SPA) Equal Pay Policy Statement – Authority and Police Staff

Introduction

As the employer of Authority and Police Staff, the Scottish Police Authority has a duty to publish a statement containing its policy on Equal Pay between;

- Men and women;
- Those who are disabled and those who are not; and
- Those who fall into a minority racial group and those that do not.

This reflects the fact that SPA is responsible for the terms and conditions for all Authority/Police Staff whilst Police Scotland (as part of its HR service back function to the SPA) are responsible for the implementation of pay and reward structures within SPA and Police Scotland.

With these responsibilities in mind, the SPA and Police Scotland will continue to work in partnership to achieve the commitments laid out in this statement.



Appendix A

Equal Pay Aims and Objectives

Equal Pay on the Grounds of Gender Disability and Race	The continued commitment to the principle of equal pay on the grounds of gender, disability and race for all Authority/ Police Staff. The overall aim is to ensure equal pay for like work, work related as equivalent and work of equal value.
Equality of Opportunity and Diversity in Employment practices	The SPA/Police Scotland are committed to promoting and embedding equality of opportunity and diversity into employment practices including those that impact on pay such as training, development, promotion, overtime, allowances etc. This includes equality regardless of age, disability, gender, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, nationality, religion or belief, sex and sexual orientation.
Equality of Financial Reward	To achieve equality of financial reward for Authority/ Police Staff the aim is to operate reward systems that are transparent, based on objective criteria and free from gender, disability or racial bias.
Effective Employee Engagement	It is important that Authority/Police Staff have confidence in SPA/Police Scotland approach and the SPA/Police Scotland will continue to work with the recognised trade unions and diversity staff associations to ensure equality within reward, policy and practice.

Appendix A

In achieving these aims it is believed that this will support the general equality duty by showing due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other prohibited conduct;
- Advancing equality of opportunity; and;
- Promoting positive relations amongst staff and the wider community

Context

Most members of Authority/Police Staff retain remuneration outcomes that were derived from a number of different analytical job evaluation schemes and associated pay structures. This is due to staff being transferred to SPA/Police Scotland from legacy forces and agencies across Scotland on 1 April 2013 with protected terms and conditions. An interim job evaluation scheme and pay structure continues

to be used in order to ensure a consistency of analytical approach to pay and grading.

SPA/Police Scotland have developed a national Job Evaluation Scheme as part of a wider modernisation strategy that will allow the implementation of a single pay and grading structure as soon as practicably possible. This underpins a commitment to increase fairness and transparency in reward practices.

Appendix A

Commitments and Actions

The Police Scotland Strategy and Specialist Services Section will, on behalf of SPA and Police Scotland:

- Continue to progress the Staff Pay and Reward Modernisation Project to ensure there is a fair, equitable and affordable pay policy and appropriate terms and conditions that support policing;
- Continue to adopt a programme of Equality and Human Rights Impact Assessments for all workstreams of the project;
- Evaluate each role using a single analytical job evaluation scheme in establishing pay for authority/police staff;
- Identify, examine and seek to address occupational segregation where found;
- Continue to consult with trade union representatives to discuss and agree changes to reward policy, where appropriate;
- Provide training and guidance for those involved in determining pay and the job evaluation process;
- Continue to engage with 'Close the Gap', a partnership initiative working in Scotland on gender equality;

- Continue to improve communications, informing Authority/Police Staff of how reward practices work and how their own reward is determined;
- Respond to grievances and other concerns on equal pay; and,
- Carry out regular monitoring of the impact of pay practices.

The Police Scotland Resourcing Section and Shared Services will, on behalf of SPA and Police Scotland:

- Continue to improve systems and processes to identify and address trends The SPA will:
- Continue to provide appropriate governance and ensure decisions are made in line with the principles of this statement.

Appendix B – Occupational Segregation

Introduction

As the employer of Authority and Police Staff, the Scottish Police Authority has a duty to publish a statement containing the occupational segregation among its employees, being the concentration of:

- Men and women;
- Those who are disabled and those who are not; and
- Those who fall into a minority racial group and those that do not,

in particular grades (vertical segregation) and in particular occupations (horizontal segregation).

On behalf of the SPA, Police Scotland publish Occupational Segregation information for police staff working within Police Scotland. This focuses on authority staff working within SPA.



Appendix B

Vertical Segregation

The table below shows the percentage of Authority Staff at each salary group.

GENDER				
Salary	31 March 2016		Workforce Profile	
	Female (%)	Male (%)	Female (%)	Male (%)
15-25k	85	15	65	35
25-35k	61	39		
35-45k	65	35		
45-55k	58	42		
55-65k	25	75		
65-75k	75	25		
75k+	43	57		
DISABILITY PROFILE				
Salary	31 March 2016		Workforce Profile	
	Yes (%)	No (%)*	Yes (%)	No (%)*
15-25k	1	99	3	97
25-35k	5	95		
35-45k	0	100		
45-55k	0	100		
55-65k	0	100		
65-75k	0	100		
75k+	0	100		
ETHNIC BACKGROUND				
Salary	31 March 2016		Workforce Profile	
	Minority Racial Group^	Other Group*	Minority Racial Group^	Other Group*
15-25k	2	98	4	96
25-35k	4	96		
35-45k	6	95		
45-55k	6	96		
55k+	0	100		

*includes those that choose not disclose/unknown

[^]Minority Racial Group includes all BME and White Minority Categories

Appendix B

Males are disproportionately over-represented in posts with a salary of 45k or more. However, females are actually disproportionately over-represented in the higher salary bracket of 65k to 75k. The biggest issue identified from a gender perspective is the fact that females are significantly over-represented within the lowest grades.

In addition the figures show that individuals with a disability may have difficulty progressing within the organisation with no representation above the 35k salary bracket.

Those from an ethnic minority background are unrepresented at the lowest salary scale and do not hold any of the senior management positions.

Horizontal Segregation

There have been limitations with the systems in place due to merging legacy information. This includes consistency with job titles across Police Scotland/SPA, which makes it difficult to identify where horizontal segregation occurs.

Work is ongoing to improve the ability to record and monitor trends in relation to horizontal segregation. In the interim engagement with

unions and diversity staff associations aims to identify and seek to address any issues identified.

An analysis of occupational segregation figures does not provide any obvious concerning trends with regards to disability and ethnic background. Commentary in relation to the gender and occupational segregation is included within Appendix C.

Actions In Line With Equal Pay Aims

The following actions are being progressed:

- Seek, through the Staff Pay and Reward Modernisation Project, to ensure that a reporting mechanism allows horizontal segregation data to be easily gathered by gender, disability and race;
- Seek to ensure that People and Development Policy and Practice is appropriately reviewed to address any barriers to promotion to the higher grades within the organisation.
- Continue to engage with Unions and Diversity Staff Associations to identify barriers and potential solutions.

Appendix C

Appendix C – Gender Pay Gap

Introduction

As the employer of Authority and Police Staff, the SPA has a duty to publish information on the percentage difference among its employees between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime).

Recognising the fact that SPA and Police Scotland are two separate organisations information is provided separately to reflect their respective responsibilities. Information has also been combined to reflect the fact

that the SPA is the governing body and legal employer for all staff and therefore has overall responsibility to ensure equal pay issues are addressed within SPA and Police Scotland.

A separate report has been produced by Police Scotland in relation to police officers.

The data used to calculate the Gender Pay Gap is based on Authority/Police Staff in post at 31 March 2016. The pay gap also considers the difference in gap between base pay and base pay plus allowances.

Appendix C

Gender Pay Gap

March 2016

EMPLOYEE GROUP	BASE PAY	BASE PAY + ALLOWANCES
Authority Staff	10.4%	13.9%
Police Staff	12.5%	13.1%
All Staff	12.0%	13.0%

Trends from 2012 – 2016

This is the first year that the gender pay gap has been outlined for Authority and police staff separately, therefore trends can only be analysed for all Authority and Police Staff collectively.

PAY	2012	2014	2016
Base Pay	12.4%	12.9%	12.0%
Base Pay + Allowances	13.1%	13.4%	13%

Appendix C

Analysis of Current Gender Pay Gap

Overall the implementation of the 2015-16 Public Sector Pay Policy (commitment to a living wage for staff and a minimum of £300 pay uplift for those earning £21,000 or less) can be seen to benefit both men and women at the lower end of the salary scale. As many of those employees are women, this perhaps explains the recent reduction in the gender pay gap.

Whilst this reduction is positive it does not address the fact that females are disproportionately under-represented within every pay bracket above £25k, as is highlighted in Appendix B.

It is recognised that the payment of allowances increases the gender pay for SPA and Police

Scotland, however the extent to which it increases the gap for SPA is much more significant than is the case within Police Scotland.

Due to the smaller size and scale of SPA, some analysis has been carried out by department. A key finding is that the percentage of male authority staff within the Scene Examination Department is higher than that of any other Forensic Service Department. Of all the males within Forensic Services, 43% work within Forensics. However, only 22% of all females within Forensics work within Scene Examination. Scene Examination is one of the few areas where allowances are provided within the SPA and therefore this could explain the impact that allowances has on the gender pay gap.

Actions in Line With Equal Pay Aims

The following actions are being progressed:

- Seek to ensure that the Staff Pay and Reward Modernisation Project proposals consider proposals that will help address the current gender pay gap.
- Identify any barriers that exist for females and ensure that there is equality of opportunity in roles that attract allowances within the SPA.