SCOTTISH POLICE AUTHORITY

Meeting	People Committee
Date	1 June 2022
Location	MS Teams
Title of Paper	Bi-Annual Equality, Diversity and Inclusion in Employment Update
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	**For Discussion**
Appendix Attached	Appendix A – EDI Employment Update Q3&4

PURPOSE

The purpose of this report is to update Members on:

- High-level mainstreaming work to support equality, diversity and inclusion; and

- The delivery of the employment Joint Equality Outcomes for Policing 2021 (5-8) and associated performance reporting.

Members are invited to discuss the contents of this report.

1. BACKGROUND

1.1 This report provides pertinent updates since the last bi-annual report which was presented at SPA People Committee in November 2021.

1.2 Since the last update, Police Scotland has started developing six monthly Equality, Diversity and Inclusion Performance Reports. These reports are part of our suite of performance reports based on our current Performance Framework which includes measures of progress linked to our equality outcomes. This six monthly reporting supplements the updates included in our quarterly performance reporting and provides additional detail and focus from an equality, diversity and inclusion perspective. It provides high-level progress updates, examples of national and local activities and their impacts and some key next steps that will be updated on through future reporting.

1.3 The first EDI Performance Report covering April to September 2021 was presented to the Equality, Diversity and Inclusion and Human Rights Strategic Oversight Board (EDI & HR SOB) in December 2021. Initial lessons learned from the first EDI Performance Report were identified and shared with key stakeholders to help to further develop a shared understanding and ambition in relation to EDI performance reporting as well as reiterating the collective ownership and responsibility.

1.4 The second EDI Performance Report describes progress between October and March this year toward meeting the employment focused outcomes from our Joint Equality Outcomes for Policing 2021. It was presented to the EDI & HR SOB on 28 April 2022. Our Equality, Diversity and Inclusion Employment Update (Appendix A) is drawn from our wider EDI Performance Report but focuses on employment updates relevant to the SPA People Committee.

2. FURTHER DETAIL ON THE REPORT TOPIC

Employment Joint Equality Outcomes for Policing 2021 (5-8)

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

2.2 Work to transfer relevant aspects of the monitoring to the P&D Strategic Workforce Planning team have been delayed but

preparations have taken place to undertake the monitoring on 31 March 2022. The 2021 Census for Scotland questions have now been reviewed and wider benchmarking is being undertaken with public and private sector employers in relation to potential monitoring of gender categories in response to the new question in the census. An EDI Employment Insights and Data group has also been set up to develop and improve employment monitoring processes and reporting.

2.3 Work has also continued to identify any gaps and additional EDI measures and insights which is informing the review the Performance Framework for 2022/23 to ensure relevant mainstreaming. A new SLWG has also been assembled (with representation from APU and other stakeholders) to consider Police Scotland's current and proposed EDI benchmarking activities to ensure best value and alignment to current EDI and organisational priorities.

2.4 The 'Your Voice Matters' (YVM) wellbeing & engagement survey results were published on the intranet as well as being presented to key stakeholders and management teams. The report included a focused section on Equality, Diversity and Inclusion which presented noteworthy findings based on an extensive analytical investigation to compare average scores for the populations in each of the comparison groups. The survey results, including the specific EDI observations, have been used to identify priorities and create an organisational implementation plan as well as local plans which are being incorporated within People Plans.

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

2.6 Work is now ongoing to develop an Equality, Diversity and Inclusion Strategy to outline the ambitions of the service across and set out action, support and cultural direction. The Strategy is being developed collaboratively and will be launched in 2022/23. An overarching EDI communication strategy has also been developed called "Policing Together" which will support the launch of the EDI Strategy and will be delivered in three phases. Part of this work includes a Policing Together intranet area that launched in March 2022.

2.7 Additional work ongoing to ensure that leaders are skilled and confident to lead in relation to EDI includes setting up a HMICS Audit Implementation Board and development of a draft action plan

to progress the recommendations from the HMICS audit of Training Leadership and Development (Phase 2); creating an overarching Diversity and Inclusion Action Plan (based on the Talk Truth to Power Sessions with members of diversity staff associations) and an oversight group to support delivery; and engagement in Scottish Government consultation on the public sector equality duty in Scotland. A pilot Divisional Inclusive Advisory Panel (IAP) was also established in the East to provide scrutiny, challenge and critique in respect of the P Division People Plan and activities in relation to the Equality Outcomes.

2.8   A number of key leadership, training and development opportunities have also been developed and delivered which have included EDI content or specifically targeted under-represented groups. Examples of these include:

- the creation of a new CPD brochure which includes products with a clear equality, diversity and inclusion focus,

- a tender process to source an organisation wide equality, diversity and inclusion e-learning product,

- a Creating an Inclusive Climate programme for senior leaders in OSD and ICT,

- progressing phase 2 of the Your Leadership Matters (YLM) Programme includes 'lead and learn inclusively' as a key behaviour,

- recommencement of the First Line Managers Programme which includes a specific Inclusive Leadership Module and also utilises the Inclusion Moments tool,

- preparations to support the launch of MyCareer on 1 April,

- recommencement of the Established Leaders Programme pilot following the halt due to Covid-19 restrictions,

- engagement with various staff associations to raise awareness of the Accelerated Leadership Pathways (ALP) and inclusion of 'live' discussions and inputs from staff and diversity associations.

- inclusion of a diversity topic in the curriculum for the Police Leadership Development Programme (PLDP),

- development of EDI inputs for the Senior Police National Assessment Centre (SPNAC) workshops,

- the development of a pilot of reverse/reciprocal mentoring between ALP and SPNAC participants with a particular emphasis on EDI where requested.

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

2.10 The leaver profiles for officer, staff and special constables were presented to the Equality, Diversity and Inclusion Employment Group in October 2021. The reports are based on leavers for the reporting period 1 April 2020 to 31 March 2021 and highlight relevant trends and insights. In addition, a top level analysis was carried out into the retention of female police officers. The analysis aimed to develop an understanding of why female police officers leave employment and to identify any barriers that may exist for female officers working for Police Scotland.

2.11 The new streamlined online Exit Survey was launched on 1 October and takes around 15 minutes to complete. An intranet message was published to highlight the importance of officers and staff who are leaving the service engaging with the survey to allow continuous improvement. The information and data that leavers provide will be used across the service to identify and address areas for improvement at a local and national level.

2.12 A number of events and activities have also been progressed nationally to ensure an inclusive culture such communications, events and activities in support of Black History Month and LGBTI Month, development of EqHRIA tools including an awareness briefing, quick guides and employment tools, the removal of the Bradford score as a trigger for absence support processes, the ongoing use of EqHRIA to support decision making in respect of Operation Escarpment (response to the Ukraine crisis). There is also considerable work progressing through National groups such as the Sex Equality and Tackling Misogyny Working Group and the Break the Race Ceiling - Retain' Sub Group.

2.13 In addition, local examples of activities also include valuing difference and inclusion workshops in the West Command Area, introduction of KIT presentation days in CJSD and C3 and various other E&D briefings such as EqHRIA awareness sessions held with the CFO and OSD, disability awareness inputs in the North and OSD, bespoke EDI inputs in J and Q Divisions and inclusion moments sessions delivered fortnightly with C3.

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

2.15 'JUMP Research' have been commissioned to undertake research to identify barriers to attracting and recruiting females and those from minority ethnic and LGBT communities to Police Officer and Police Staff roles.

2.16 The E-Recruitment system has incorporated a diversity module which will ensure that language is formatted in an inclusive manner. A bespoke dashboard is now available that enables the Positive Action Team to better support and monitor candidates from underrepresented groups on their recruitment journey.

2.17 Police Scotland's Positive Action Team have continued their work to reach out to under-represented groups within our communities to promote and support applications from these groups into policing. During Quarter 4, a number of online and in person event have been held. The Diversity and Positive Action section of the recruitment pages of the Police Scotland website were also reviewed and updated.

2.18 In addition, an input to dispel any myths about positive action has been developed for delivery to all probationer courses at Tulliallan.

2.19 Additional detail is contained within the EDI Employment Update included in Appendix A.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this paper.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

6.1 A failure to effectively deliver equality, diversity and inclusion in employment and provide appropriate assurance in relation to compliance with the Equality Act 2010 could impact on SPA's and the public and staff confidence in Police Scotland.

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

8.1 There are no community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 The activities noted in this paper all aim to promote equality, diversity and Human Rights. The owners of the work being reported on are responsible for the relevant equality and human rights impact assessments.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.

Police Scotland Equality, Diversity and Inclusion Employment Update

Quarters 3 & 4 (October to March 2021/22)

Contents

Introduction

Our Equality, Diversity and Inclusion Employment Update describes progress between October and March this year toward meeting the employment focused outcomes from our [Joint Equality Outcomes for Policing 2021](#).

Our equality outcomes are aligned to the Strategic Outcomes as detailed in the 2021/22 Annual Police Plan, these being:

- **Public Safety and Wellbeing -** *threats to public safety and wellbeing are resolved by a proactive and responsive police service*
- **Needs of Local Communities -** *the needs of local communities are addressed through effective service delivery*
- **Confidence in Policing –** *the public, communities and partners are engaged, involved and have confidence in policing*
- **Positive Working Environment -** *our people are supported through a positive working environment, enabling them to serve the public*
- **Sustainable and Adaptable Service -** *Police Scotland is sustainable, adaptable and prepared for future challenges*

This is the first of a new format of Employment Equality, Diversity and Inclusion Update to support reporting to the SPA People Committee. This report is drawn from our new 6 monthly EDI Performance Report but provides a focused look at the employment topics relevant to the People Committee. These reports are part of our suite of performance reports based on our current Performance Framework which includes measures of progress linked to our equality outcomes. This six monthly reporting supplements the updates included in our quarterly performance reporting and provides additional detail and focus from an equality, diversity and inclusion perspective. It provides high-level progress updates, examples of national and local activities and their impacts and some key next steps that will be updated on through future reporting.

The responsibility for creating an inclusive culture and progressing towards our Equality Outcomes is mainstreamed into all areas of Police Scotland. The processes to collate progress updates and report on the impact of our activities are being continuously developed and evolved to ensure the reporting continues to improve and inform our next steps.

Equality Outcomes and Objectives

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

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

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

Employment Equality Outcomes	Objectives
We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.	- We have improved systems and processes in relation to EDI monitoring - We have a suite of accessible monitoring reports with clear EDI insights - Leaders understand and use insights to inform planning and decision making
Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.	- Leaders will be provided with effective and practical tools to support their peoples' diverse needs - Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion
Resignation rates of under-represented groups are proportionate to our current workforce profile.	- We understand why individuals from under-represented groups choose to end their employment with police Scotland/SPA. - We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA.
We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.	- We understand internal and societal barriers to attracting individuals from under-represented to join Police Scotland/SPA. - We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices.

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

Mainstreaming of Equality, Diversity and Inclusion

Mainstreaming into Strategy, Planning and Performance

We continue to ensure that equality, diversity and inclusion are embedded into our strategy development. An example of this is the recent development of a new Procurement Strategy for Police Scotland and the Scottish Police Authority which was approved in September 2021. In recognition of our social and corporate responsibilities, this includes specific objectives to 'Support Equality and diversity goals and principles', and to 'ensure fair working practices are adopted by suppliers', which are being taken forward as part of the strategy implementation plan and Procurement service redesign.

In this reporting period work has taken place to develop the new actions and priorities for the Annual Police Plan (APP) 2022/23 and the supporting DCC/DCO Delivery Plans. Building on previous years, the expectations are set for the service that EDI activity and considerations are part of our core business. The Annual Police Plan, a statutory document laid in the Scottish Parliament, again makes clear that EDI is a priority for the service and Chief Constable, and includes the delivery of an EDI strategy for the service, primarily focussed on our workforce. A Human Rights Framework is also being developed which will be complementary to the strategy.

The APP is supported by four delivery plans at Deputy Chief Constable and Deputy Chief Officer level for:
- Corporate Services, People and Strategy,
- Crime and Special Operations,
- Local Policing and
- Professionalism, Digital and Transformation.

These plans were developed collaboratively with all divisions and business areas within the service. Workshops were held where colleagues considered their activity under each strategic outcome and objectives which align through our Joint Strategy for Policing, the APP and delivery plans. This includes the outcomes and objectives designed around our EDI responsibilities as a service. Individual divisions and business areas may also have their own specific plans. The gap analysis that was previously undertaken to identify any further action required to support the delivery of the equality outcomes is also being used to inform communications to support the development of relevant local plans.

In addition, since October 2021, the Equality, Diversity and Inclusion Planning and Performance SLWG has progressed a number of key pieces of work to ensure EDI is better mainstreamed into performance reporting mechanisms and that where supplementary/specific EDI reporting is beneficial that it is connected and aligned to wider organisational processes.

The first EDI Performance Report covering April to September 2021 was presented to the Equality, Diversity and Inclusion and Human Rights Strategic Oversight Board in December 2021. Initial lessons learned from the first EDI Performance Report were identified and shared with key stakeholders to help to further develop a shared understanding and ambition in relation to EDI performance reporting as well as reiterating the collective ownership and responsibility. The lessons learned identified that updates should:

- be more **specific in relation to the specific EDI** progress being made.
- be more **outcome focused** rather than just listing actions.
- include more **measures and insights**.
- include **dates/timescales** where relevant.
- include **local examples/case studies**.

Ongoing work continues to build on these lessons and further develop our reporting on a continuous basis.

A scoping exercise was also carried out to understand what EDI Governance looks like at a local level. Responses received indicated that local EDI Governance is varied and in place to differing degrees. Although the naming of the groups varies, a number of divisions have indicated they hold EDI specific governance meetings/working groups covering both internal and external EDI elements as well as mainstreaming relevant EDI topics into general governance meetings as appropriate. A number of divisions also indicated they had equality and diversity action plans most of which are now aligned to the refreshed Equality Outcomes.

Some examples of local practice are outlined below:
- K division have an EDI Bi-Monthly Governance Group chaired by the Support and Service Delivery Superintendent who has an agenda driven by the Equality Outcomes. The meeting discusses threats, risk and opportunities within the division recording and reviewing progress via an action log. At the time of the response the division had no EDI action plan in place.
- G division hold a Quarterly E&D Group meeting which specifically tracks progress towards the Equality Outcomes through a local action plan. This is in addition to their structures and work for the 'retain' sub-group of Break the Race Ceiling.
- In E division each Equality Outcomes has a superintendent lead, progress towards the outcomes are governed at a bi-monthly divisional equality group. Progress towards the outcomes are detailed on a bespoke SharePoint site which enables easy access and updates by owners and those involved in progressing the work. At the time of the response reporting templates and actions plans for each outcome were under development.
- Although P division did not, at the time of reply, appear to have an overarching externally focused EDI meeting, the division have developed an action plan dashboard for each Equality Outcome.
- U division holds its EDI Board bi-monthly covering both internal and external EDI matters. It is chaired by the divisional commander. The board maintains an action log and has an action plan to support the delivery and the audit of progress against each of the Equality Outcomes.

Progress towards Equality Outcomes

The Joint Equality Outcomes for Policing 2021 and E&D Mainstreaming and Equality Outcomes Progress Report (2019-2021) were both published on 30 April 2021. Our first EDI Performance Report was then developed and reported to the Equality, Diversity, Inclusion and Human Rights strategic oversight board (EDI&HR SOB) in December 2021.

The EDI&HR SOB continues to meet every two months and provides robust leadership, strategic direction and scrutiny over all equality, diversity and inclusion activities across the organisation. Progress towards equality outcomes is ongoing across EDI workstreams and continues to be promoted and evidenced in mainstream policing activity.

Progress towards the equality outcomes will be enhanced by the delivery of a new Equality, Diversity and Inclusion Strategy due to be launched in 2022/23. Extensive engagement is continuing throughout the development of the strategy, including with Police Scotland's executive, diversity and statutory staff associations, the EDI & HR Independent Review Group and other stakeholders. This will ensure the strategy encompasses the concerns and feedback of all colleagues and key stakeholders to support a positive direction for the service going forwards.

The Equality, Diversity, Inclusion and Human Rights Independent Review Group (IRG) continues to meet regularly. The IRG members initially worked to develop a set of bespoke outcomes for the group. The outcomes align with Police Scotland's EDI ambitions and focus on three areas; cultural change, strategic direction and training and development. The IRG have now completed the introductory/familiarisation phase and have begun to plan deep dive activity/field research into Police Scotland's EDI work streams and progress. The deep dive phase commenced on 22nd March 2022. It is anticipated that an interim progress report will be presented to the SPA year end 2022.

In addition, external review continues to develop with the SOB having regard for complementary activity being undertaken by policing elsewhere in the UK, and in particular by the National Police Chief's Council (NPCC). A representative from NPCC attends the SOB and Police Scotland are represented by the Head of ER and Reward on the NPCC Diversity, Equality and Inclusion Co-ordination Committee.

The EDI Planning and Performance SLWG are progressing additional qualitative and quantitative measures to be included in the 2022/23 reporting cycle. These measures are also included in Police Scotland's Performance Framework and will assist in our progress towards our EDI outcomes. In addition, the EDI benchmarking SLWG had its first meeting in March. The six guiding principles of benchmarking have been shared by the analysis and performance unit (APU) and will be the basis for evidencing performance against agreed benchmarks going forward.

Updates on the progress made towards each of our employment Equality Outcomes in Q3 & Q4 are outlined below.

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

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

EDI Employment Insights and Data Group
An EDI Employment Insights and Data group has been set up to develop and improve employment monitoring processes and reporting in line with Joint Equality Outcome 5 (2021), Recommendation 19 from the Dame Elish Angiolini Independent Review and HMICS Recommendation 1 from the Training and Development Phase 2 report. A draft Terms of Reference has been created and will be agreed at the first meeting of the group.

Mainstreaming EDI insights and measures into the performance framework
Throughout Q4, work has continued to identify any gaps and additional EDI measures and insights required to understand the impact of the work underway at national, regional and local level including mapping against relevant action plans. This work is also informing the review the Performance Framework for 2022/23 to ensure relevant mainstreaming.

Equality & Diversity Employment Monitoring
Meetings to discuss Divisional/Departmental profiles with ACCs took place during November and December 2021. These meetings were well received and facilitated helpful conversation to help develop a fuller understanding of what the data means and how it can be better used. Work has also been ongoing to prepare for the next annual monitoring period on 31 March 2022.

Local Example – E&D monitoring profiles for Professionalism and Assurance have shown a higher than average number of female officers holding Senior officer ranks; Supt, CI, Insp and that the Sgt profiles need more work (lower than average females compared with force statistics). This has led to a range of measure being identified to capture and share this career success to further support women in Senior Policing roles. This is specifically looking at access to careers as first line managers and new leaders who have previously not been identified / had the benefits of this career sharing advice.

Review of Monitoring Categories - 2022 Scottish Census Categories
Consideration is currently being given to potential changes to the Equality and Diversity Employment Monitoring Form based on the new Scottish Census categories. Wider benchmarking is also being undertaken with public and private sector employers in relation to potential monitoring of wider gender categories in response to the new question in the census.

EDI benchmarking review
EDI benchmarking exercises have been routinely taking place with a number of external organisations. A new SLWG has been assembled (with representation from APU and other stakeholders) to consider Police Scotland's current and proposed EDI benchmarking

activities to ensure best value and alignment to current EDI and organisational priorities. The first meeting of the group took place on 15 March and established the remit and terms of reference of the group. The review will consider any overlap and gaps between benchmarking activities and consider whether an organisational process is required to assess potential benchmarking opportunities in the future. The group will also consider how learning and insights from benchmarking exercises can be communicated effectively to ensure shared learning and inform decision making.

P&D E&D Team Priorities for 2022
The P&D E&D Team have completed the development of their key E&D priorities for 2022 based on employment Equality outcomes and relevant recommendations from the HMICS and Dame Elish Angiolini Report. These priorities include a number of areas that will support improved use of insights including engagement work with People Partners, work to support the delivery of the equality outcomes, EDI Planning and Performance and Data and insights work, a review of EDI benchmarking as well as the delivery of ongoing E&D employment monitoring and data requests.

Your Voice Matters Survey Results
The 'Your Voice Matters' (YVM) wellbeing & engagement survey results were published in October 2021. The Summary of Evidence and Insight report was made available to all officers and staff on the intranet as well as being presented to key stakeholders and management teams. The report included a focused section on Equality, Diversity and Inclusion which presented noteworthy findings based on an extensive analytical investigation to compare average scores for the populations in each of the comparison groups. The survey results, including the specific EDI observations, have been used to identify priorities and create an organisational implementation plan as well as local plans which are being incorporated within People Plans with progress monitored through People Boards. The Survey Steering Group (SSG) met on the 29th March and will continue to meet quarterly to track progress of the organisational Implementation Plan along with understanding the key progress from across the local plans. A communications approach has also been supported which will share progress at a national and local level optimising the appropriate channels and building on the brand and tone that was utilised in earlier in phases of communications.

Local Example – In response to the YVM Survey results and EDI priorities, ICT have developed a People and Team Charter to share with their staff and the whole of Police Scotland. The charter highlights the importance of wellbeing and inclusion and aims to improve understanding of the needs of our diverse range of people. This will also help to positively impact the YVM score in terms of organisational tone and the fear of making mistakes.

Local Example – Following the YVM Survey results, A Division have created local links with the Disability and Carers Association (DACA) to better understand the needs of our workforce and enable better inclusion and support where required. DACA are supporting the division to better understand under represented colleagues and ensure we continue to recruit individuals from across society. This also includes supporting SWDF and recognising staff through local and national award processes.

Update on Dame Elish Angiolini Recommendations
Since it was established in July 2021, the Police Scotland Dame Elish Strategic Oversight Board, chaired by ACC Professionalism and Assurance, continues to meet on a regular basis. The group membership includes internal stakeholders and staff associations and considers progress and engages with all members in the discharge of Police Scotland Dame Elish Recommendations, with additional assurance provided by HMICS. Good progress continues in relation to the recommendations which is reported to both the Dame Elish and EDI &HR SOBs.

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

Police Scotland's objectives are:
- Leaders will be provided with effective and practical tools to support their peoples' diverse needs
- Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion

Equality, Diversity and Inclusion Strategy

A key focus within Q4 has been the development of an Equality, Diversity and Inclusion Strategy which will consider the ambitions of the service across all key considerations and set out action, support and cultural direction. The Strategy is being developed collaboratively, informed by colleague insight and best practice. Extensive engagement is continuing throughout the development of the work, including with Police Scotland's executive, diversity and statutory staff associations, the EDI & HR Independent Review Group and other stakeholders. This will ensure the strategy encompasses the concerns and feedback of all colleagues and key stakeholders to support a positive direction for the service going forwards. The strategy will be launched in 2022/23.

Policing Together

An overarching EDI communication strategy has been developed called "Policing Together" which will support the launch of the EDI Strategy and will be delivered in three phases. Part of this work includes a Policing Together intranet area that launched in March 2022. Work is ongoing to populate the area with content and to signpost to our Equality and Diversity resources, including Equality and Diversity Mainstreaming and Progress Reports, Diversity Staff Association pages and a latest news stream to highlight articles of interest for diversity and inclusion imperatives.

Filming has been carried out with the Chair of the Independent Review Group, and with the Chief Constable to support the initiative, along with an opening message from Deputy Chief Constable Fiona Taylor as Chair of EDI&HR SOB.

Phase 2 of the communication strategy will be around developing and delivering internal and external communication to support the publication of the EDI Strategy. This will be followed by Phase 3 of the strategy that will focus on the implementation of the EDI Strategy drawing key activity carried out across the Service under the Policing Together banner. If proposals for an internal behaviour change campaign are adopted by the EDI&HR SOB then rollout of that campaign will begin in phase 3.

HMICS Update

HMICS undertook an audit of Training Leadership and Development, followed by a Phase Two component of audit. The focus of Phase 2 was on Recruitment and Retention resulting in the significant provision of documentation in relation to diversity and also workforce data as part of the audit. HMICS also decided to carry out an external survey as part of this which they used to support the dialogue of the audit report. The findings of the Audit were published on the 20 October 2021 and included 10 recommendations.

Police Scotland has now set up a HMICS Audit Implementation Board to progress the audit recommendations. The board is chaired by the Head of Human Resources and includes representation from TLD, Strategic Workforce Planning, Recruitment and Corporate Communications and is also supported by colleagues from internal audit. A Draft Action Plan has been developed by the Board membership in collaboration with internal audit. Following final discussions the action plan, owners and timescales will be agreed and progressed to People Committee.

Truth to Power Sessions & Diversity Action Plans
Police Scotland has now developed one overarching Diversity and Inclusion Action Plan. This plan brings together the individual action plans produced following Talk Truth to Power Sessions with members of diversity staff associations. Each plan, BME, Disability and Carers, LGBT and Religion and Belief, was mapped to identify areas of commonality, cross over and duplication. As a result it was identified that the majority of actions are similar, if not identical, in the activities required to deliver them. The Diversity and Inclusion action plan ensures actions relating to one protected characteristic is not lost by detailing them within their own sub-sections of the plan.

A Diversity and Inclusion Action Plan Oversight Group has now been established to oversee the delivery of the actions within the Plan. The group is chaired by ACC Steve Johnson and will be attended by key stakeholders and action owners across the organisation. The group will sit bi-monthly and will report to the EDI & HR SOB.

Continuous Professional Development (CPD)
A new CPD brochure has been drafted as part of our commitment to developing our people and creating a positive environment. The CPD brochure includes a variety of topics and development methods to support personal learning and development for all officers and staff. The CPD brochure includes specific products with a clear equality, diversity and inclusion focus which will be trialled, reviewed and developed further as required.

The brochure includes two new CPD Empower Hours topics which are relevant to equality, diversity and inclusion, How to be an Ally and Inclusion starts with I. These sessions have been fully developed and will be trialled in quarter 1 of 2022.

A tender process has also been carried out to source an organisation wide equality, diversity and inclusion e-learning product which is also expected to be available from quarter 1 of 2022. The contract has been awarded to Marshall E-learning who have specialised in EDI learning products for 20 years and recently developed the Scottish Parliament learning product. This approach will ensure access to learning for all colleagues and set an organisational standard aligned to our values and strategic objectives. This product will be delivered on an annual basis – updated as required – to ensure that EDI learning remains a key focus for all colleagues in their day to day interactions with each other and the public.

As part of the CPD programme, work is also ongoing to develop our senior leaders in OSD and ICT through a training programme on Creating an Inclusive Climate. The course is being delivered through an external company called Elev8 and comprises of 2 modules focused on understanding, challenging and changing behaviours. The course started in March 2022 and will run through April with a view to evaluating and considering wider roll out.

Work also continues in relation to the next iteration of the RISE (Raise, Improve, Support and Empower) development programme for colleagues from all under-represented groups and the RESPECT development programme for EDI allies which both hope to be ready to launch in June 2022 subject to resources.

In addition, there is also a selection of self-directed learning resources relevant to equality, diversity and inclusion available via "How To" and the CPD intranet page.

Your Leadership Matters (YLM) Programme Phase 2
Following successful delivery with the top 250 leaders the Your Leadership Matters (YLM) Programme will now being rolled out to Sergeant and staff equivalent upwards (phase 2). The YLM Programme is underpinned by three key leadership behaviours:
- Have the courage to do the right thing
- Lead an learn inclusively
- Collaborate for growth

The programme therefore has a golden thread of equality, diversity and inclusion themes throughout with a particular emphasis through an EDI Webinar, the online learning, the learning summits and the action learning pods.

The discovery phase for YLM phase 2 has concluded with Ernst & Young providing the following products:
- High level design option for YLM for the next 5000+ participants
- Communications and Engagement Plan for the programme
- Design of the Executive High Performing Team Day on 5 May

Procurement has commenced to source a third party supplier to deliver the Phase 2 programme in conjunction with the Leadership and Talent Team.

First Line Manager Programme (FLM)
The First Line Managers Programme recommenced in March, with 468 new enrolments. An additional 338 participants completed the programme following the halt due to Covid-19 restrictions. A further 205 participants will join the next cohort. The FLM programme is delivered via a blended model of on line learning and virtual face to face consolidation workshops. This programme has a specific Inclusive Leadership Module and also utilises the Inclusion Moments tool.

MyCareer
Preparations have been undertaken to support the launch of MyCareer on 1 April 2022. The CVF training launched in February, and 'Get Ready' sessions continue to be delivered in February and March. In addition, relevant Empower Hours; Toolkit and a new L&T Intranet have been developed and are ready for 'go live' in April. The communication plan is also being delivered and SPOCs have been identified across all Divisions and business areas to ensure continuous feedback is considered.

Established Leaders Programme Pilot
The Established Leaders Programme pilot has recommenced following the halt due to Covid-19 restrictions. It will conclude at the end of March prior to evaluation and full launch in June.

Accelerated Leadership Pathways (ALP)
The ALP is designed to identify, attract, engage and develop the leaders of the future and there is a particular emphasis on encouraging as diverse a talent pool as possible. Whilst the pathway is promoted to all officers, engagement with the various staff associations is used to raise awareness such as articles for SEMPER newsletters. One of the development objectives of the ALP is to ensure participants embrace their role as inclusive leaders. To enable this the ALP includes 'live' discussions and inputs on the development sessions from staff and diversity associations. All 18 officers in Cohort 2 have completed the National Assessment Centres (1 – 14 March 2022). Cohort 1 ALP officers have commenced SPNAC candidate reverse mentoring.

Police Leadership Development Programme (PLDP)
The Diploma and the new qualification gained via the PLDP have a Diversity topic in the curriculum. The current pilot, with 20 officers, concluded on 31 March 2022. 47 applications have been endorsed for the 2022 PLDP cohort and are currently being assessed via the National Promotions Assessment Centre.

Senior Police National Assessment Centre (SPNAC)
A Practice-2-Progress workshop took place on 3 and 4 March 2022 and a mentor has been allocated to all SPNAC candidates to support with individual assessment practice. A syndicate development day took place on 9 March 2022 and additional inputs are being delivered in March and April including EDI, Finance and Corporate Communications. The EDI inputs include the following topics:
- EDI – An introduction from a strategic viewpoint
- EDI – The Golden Thread linked to the College of Policing topic lists
- EDI – The Diverse Workforce
- EDI – An Ethical Dilemma
- EDI – Across the UK

National Mentoring Programme
A new pilot of reverse/reciprocal mentoring is ongoing between ALP and SPNAC participants with a particular emphasis on EDI where requested. The next development is to expand the programme to include external mentoring. Specific work is underway to support EDI through the programme including facilitating a relationship between the SWDF and the British Transport Police and activity with Black Professionals Scotland to consider how mentoring will feature as part of our partnership.

Pilot Divisional Inclusive Advisory Panel in the East
A pilot Divisional Inclusive Advisory Panel (IAP) was established to provide scrutiny, challenge and critique in respect of the P Division People Plan and activities in relation to the Equality Outcomes. Currently comprising of 25 members, the staff led panel is attended by staff from a diversity of backgrounds who have broad range of lived experience including race, gender and gender identity, disability, neurodiversity and sexual orientation. The IAP functions as a flat hierarchy with each member encouraged to work with one another collaboratively, promoting equality and open communication. So far the IAP have influenced the introduction of a process for supporting officers and staff who are victims of hate crime, a revised probationer wraparound programme and a development and promotion framework. Moving ahead, they will be consulted on further developing the arrangements relevant for mental health in the workplace, return to work from sick absence and maternity leave.

Operational Support Division (OSD) Approach
An EDI lead has identified within the Operational Support Division (OSD) to direct EDI related activities and their implementation, supported by OSD colleagues and P&D.   This led to the development of an EDI Implementation/Delivery Plan, which supports the objectives outlined within the Police Scotland Equality Outcomes and links to the overarching OSD People Plan. The EDI Implementation plan was developed using insights from a review of grievances, employment tribunals, wider organisational learning and officer and staff feedback to identify themes and trends to inform the priority activities.   To support the delivery and coordination of the activities in the plan, a dedicated EDI Delivery Team has been created with posts repurposed from elsewhere in OSD.

An EDI Governance Board, chaired by ACC Williams has been established, which will oversee delivery of the EDI activities outlined within the plan and provide strategic insight and direction. A Delivery Board which reports to the Governance Board has been created with representation at Police Inspector /Chief Inspector and Police Staff equivalent level from every business area/specialism across OSD. The delivery board will be responsible for ensuring that the Action Plan is delivered on time and achieves the documented outcomes and benefits.

Response to Scottish Government consultation on the public sector equality duty in Scotland
Police Scotland and SPA have engaged stakeholders across policing to draft a joint response to the Scottish Government consultation on the review of the operation of the public sector equality duty in Scotland. This involves considering the proposed changes and whether they will help the public sector to promote and progress equality, diversity and inclusion. As part of the consultation response, consideration has also being given to potential preparations for any legislative changes and the opportunity to refresh and develop understanding of the legislation and public sector commitments. The joint response will be submitted on the 11 April.

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

Police Scotland's objectives are:
- We understand why individuals from under-represented groups choose to end their employment with Police Scotland/SPA
- We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA

E&D Monitoring of Leavers
The leaver profiles for officer, staff and special constables have been presented to the Equality, Diversity and Inclusion Employment Group in October 2021. The reports are based on leavers for the reporting period 1 April 2020 to 31 March 2021 and highlight relevant trends and insights. The key findings and trends for each staff group are outlined below.

Leavers Profile – Police Officers
- **Retiral** was the most **common reason** for leaving for both **male** and **female** police officers.
- The most **common age group** for police officer leavers was the **45-54** age group.
- The proportion who identified as **BME or White Minority** reflected the overall Police Scotland profile at 31/03/2021.
- The higher proportion of leavers with a **Recorded Disability (Yes)** is likely to be linked to the most common age group of leavers who are in the **45-54 age group** and who retire.
- The proportion identifying as **LGB** is lower than the Police Scotland profile of 4% at 31/03/2021. This is likely to be linked to the age demographic of leavers who are an older demographic.
- **None** is the most common religion or belief for leavers, which follows the same trend as the overall Police Scotland profile at 31/03/2021. However, the proportion of those identifying as **Church of Scotland** is higher than the overall Police Scotland profile at 31/03/2021. This is likely to be linked to the age demographic and retiral being the most common reason for leaving overall.

Leavers Profile – Police Staff
- The proportion of **male** police staff leavers is higher than the Police Scotland profile of 38% at 31/03/2021.
- **Retiral** was the most common reason for leaving for **male** police staff compared to **Resignation** for **female** police staff. This is the first reporting period, since 2015-2016 that **Retiral** has been the most common reason for leaving for **male** police staff.
- The proportion of leavers who identified as **BME** reflects the overall Police Scotland profile at 31/03/2021.
- The proportion of leavers who identified as **White Minority** is higher when compared to the Police Scotland profile of 1% at 31/03/2021.
- The proportion of leavers who had a Recorded Disability **(Yes)** reflects the Police Scotland profile at 31/03/2021.
- The proportion of police staff leavers identifying as **LGB** is lower than the Police Scotland profile of 3% at 31/03/2021.
- **None** is the most common religion or belief for leavers, which follows the same trend as the overall Police Scotland profile at 31/03/2021.

- The proportion of those identifying as **Church of Scotland** is higher than the overall Police Scotland profile at 31/03/2021. This is likely to be linked to the age demographic of those who left during this reporting period.

Leavers Profile – Special Constables
- The proportion of **female** special constable leavers is higher than the Police Scotland profile of 31% at 31/03/2021.
- **Resignation** was the most common reason for leaving for both **male** and **female** special constables.
- The proportion of leavers who identified as **BME** or **White Minority** was lower than the Police Scotland profile of 2% at 31/03/2021.
- The proportion of special constable leavers with a **Recorded Disability (Yes)** is higher than the Police Scotland profile of <1% at 31/03/2021.   However, this is likely to be linked to the small number of special constable leavers.
- The proportion of special constable leavers identifying as **LGB** is lower than the Police Scotland profile of 6% at 31/03/2021.

Insights into Retention of Female Officers
A top level analysis was carried out into the retention of female police officers. The analysis aimed to develop an understanding of why female police officers leave employment and to identify any barriers that may exist for female officers working for Police Scotland.

The analysis was based on data from the annual equality and diversity employment monitoring and insights reports relating to Workforce Profile, Promoted Ranks Profile, Newly Appointed and Leavers. The key finding of the analysis are:
- Retiral is the most common reason for both male and female police officers.
- 26% of female police officers who left Police Scotland resigned compared to 15% of male leavers. 14% of female police officers who left Police Scotland were medically retired compared to 5% of male police officers. This shows the differing reasons for male and female police officers leaving Police Scotland.
- Most common length of service for leavers who resigned during this reporting period was the 0-2 years' service band for both males and females.
- 27% of police officer leavers were female and 73% were male. The proportion of female police officers leaving is lower when compared to the Police Scotland Workforce Profile at 31st March 2021, where 33% of police officers are female and 67% are male.
- There is an increase in the proportion of females newly appointed to Police Scotland, which is reflected within the increase in the overall Workforce Profile.
- There has been an increase in proportion of Female Police Officers in promoted posts, however, the trend appears to be plateauing.

The analysis off the data will be further improved by increased sources of insights such as staff surveys, exit interview questionnaire findings and other relevant feedback from officers and staff.

Exit Interview Survey
The new online Exit Survey was launched on 1 October and should be used for anyone leaving the service. The survey has been streamlined into one single survey and takes around 15 minutes to complete. An intranet message was published to highlight the

importance of officers and staff who are leaving the service engaging with the survey to allow continuous improvement. It was also highlighted that all data collected will not be used to identify individuals and will be treated in the strictest confidence to encourage participation. The information and data that leavers provide will be used across the service to identify and address areas for improvement at a local and national level. It will also be used to support the development of our Equality, Diversity and Inclusion action plans.

Valuing Difference and Inclusion workshops
Funding has been secured to deliver 3 x one day Valuing Difference and Inclusion workshops that will be delivered to officers and staff across the West Command area. A specialist external Diversity and Inclusion Training Consultant has been engaged to provide the training. Staff associations, LTD and west divisional representatives were invited to participate in the development days for the workshops and the first of two 3 development days were held on 7 Dec and 27 January and the final development day is planned for 20 April 2022. Consideration will be given to developing a product that can be rolled out more widely across the organisation.

Sex Equality and Tackling Misogyny Working Group
A Sex Equality and Tackling Misogyny Working Group has been set up to tackle any immediate issues that are identified as well as longer term system issues. The inaugural meeting of this group took place in January 2022, chaired by DCC Graham and will be held monthly. Work is now underway to reflect on what is already known through the collation of all existing evidence/data and to identify initial priorities.

Diversity Cultural Calendar
Since the approval of the Diversity Cultural Calendar, in Oct 2021, there have been a number of events and dates celebrated and highlighted across Police Scotland. Working in partnership with the relevant Diversity Staff Association has been key in the success of this work ensuring that the messaging and focus is relevant and accurate. The aim of this work is to create a sense of belonging for everyone within the organisation and recognising dates and events that are important to our officers and staff. This also provides an opportunity for others to find out about things that are important to those within our communities and their colleagues through awareness raising. Two very significant dates have been Black History Month and LGBTI Month.

Black History Month
Black History Month 2021 launched with a video message from our Chief Constable who urged Officers and Staff to join in and get involved in the celebrations. Police Scotland, in partnership with SEMPER, organised a joint programme of events throughout the month of October which included a virtual film night. Officers and staff from across the Service and some of our key partners dialled into watch and discuss Black and Scottish, directed by BAFTA-nominated Stewart Kyasimirie. This was followed by a Q&A session where the panel discussed topics including the experience of black and minority ethnic police officers/staff, racism, and how as a service, Police Scotland can better hear the voices of those from diverse backgrounds.

LGBT History month
During February 2022, Police Scotland supported a series of events celebrating LGBT History month including an LGBTI Allies event which was introduced by the Head of

Learning, Training and Development and featured engaging presentations about understanding of the challenges faced by the LGBT+ community. An online recruitment event was set up with support from our Positive Action Team, in order to engage with members of the LGBT+ community and encourage them to consider a career in policing. In addition, 14 inputs were delivered over the month to Police Scotland Youth Volunteers groups up and down the country reflecting on the significant changes that have taken place for the LGBT+ community and the history behind some of the key events.

Local Example - E Division became the first division to adopt the LGBT Youth Scotland Charter in this reporting period which was picked up by the Edinburgh Evening News. The Charter guides and encourages organisations to support members of the LGBTQ+ community and LGBTQ+ members of their own workforce and show a clear commitment to equality and Diversity. The division also recorded a video with two married officers explaining their LGBT journey both in private life and as police officers. This was broadcast on social media platforms over four instalments and has received positive feedback both externally and internally. Also during the month the team sent a Pride Progress Flag around the police stations in Edinburgh to allow officers to sign it to show support to LGBT colleagues and communities in Edinburgh.

EqHRIA continuous improvement work
Throughout Q4, the EqHRIA Improvement Group has continued to engage with training and corporate communications to improve the intranet and consider how to increase EqHRIA awareness. As such, the following measures have been introduced in Q4:
- An EqHRIA awareness briefing for all staff.
- The EqHRIA training has been added to the training prospectus to make it easier to access. Since the new online course has been introduced, 137 staff/officers have completed it.
- The EqHRIA Quick Guides have been updated and published on the intranet.
- Four EqHRIA employment tools have been developed which have received positive feedback.

Break the Race Ceiling - Retain' Sub Group Update
The overarching BTRC programme has been developed to increase the recruitment, retention and promotion of Police Officers and Staff from an ethnic minority background in order to diversify the workforce and better reflect the communities we serve. Break the Race Ceiling is led nationally by the Head of Human Resources and four sub groups have been created to deliver this work.

The Retain Sub group is being led by the Local Policing Commander in Greater Glasgow Division which has the highest number of BME staff in Police Scotland. This sub group was established to identify and remove the systemic barriers preventing BME officers and staff from remaining and flourishing in service with Police Scotland. In the first instance, G Division are following a localised approach but with national and external support and guidance. The Greater Glasgow approach will be evaluated and if appropriate, scaled to deliver positive outcomes across the organisation.

A number of actions have already taken place including:
- Creation of a BME Forum (3 dates have taken place so far)

- Initial discussions regarding the potential to create a Glasgow Division Peer Support Network
- Delivery of Valuing Difference and Inclusion workshops to officers and staff across the West Command area
- Examining current practices to identify learning such as engaging with P&D to maximise our learning in relation to grievances raised and reviewing findings from the recent HMIC Inspection and Dame Elish Angiolini reports
- Introducing system's to ensure support is offered to all our people who are subjected to hate crime or incidents
- Considering options in relation to coaching and mentoring and establishing links with the Police Scotland mentoring programme
- Supporting the LTD Reflective Staffing Programme by seconding BME officers from G Division to Probationer Training at Scottish Police College to provide continued support to BME officers during their initial Module 1 Course.
- Ongoing communications such as reinstating the Greater Glasgow Divisional Bulletin and the introduction of inclusion moments in monthly SMT meetings

While much has been achieved in a relatively short space of time there is much to do. Our BME colleagues have reacted positively to the BME forum but with that rightly comes expectations of action and change. Having listened to the issues highlighted, Greater Glasgow Division is now acting and seeking to make a difference to ensure the appropriate support and retention of BME staff in Greater Glasgow.

Removal of Bradford Score
With effect from 7 March 2022 the Bradford Score, as detailed within the Attendance Management Procedure, is no longer being utilised within Police Scotland and will be removed as a trigger for the purposes of absence support processes. The Bradford Score, whilst utilised for many years across multiple policing organisations, has in recent time been seen to potentially adversely affect females and those with disabilities or caring responsibilities due to the greater impact the Bradford Score applies to short term absences. The Attendance Management Procedure will be amended and the Bradford Score function on the SCOPE HR & Duty Management system will be removed in due course. Until then the score will be disregarded.

E&D Briefings
In Q4 a number of briefings relevant to equality, diversity and inclusion have been provided in divisions/departments. Examples of these included:
- EqHRIA awareness sessions held with the CFO Portfolio wider management meeting and the OSD People Board.
- Disability awareness inputs provided to the North People Board and OSD.
- Bespoke EDI training materials developed and delivered to J Division in response to some specific cultural and conduct concerns identified by the Superintendent and the Area Commander.
- Bespoke EDI training materials developed and delivered to Q Division in response to a particular issue about an officer's use of race related language.
- Inclusion moments sessions delivered fortnightly with C3

Introduction of KIT presentation days in CJSD and C3

Keeping in Touch (KIT) presentation days have been established within CJSD and C3 to support and communicate more effectively with colleagues who are pregnant, are off on maternity / paternity / adoption leave / shared parental leave or on a career break. The first KIT day presentation was delivered in C3 on 22 Feb 2022 with 25 attendees and speakers from P&D, RMU and SWDF. Dates are being scheduled quarterly.

Operation Escarpment EqHRIA

E&D are represented on the Operation Escarpment (Ukraine crisis) Silver group to ensure that equality considerations are identified and used to inform decision making. An overarching employment EqHRIA overview has been developed and will be continuously updated as required. The use of EqHRIA to support evidence based decision making as we respond to ongoing challenges ensures that we make decisions that take account of diversity and support inclusion.

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

Police Scotland's objectives are to:
- We understand internal and societal barriers to attracting individuals from under-represented to join Police Scotland/SPA
- We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices

External research into barriers to attracting and recruiting officers
JUMP Research have been commissioned to undertake research to identify barriers to attracting and recruiting females and those from minority ethnic and LGBT communities to Police Officer and Police Staff roles. The research is expected to complete by July 2022.

E-Recruitment system
The E-Recruitment system has incorporated a diversity module which will ensure that language is formatted in an inclusive manner. Quarter 4 saw the first full three months of the E-recruitment system being online. The Positive Action Team have a bespoke dashboard that enables them to manage candidates from underrepresented groups. New processes have been developed by the team to contact new candidates on the system, introduce themselves, explain what the team do and to invite them to our events. The team also monitor candidate progress on the system and offer support on their recruitment journey. The team are also sighted on individuals who have failed eligibility at this time, these individuals are contacted and invited to our events, recognising that we are recruiting for the long term and not just for the next intake. Individuals who have created an account on the system but have not yet submitted an application are also contacted by the team.

Positive Action Team (PAT) Recruitment Events and Engagement
Police Scotland's Positive Action Team have continued their work to reach out to under-represented groups within our communities to promote and support applications from these groups into policing. During Quarter 4 the team held the following recruitment events:
- 8 BME/WME events
- 2 European events
- 1 Chinese event
- 4 Women's events
- 1 LGBTQ+ event
- 1 Rural and Remote event for Highlands and Islands
- 3 Specials events (2 specifically aimed at University students)
- 1 Veterans/Service Leavers
- 1 bespoke event for A and D divisions
- 1 Professional Footballers event

The European events were very popular and more of these will be planned in the future, recognising that some individuals may not class themselves as BME or White Minority Ethnic (WME) and may not sign up for our other events.

The first ever bespoke Chinese recruitment event was held in February, it was attended by 10 individuals with ethnicities including Chinese, Hongkonger and British Filipino. The attendees heard from a serving Chinese officer and learnt about the recruitment process,

Police Training College at Tulliallan and the two year Probationary period. Those who are in the process of applying are being supported by the PAT team. The team are keeping in touch with those who attended who are not eligible to apply at this time.

An event was also held for professional footballers who are coming to the end of their playing careers. Ten people attended, they heard from a member of the PAT Team and a former footballer who is now a serving officer.

An online recruitment event was also held in conjunction with the Career Transition Partnership. This involved reaching out to service leavers who have an interest in working for Police Scotland to share details of Police Officer and Police staff roles to encourage service leavers to consider Police Scotland as a future employer.

The Diversity and Positive Action section of the recruitment pages of the Police Scotland website were also reviewed and updated. There is now a clear message in relation to the PAT Team's work and the obligation under the Equality Duty. It also provides details of the PAT and outlines the events that are upcoming. The PAT team also produced career videos for Aberdeen Grammar School, took part in a video interview for Inverness Royal Academy's career insights programme and carried out engagement at the Aberdeen Hindu Temple for Maha Shivaratri. An article was also published in the Aberdeen Evening Express for LGBT History Month. In addition, a Positive Action recruitment advert was also displayed, at no cost, on the customer service screen within Silverburn shopping centre in Glasgow for the quarter.

In addition, an input to dispel any myths about positive action has been developed for delivery to all probationer courses at Tulliallan. The first of these inputs will be delivered in April. If successful this will be rolled out to first line manager courses in the future.

Members of the PAT also attended a CPD event in Manchester with the focus "Building a Representative Workforce". This was attended by Positive Action Teams from across the UK and was a valuable networking opportunity for the team. During this visit they were able to meet with colleagues from Greater Manchester Police PAT and observe their recruitment vehicles in action and how they are used at engagement events. This will assist our ongoing work with fleet colleagues on the design and build of our own recruitment vehicle.

The following chart shows the intake numbers:

Intake Date	Total no of recruits	Male (no & %)	Female (no & %)	BME (no & %)
14 Dec 2020	125	73 (58%)	52 (42%)	15 (12%)
29 March 2021	180	98 (54%)	82 (46%)	21 (12%)
28 June 2021	180	90 (50%)	90 (50%)	18 (10%)
27 Sept 2021	142	80 (56%)	62 (44%)	13 (9%)
22 Nov 2021	120	70 (58%)	50 (42%)	14 (12%)
18 April 2022	300	166(56%)	134(44%)	29(10%)

April figures are included as all offers have been made, medicals complete, vetting complete and acceptance confirmed.

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