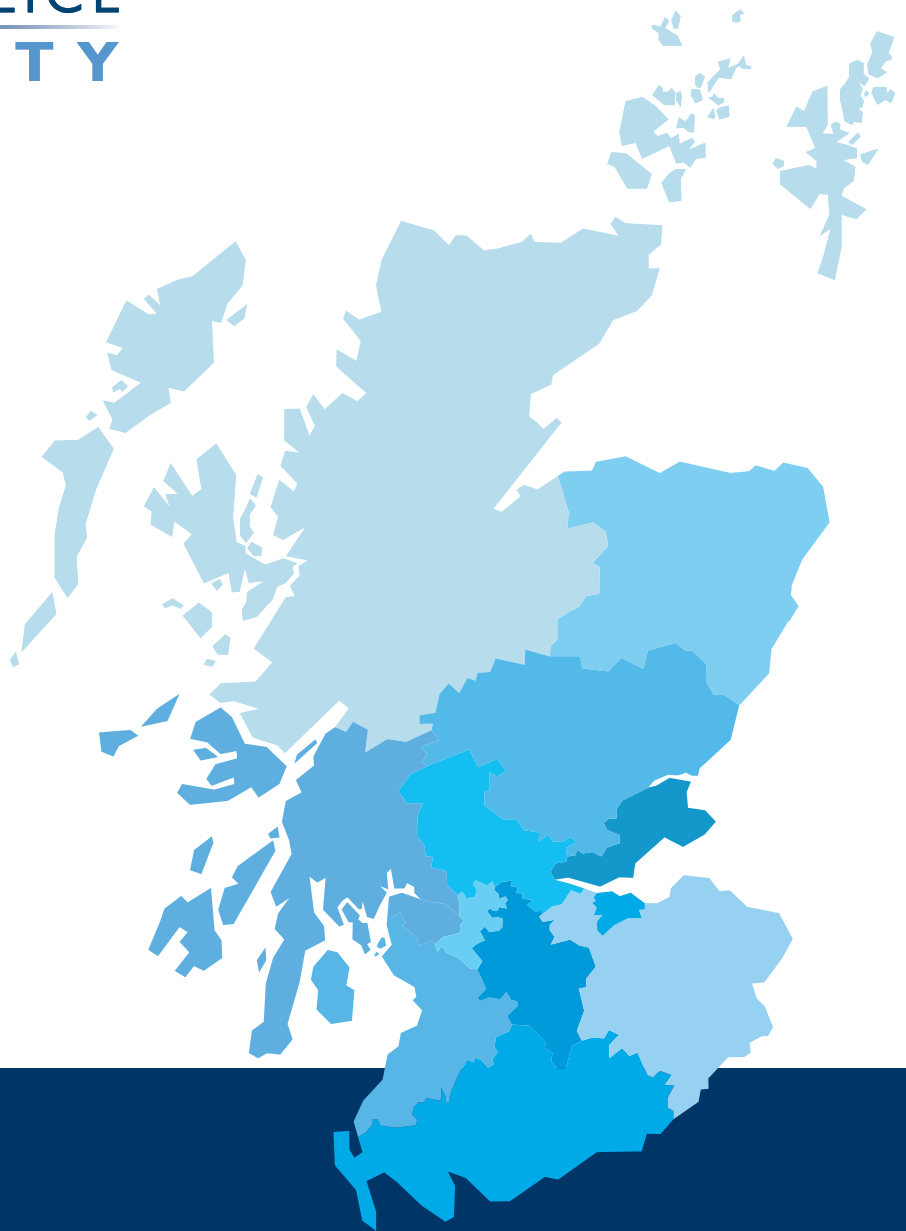


**SCOTTISH POLICE
AUTHORITY**



**SCOTTISH POLICE AUTHORITY
EQUALITY OUTCOMES**

2017/2021

Foreword



I am pleased to present the SPA's Equality Outcomes for 2017-2021. These Equality Outcomes ultimately aim to support the delivery of the Strategic Police Priorities and the Policing 2026 strategy. The outcomes also recognise the four organisational responsibilities the SPA have in relation to governance, service provision, employment and budget.

Our first set of equality outcomes were finalised when the SPA was created in April 2013. The review of these outcomes provides an ideal opportunity to ensure that they reflect the way the SPA has significantly evolved, whilst also making sure the outcomes make sense to the public.

Internally, these outcomes were developed through significant engagement with all areas of the SPA, including the SPA Committee Chairs. We are also extremely grateful to those organisations

who participated in the external consultation on our Equality Outcomes, including CEMVO, CRER, Close the Gap, Stonewall, the Scottish Disability Equality Forum and Venture Scotland.

The planned activities associated with these outcomes demonstrates that responsibility for their delivery sits across all areas and all committees of the SPA. Whilst there is still work to be done in relation to equalities, these Equality Outcomes and the supporting activity give me great confidence that progress will be made over the coming years.

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)

Introduction

Introduction

As a public body there is a legal requirement to publish equality outcomes which we consider will enable the SPA to better perform the general equality duty. In addition we must publish a fresh set of equality outcomes within four years of publishing our previous set.

All outcomes will be measured by assessing the extent to which they advance the needs of the General Equality Duty, set out in the Equality Act 2010, by having due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The SPA's first set of equality outcomes were developed when the SPA was created in April 2013. The review of these outcomes provides an ideal opportunity to ensure that they reflect the way the SPA has significantly evolved, whilst also making sure the outcomes make sense to the public.

Our equality outcomes for 2017-2021 have been shaped by:

- Consultation;
- Engagement;
- National Research and Reports;
- Analysis of Equality Monitoring Information; and,
- Professional knowledge and Experience

The Equality Outcomes and 'What Good Looks Like' can be found on page 10. A detailed description of the evidence used to develop the Equality Outcomes, the activity planned to ensure progress and the measures that allow progress to be measured are included at Appendix A.

Our Purpose

The SPA was established under the Police and Fire Reform (Scotland) Act 2012 to maintain policing, promote policing principles and

continuous improvement of policing, and to hold the Chief Constable of Police Scotland to account for the delivery of policing in Scotland.

How we Deliver our Purpose

We carry out our responsibilities in four ways supported by effective internal and external communication and engagement. These are outlined below.

Governance

Authority staff and Board Members carry out their governance role through a combination of scrutiny, assurance and collaboration. As policing is delivered by Police Scotland, it is essential that we work closely and collaboratively with Police Scotland in holding them to account for the delivery of policing in Scotland.

To support the SPA Governance role there are four committees which focus on Audit, Finance, People and Policing. Quarterly updates are provided to the public session of the SPA Board if you are keen to see regular updates in relation to the work of these Committees.

Service Provider

We provide a service to Criminal Justice partners through the management of Forensic Services, the Senior Officer (i.e. Assistant Chief Constable and above) Complaints Process and the Independent Custody Visitors Scheme.

We deliver **Forensic Services** to Police Scotland, the Police Investigations and Review Commissioner (PIRC) and the Crown Office and Procurator Fiscal Service (COPFS). Forensic Services are led by the Director of Forensic Services who reports to the SPA Chief Executive Officer (CEO).

One of the main responsibilities of the **SPA Complaints and Conduct Team** is to support the assessment and consideration of complaints about Senior Officers through the People and/or Policing Committee, where appropriate.

The **Independent Custody Visiting Team** helps ensure that we meet our statutory obligations to maintain and manage an Independent Custody Visiting Scheme to monitor the welfare of people detained in police custody facilities throughout Scotland.

Introduction

Legal Employer

We are the employer of all civilian staff working in the SPA and Police Scotland. We have direct management responsibility for Authority staff who carry out the duties of the SPA. Police Scotland have direct management responsibility for all police staff who are under the direction of the Chief Constable.

Although police staff work in Police Scotland we ensure that we meet our employer obligations through the approval of all employer policies and initiatives, whilst providing assurance that practice reflects policy.

Employer issues are considered via the People Committee, with recommendations provided to the SPA Board to ensure decisions are taken in public by all SPA Board Members.

Budget

The SPA has a statutory duty to set and approve a budget for policing in Scotland within the allocation provided by the Scottish Government. Prior to the beginning of the financial year the Authority must provide to the Chief Constable details of how it intends to allocate the financial resources it expects to have available in respect of that financial year.

The SPA Board closely monitors the delivery of these budgets across Police Scotland, Forensic Services and SPA's own governance function to ensure the effective delivery of policing within the available resources.

The Strategic Police Priorities and Policing 2026 Strategy

The Strategic Police Priorities are set by Scottish Government. The current priorities were laid before Parliament in October 2016 following an extensive programme of engagement with individuals, communities, the public and third sectors partners across Scotland.



NOT PROTECTIVELY MARKED
SCOTTISH POLICE AUTHORITY

The current Strategic Police Priorities are as follows:

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.

Both SPA and Police Scotland are responsible for the delivery of the Strategic Priorities and therefore are working in partnership in order to translate these priorities into more focused objectives through the Policing 2026 Strategy. More detailed information in relation to the strategy is available [here](#).

From an equality perspective, key commitments within the strategy 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.

Impact of Consultation on SPA Equality Outcomes

As a result of the consultation undertaken with Police Scotland, Statutory Staff Associations, Unions, Diversity Staff Associations and external organisations representing minority groups including CEMVO, CRER, Close the Gap, Stonewall, the Scottish Disability Equality Forum and Venture Scotland, the following actions were taken:

- An introductory section has been included providing an explanation of the SPA and the separate roles it performs;
- An explanation has been provided as to why SPA and Police Scotland Equality Outcomes are different yet linked;
- An appendix has been provided which outlines in detail, the evidence used to develop the equality outcomes, the activity planned to ensure progress, and the measures that allow progress to be measured.
- The phrase protected characteristic groups has been replaced with the term diverse communities/groups in order to be more relatable to the public;
- The wording used in the outcomes has been simplified;
- Rather than focusing on the general impact of operational policing on diverse communities/groups a more direct focus has been placed on hate crime incidents, gender based violence and young people;
- In terms of equality outcomes in relation to the workforce, there is now the requirement to seek evidence of initiatives designed to ensure SPA and Police Scotland are inclusive organisations e.g. to ensure continuation of the positive work already demonstrated through the Stonewall Index; and
- An equality outcome in relation to financial decision making has been included to ensure this supports the delivery of SPA and Police Scotland's equality outcomes.

Some organisations sought for the SPA to be more focused in relation to specific protected characteristic groups, however it was felt that the outcomes in relation to workforce and communication and engagement should relate to all diversity groups with the supporting actions being more specific in relation to the individual needs of particular groups.

Linkeages between SPA and Police Scotland's Equality Outcomes

Whilst the equality outcomes for both organisations are different, rightly recognising the distinct roles the SPA and Police Scotland perform, both sets of outcomes are designed to support the same Strategic Police Priorities and the equality commitments within the Policing 2026 Strategy.

Equality Outcomes 1, 2 and 3 demonstrate our commitment as a governing body to hold Police Scotland to account for the delivery of their own equality outcomes.

Equality Outcome 4 demonstrates the key role that SPA Complaints, Forensic Services and Independent Custody Visiting can have in supporting the delivery of Police Scotland's Equality Outcomes as well as other criminal justice partners.

Equality Outcomes 5 and 6 demonstrate our commitment to deliver on the same equality outcomes where we are seeking to hold Police Scotland to account.

Equality Outcome 7 recognises that SPA approves the police budget and therefore has a duty to ensure sufficient funds are provided to support the delivery of both SPA and Police Scotland's equality outcomes.



SPA'S SEVEN EQUALITY OUTCOMES (DRAFT)

GOVERNANCE

1. GOVERNANCE OF POLICE SCOTLAND OUTCOMES ON OPERATIONAL POLICING

SPA is assured that Police Scotland is delivering positive outcomes for diverse communities/groups when dealing with hate crime incidents, gender based violence and young people.

WHAT GOOD LOOKS LIKE

SPA can demonstrate evidence of effective governance activity in relation to progress of Police Scotland's Equality Outcomes relating to hate crime incidents, gender based violence and young people.

2. GOVERNANCE OF POLICE SCOTLAND OUTCOMES ON ENGAGEMENT

SPA is assured that Police Scotland engages meaningfully with diverse communities/groups, whilst also providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that best suit their needs

WHAT GOOD LOOKS LIKE

SPA can demonstrate evidence of effective governance activity in relation to progress of Police Scotland Equality Outcomes related to meaningful engagement and improved accessibility. This includes the provision of evidence that Police Scotland has consulted and responded positively to feedback.

3. GOVERNANCE OF POLICE SCOTLAND OUTCOMES ON THE WORKFORCE

SPA is assured that Police Scotland have a workforce that is valued, respected and more reflective of the communities it serves.

WHAT GOOD LOOKS LIKE

SPA can demonstrate evidence of effective governance activity on progress in relation to Police Scotland's Workforce Equality Outcomes. This includes:

- assurance that Police Scotland are demonstrating progress in being a more reflective and inclusive organisation by removing real or perceived barriers in respect of recruitment, retention, development and promotion of officers and staff; and
- all police officers and staff feeling valued and respected as identified through the results of the staff survey.

ORGANISATIONAL FUNCTIONS

4. SERVICE DELIVERY

SPA effectively supports Police Scotland and other Criminal Justice partners, through delivery of our services, enabling each partner to progress their own Equality Outcomes resulting in positive outcomes for diverse communities/groups.

WHAT GOOD LOOKS LIKE

SPA can demonstrate that the work of:

- Complaints Handling and Independent Custody Visiting effectively contributes to the Equality Outcomes for Police Scotland
- Forensic Services effectively contributes to the Equality Outcomes of Police Scotland and the Crown Office & Procurator Fiscal Service (COPFS)

EMPLOYER

5. EMPLOYEES

SPA have a workforce that is valued, respected and more reflective of the communities it serves.

WHAT GOOD LOOKS LIKE

SPA can demonstrate:

- a more reflective and inclusive organisation by removing real or perceived unnecessary barriers in respect of inclusion recruitment, retention, development and promotion of staff;
- a reduction in data gaps in relation to employment monitoring
- an increase in the number of those who choose to disclose returns in respect of equality monitoring
- positive progress in relation all staff feeling valued and respected as identified through the results of the staff survey.

6. COMMUNICATION & ENGAGEMENT

SPA engage meaningfully with diverse communities/groups, providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that best suit their needs.

WHAT GOOD LOOKS LIKE

SPA can demonstrate:

- genuine two way engagement with organisations/associations representing diverse communities/groups; demonstrating that this engagement has informed and influenced the SPA's approach
- SPA can demonstrate improvement in contact methods for diverse communities/groups
- SPA can demonstrate improvement in Website usability for diverse communities/groups
- SPA can demonstrate the necessary assessments taking place in relation to accessibility to public meetings for diverse communities/groups

7. FINANCIAL DECISION MAKING

SPA supports the delivery of positive outcomes for diverse communities/groups by considering their needs and making financial decisions in a fair, transparent and accountable way.

WHAT GOOD LOOKS LIKE

SPA can demonstrate evidence that financial decision making takes account of the needs of diverse communities/groups and supports the delivery of SPA and Police Scotland's Equality Outcomes.

Equality Outcome 1:

Appendix A — Detailed Outline of Evidence, Activity and Measures to Support Equality Outcomes

EQUALITY OUTCOME 1: GOVERNANCE OF POLICE SCOTLAND OUTCOMES ON OPERATIONAL POLICING

SPA is assured that Police Scotland is delivering positive outcomes for diverse communities/groups when dealing with hate crime incidents, gender based violence and young people.

Evidence Used to Develop Equality Outcome

Source	Key Findings/Points/Recommendations
Hate Crime in Scotland, 2015-16 (COPFS 2016)	Racial crime remains the most commonly reported hate crime with sexual orientation aggravated crime the second most common
Report of Independent Advisory Group on Hate Crime, Prejudice and Community Cohesion’ (Scottish Government 2016)	Recommendations included: <ul style="list-style-type: none"> • Improvements to monitoring and data collection in relation to hate crime; • The requirement to review the effectiveness of the third party reporting centre network; • Engagement with key communities and stakeholders across the protected characteristics at both a national and local level. • Affording building community cohesion greater prioritisation within community planning structures linking this to targets to reduce the incidence of hate crime and isolation • Ensuring that systems for managing complaints and feedback and reporting on the outcomes of complaints and feedback are fit for purpose, and work with affected minority communities to develop these further. • Exploring the use of restorative justice methods with victims and perpetrators of hate crime.

NOT PROTECTIVELY MARKED
SCOTTISH POLICE AUTHORITY

Race Equality Framework for Scotland 2016-2030	A key goal is to ensure access to justice and safety for minority ethnic individuals is improved and the effectiveness of the justice process in dealing with racism is reviewed.
The Scottish LGBT Equality Report (Equality Network June 2015)	<ul style="list-style-type: none"> • 30% of LGBT respondents stated that hate crime was one of their top five priorities for tackling inequality • Police Scotland should work with LGBT organisations on measures to increase awareness of what constitutes a hate crime, to effectively communicate a determination to tackle hate crime and to increase confidence among LGBT people in reporting hate crimes • Police Scotland should ensure that their hate crime recording allows for the recording of multiple aggravating factors and that published statistics include how many have crimes have multiple aggravating factors. • Police Scotland should ensure officers are better equipped to support LGBT victims of hate crime and domestic abuse and signpost victims to appropriate support services.
Your Services Your Say (Stonewall Scotland 2014)	<ul style="list-style-type: none"> • 36% of LGBT people would not feel confident reporting a homophobic or transphobic hate crime directly to the police. This increases to 43 % black minority ethnic LGBT people and disabled LGBT people. • 26% percent of LGBT people would also not feel confident reporting hate crime through a third party reporting agency. • 25% would not feel confident in reporting hate crime through a website.
Adult Support and Protection on (Scotland) Act 2007 – Code of Practice (Scottish Government, April 2014)	Provides a code of practice that outlines how adults considered to be at risk and harm are supported and protected.
EHRC Research Report 103: Crime and disabled people	Disabled people in a number of age groups were more likely than non-disabled people to have experienced a crime in the past 12 months.

NOT PROTECTIVELY MARKED
SCOTTISH POLICE AUTHORITY

<p>A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 2016)</p>	<p>Scottish Government will work with disabled people’s organisations and Police Scotland to encourage greater reporting of disability hate crimes.</p>
<p>Access & Inclusion: A Report on Hate Crime in Scotland’s Deaf Community (British Deaf Associations/ Scottish Government 2015)</p>	<p>In order to create an ideal setting for Deaf BSL users, it is essential that more professionals learn basic BSL and receive some Deaf Awareness Training.</p>
<p>Understanding Forced Marriage in Scotland (Scottish Government January 2017)</p>	<p>Recommendation to ensure a range of professionals (including police officers) receive forced marriage training.</p>
<p>Domestic Abuse recorded by Police in Scotland, 2015-16 (Scottish Government October 2016)</p>	<ul style="list-style-type: none"> • Over the past five years, the number of incidents of domestic abuse recorded by the police has remained around the 60,000 mark. • Females made up 80% of the victims in incidents of domestic abuse recorded by the police.
<p>Violence Against Women Partnership Guidance (Scottish Government & COSLA August 2016);</p>	<p>Minimum standards require that key public sector and third sector organisations work to prevent and eradicate violence against women and girls within the local area.</p>

NOT PROTECTIVELY MARKED
SCOTTISH POLICE AUTHORITY

<p>Equally Safe - Scotland's strategy for preventing and eradicating violence against women and girls (Scottish Government & COSLA March 2016);</p>	<ul style="list-style-type: none"> • 4% of women have experienced serious sexual assault since the age of 16 compared to 1% of men; • 13% of women experienced at least one type of less serious sexual assault since the age of 16 compared to 1% of men; • Police Scotland is introducing Multi-Agency Tasking and Co-ordinating Groups across Scotland to target serious and serial offenders of domestic abuse and is committed to developing a Performance Framework to measure outcomes, recidivism and rates of re-offending.
<p>Scotland's National Action Plan to eradicate Female Genital Mutilation (FGM) 2016-2020 (Scottish Government April 2016);</p>	<ul style="list-style-type: none"> • There are no clear or robust figures for the prevalence of FGM in Scotland because of the hidden nature of the crime, however there were 2,750 girls who were born in Scotland to mothers born in an FGM-practising country between 2001-2012. • Police Scotland are included as an action owner for several of the objectives set out within the Action Plan.
<p>United Nations Convention on the Rights of the Child</p>	<p>Rights are in place in relation to juvenile justice, protection from inhumane treatment and detention and that the views of children are respected.</p>
<p>Scotland's National Action Plan to Prevent and Tackle Child Sexual Exploitation: update (Scottish Government, March 2016);</p>	<ul style="list-style-type: none"> • Between April 2015 and February 2016 child sexual exploitation cases accounted for 33% of Police Scotland's National Child Abuse Investigation Unit resource hours. • Police Scotland charged 875 perpetrators involved in online child abuse between April 2013 and December 2015. • Key outcome: the risk that children and young people are exploited is reduced through a focus on prevention and early identification. • Key outcome: children and young people at risk of or experiencing sexual exploitation and their families receive appropriate and high quality support • Key outcome: perpetrators are stopped, brought to justice and are less likely to re-offend. • Key outcome: cultural and social barriers to preventing and tackling child sex exploitation are reduced.

Equality Outcome 1:

Activity to Ensure Progress against Outcomes

Activity	Activity Owners
Monitor the extent to which Police Scotland's performance in relation to the delivery of strategic and annual police plan commitments provide evidence of progress against equality outcomes.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team • SPA Community Accountability Team • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team
Critically examine reports from HMICS, PIRC and any other information provided by Police Scotland in relation to complaints about the police service and ensure that appropriate improvement action plans are implemented or remedial action is taken within agreed timescales. This includes identification of any trends or specific impacts in relation diverse communities/groups.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Complaints and Conduct Team; • Independent Custody Visiting Team (where applicable)
Seek assurance from the CEO that processes for complaint handling within Police Scotland are fit for purpose, regular audits are taking place and any improvement actions effectively discharged. This includes identification of any trends or specific impacts in relation diverse communities/groups.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Complaints and Conduct Team • Independent Custody Visiting Team (where applicable)

Equality Outcome 1:



<p>Critically examine new or changing national and local strategies/policies and initiatives in relation to operational policing, including those that may have a significant impact on hate crime, gender based violence and/or young people.</p>	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team • SPA Community Accountability Team • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team
<p>Keep under review the strategy for policing and the extent to which this contributes to equality outcomes relating to operational policing.</p>	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team
<p>Undertake a review of draft Annual Police Plans and provide comments or recommendations to the board on the Authority’s response to the Chief Constable. Amongst other things, this review will include the extent to which this annual police plan may support progress against the equality outcomes relating to operational policing.</p>	<p>The Policing Committee with support from</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team • SPA Community Accountability Team • Policing Committee • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team
<p>Examine the findings for relevant external audits and seek assurance of the effectiveness of internal controls.</p>	<p>The Audit Committee</p>
<p>Assess the response for relevant external audit recommendations and seek assurance that there is a process in place to implement these recommendations.</p>	<p>The Audit Committee</p>

Equality Outcome 1:

Measures to Assess Progress

- Evidence of effective governance activity in relation to progress of Police Scotland's Equality Outcomes relating to hate crime incidents, gender based violence and young people
- The number of reported hate crimes and aggravations by prejudice (racial, religious, disability, homophobic and transphobic) increases
- Public surveys show that confidence of diverse communities to report hate crime is increasing
- Public surveys show diverse communities' confidence in the police service
- Increased levels of satisfaction with police response
- Increased number of related third party reports and referrals
- Increased number of referrals for support through the National Rape Crisis Scotland Helpline and National Advocacy Project
- Increased number of domestic abuse 'online' reports
- The findings of relevant external audits/reports.

Equality Outcome 2:



EQUALITY OUTCOME 2: GOVERNANCE OF POLICE SCOTLAND OUTCOMES ON ENGAGEMENT

SPA is assured that Police Scotland engages meaningfully with diverse communities/ groups, whilst also providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that best suit their needs.

Source	Key Findings/Points/Recommendations
<p>Strategic Police Priorities for Scotland (Scottish Government 05/10/2016);</p>	<ul style="list-style-type: none"> Localism – ensure 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. Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.
<p>National Standards for Community Engagement (Scottish Government 29/09/2016);</p>	<ul style="list-style-type: none"> Inclusion – we will identify and involve the people and organisations that are affected by the focus of the engagement Support – we will identify and overcome any barriers to participation Planning – there is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions Working Together – we will work effectively together to achieve the aims of the engagement We will use methods of engagement that are fit for purpose We will communicate clearly and regularly with the people, organisations and communities affected by the engagement. <p>Document also provides suggestions for testing if the standard has been met.</p>

Equality Outcome 2:



<p>Principles of Inclusive Communication: An information and self-assessment tool for public authorities</p>	<p>Provides guidance for ensuring that information is shared in a way that everybody can understand.</p> <ul style="list-style-type: none">• Communication accessibility and physical accessibility are equally important• Every community or group will include people with different communication support needs• Communication is a two-way process of understanding others and expressing yourself• Be flexible in the way your service is provided• Effective user involvement will include the participation of people with different communication support needs• Keep trying (small changes, and some may take longer). <p>It also includes some performance indicators.</p>
<p>Draft Policing 2026 Strategy</p>	<p>Key commitments include:</p> <ul style="list-style-type: none">• Responding to the diverse needs of individuals and communities; and,• Building partnerships for specific communities at a national and local level in recognition of the increased diversity in Scotland;

Equality Outcome 2:



<p>A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities (Scottish Government 01/12/2016);</p>	<p>This includes key ambitions. Relevant ambitions are as follows:</p> <ul style="list-style-type: none"> • Decent incomes and fairer working lives • Places that are accessible to everyone • Protected rights (receiving fair treatment from justice system at all times) • Active Participation (can participate in all aspects of daily and public life in Scotland)
<p>Access & Inclusion: A Report on Hate Crime in Scotland’s Deaf Community (British Deaf Association/ Scottish Government 2015);</p>	<p>Project Objectives: To promote and encourage local authorities and public services to provide access to BSL thus ensuring access to their information and services and enable staff to increase the level of support offered.</p>
<p>British Sign Language (Scotland) Act 2015</p>	<p>An act of the Scottish Parliament to promote the use of British Sign Language including making provision for the preparation and publication of national plans in relation to British Sign Language and by requiring certain authorities to prepare and publish their own British Sign Language plans in connection with the exercise of their functions; and to provide for the manner in which such plans are to be prepared and for their review and updating.</p>

Equality Outcome 2:

Activity to Ensure Progress against Outcomes

Activity	Activity Owners
Monitor the extent to which Police Scotland's performance in relation to the delivery of strategic and annual police plan commitments provide evidence of progress against equality outcomes in relation to communication and engagement.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team • SPA Community Accountability Team • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team
Ensure effective communication and engagement processes are in place to support the Complaints about the Police process.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team (where applicable)
Seek assurance on the level of communication and engagement that has taken place in relation to new or changing national and local strategies/policies and initiatives in relation to operational policing, including those that may have a significant impact on hate crime, gender based violence and/or young people.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team • SPA Community Accountability Team • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team
Keep under review the strategy for policing and the extent to which this contributes to equality outcomes in relation to communication and engagement.	<p>The Policing Committee with support from:</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team

Equality Outcome 2:



<p>Undertake a review of draft Annual Police Plans and provide comments or recommendations to the board on the Authority’s response to the Chief Constable. Amongst other things, this review will include the extent to which this annual police plan may support progress against the equality outcomes relating to communication and engagement.</p>	<p>The Policing Committee with support from</p> <ul style="list-style-type: none"> • SPA Strategy and Performance Team • SPA Community Accountability Team • Policing Committee • SPA Complaints and Conduct Team • SPA Independent Custody Visiting Team
<p>Monitor Workforce engagement across the whole employee base seeking assurance that it is effective, regular and consistent, and that consultation and negotiation take place appropriately.</p>	<p>The People Committee with support from:</p> <ul style="list-style-type: none"> • SPA HR Governance Team
<p>Examine the findings for relevant internal and external audits and seek assurance of the effectiveness of internal controls.</p>	<p>The Audit Committee</p>
<p>Assess the response for relevant internal and external audit recommendations and seek assurance that there is a process in place to implement these recommendations.</p>	<p>The Audit Committee</p>

Equality Outcome 2:

Measures to Assess Progress

- Evidence of effective governance activity in relation to progress of Police Scotland's Equality Outcomes related to meaningful engagement and improved accessibility. This includes the provision of evidence that Police Scotland has consulted and responded positively to feedback.
- Evidence that relevant force processes, policies and strategies are informed and influenced by internal and external equality and diversity stakeholders:
- Deployment of appropriate adults/intermediaries
- Increased publication of Police Scotland information in easy-read format
- Increased publication of Police Scotland information in British Sign Language
- Increased use of diverse contact processes
- Increased user-satisfaction regarding Police Scotland contact processes
- Feedback received from service monitoring such as the Independent Custody Visitors Scheme
- The findings of relevant internal and external audits/reports.

Equality Outcome 3:



EQUALITY OUTCOME 3: GOVERNANCE OF POLICE SCOTLAND OUTCOMES ON THE WORKFORCE

SPA is assured that Police Scotland have a workforce that is valued, respected and more reflective of the communities it serves.

Source	Key Findings/Points/Recommendations
EHRC Strategic Plan 2016-19	<ul style="list-style-type: none"> Advancing equality in routes into work; treatment at work (including pay gaps), and progression to senior positions evidence that some people sharing protected characteristics – including younger adults, other people, disabled people, women, lesbian, gay, bisexual and transgender people, and some ethnic and religious minorities, experience disproportionately low employment rates, over-representation in low-pay sectors, pay gaps, or poor treatment at work, and there is a lack of diversity in senior and board positions.
Race Equality Framework for Scotland 2016-2030	<p>Vision in relation to Employability, Employment and Income</p> <ul style="list-style-type: none"> Minority Ethnic people have equal, fair and proportionate access to employment and representation at all levels, grades and occupation types in Scotland’s workforce and experience fewer labour market, workplace and income inequalities. <p>Key Goal</p> <ul style="list-style-type: none"> Identify and promote practice that works in reducing employment inequalities, discrimination and barriers for minority ethnic people including in career paths, recruitment, progression and retention. Scotland’s public sector workforce is representative of its communities
Fair Work Convention Remit	<p>Support the Scottish Government’s objectives of increasing sustainable economic growth and reducing inequality through the promotion of greater diversity, innovation and equality in the workplace.</p>

Equality Outcome 3:



<p>A Fairer Scotland (Scottish Government 19/06/2015);</p>	<ul style="list-style-type: none"> • There are a number of calls for further inclusion of disabled people across all areas of society, particularly with respect to finding employment. • Greater representation of minority ethnic communities • Greater representation of Women
<p>Scottish Parliament Equal Opportunities Committee Inquiry into 'Removing Barriers: Race, Ethnicity and Employment' May 2015</p>	<ul style="list-style-type: none"> • The evidence indicated a situation that is not acceptable and we were extremely concerned to hear of how discrimination and lack of access to opportunities are holding back many talented and committed individuals. • We urge the Scottish Government to work with the public sector to realign their policies and direct their resources at tackling underrepresentation of ethnic minorities, primarily by developing best practice, including developing projects such as those at PATH (Scotland) and NHS Lothian in response to their duties under the Public Sector Equality Duty (PSED).
<p>Policing 2026</p>	<p>Key commitments include:</p> <ul style="list-style-type: none"> • 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.

<p>Police Scotland Equality and Diversity Mainstreaming Progress Report April 2017</p>	<p>Key findings:</p> <ul style="list-style-type: none"> • An increase in the number and proportion of female police officers; an increase in the number of police officers from Black and Minority Ethnic (BME) and White Minority backgrounds; and an increase in the number and proportion of Lesbian, Gay and Bisexual (LGB) police officers. • Increase in the number of BME and LGB police staff (proportions remain the same). • An increase in the number and proportion of female police officers in a promoted post. Increases in the number of BME, White Minority and LGB police officers in a promoted post (proportions remain the same). • An increase in the number and proportion of female police officers; those from a BME background; and those who are LGB who were promoted during the last reporting period. • An increase in the number and proportion of applications received from applicants from a BME background; LGB; and younger age groups. There was also an increase in the number of applications received from those who were from a White Minority background, however the proportion remained the same. There was an increase in the number of those appointed from a BME background; those from younger age groups; and an increase in both the number and proportion of female applicants appointed. • Younger age groups appointed for police staff roles and an increase in the proportion and number of BME police staff appointed. • Increase in the proportion and number of female police officers leaving the organisation. It has been identified that male and female police officers are likely to exit the organisation for different reasons, with female police officers more likely to resign and male police officers more likely to retire. • Decrease in the proportion and number of female police officers undertaking part time working and a decrease in the number of male police officers who undertake part time working (the proportion remains the same).
<p>SPA People Committee – Purpose and Scope</p>	<p>Seek assurance that Police Scotland and SPA are creating and developing a diverse workforce and an inclusive environment where diversity is valued.</p>
<p>Report for SPA/Police Scotland Opinion Survey 2015</p>	<p>Have detail that confirms general low score in terms of feeling valued, respected and being treated fairly.</p>

Equality Outcome 3:

Activity to Ensure Progress against Outcomes

Activity	Activity Owners
Seek assurance on the delivery of the People Plan, test emerging thinking and monitor performance against the plan. This includes elements of the plan that seek to ensure the workforce is valued, respected and more reflective of the communities it serves.	The People Committee with support from: <ul style="list-style-type: none"> • SPA HR Governance Team
Review and advise on significant Business Cases for change assuring that they enable the delivery of the People Plan and have clear measurable outcomes. This includes seeking assurance that mitigating actions are put in place to seek to avoid any adverse impact on workforce diversity as a result of organisational change.	The People Committee with support from: <ul style="list-style-type: none"> • SPA HR Governance Team
Monitor and review information on workforce trends and analysis in relation to the workforce feeling valued, respected and being more reflective of the communities it serves.	The People Committee with support from: <ul style="list-style-type: none"> • SPA HR Governance Team • SPA Complaints and Conduct Team
Seek assurance that People Polices and practice contribute to the workforce feeling valued, respected and being more reflective of the communities it serves.	The People Committee with support from: <ul style="list-style-type: none"> • SPA HR Governance Team
Seek assurance that Police Scotland is creating and developing a diverse workforce and inclusive environment where diversity is valued.	The People Committee with support from: <ul style="list-style-type: none"> • SPA HR Governance Team

Equality Outcome 3:



<p>Seek assurance that Police Scotland is building a sustainable organisation, which fully reflects appropriate attraction, recruitment, training and development, talent management and succession planning. This includes the extent to which they contribute to the workforce feeling valued, respected and being more reflective of the communities it serves.</p>	<p>The People Committee with support from:</p> <ul style="list-style-type: none"> • SPA HR Governance Team
<p>Seek evidence of consistent application of the Performance Development Conversations process and the extent to which it is supporting the workforce in feeling valued, respected and being more reflective of the communities it serves.</p>	<p>The People Committee with support from:</p> <ul style="list-style-type: none"> • SPA HR Governance Team
<p>Ensure that SPA’s statutory obligations as an employer, are being appropriately discharged by Police Scotland in relation to health, safety and wellbeing.</p>	<p>The People Committee with support from:</p> <ul style="list-style-type: none"> • SPA HR Governance Team
<p>Examine the findings for relevant internal and external audits and seek assurance of the effectiveness of internal controls.</p>	<p>The Audit Committee</p>
<p>Assess the response for relevant internal and external audit recommendations and seek assurance that there is a process in place to implement these recommendations.</p>	<p>The Audit Committee</p>

Equality Outcome 3:

Measures to Assess Progress

- Evidence of effective governance activity in relation to progress of Police Scotland's Equality Outcomes relating to the workforce;
- Evidence of positive action within Police Scotland to seek to remove unnecessary real or perceived barriers to inclusion, recruitment, retention, development and promotion of officers and staff
- A more reflective Police Scotland workforce in respect of recruitment, retention, development and promotion of officers and staff
- A reduction in data gaps identified in the 2016 Equality and Diversity Employment Monitoring Data Gap Action Plan.
- Progress in meeting the recommendations of the Equality and Diversity Monitoring Report 2015/16
- An increase in the number of those who choose to disclose returns in respect of equality monitoring within Police Scotland
- Stonewall Workplace Equality Index
- Evidence of officers and staff feeling more valued and respected through the staff survey, including assessment of any specific trends for protected groups.
- Reduction in Gender Pay Gap for Police Scotland.
- The findings of relevant internal and external audits/reports.

Equality Outcome 4:

EQUALITY OUTCOME 4: SPA SERVICE DELIVERY

SPA effectively supports Police Scotland and other Criminal Justice partners, through delivery of our services, enabling each partner to progress their own Equality Outcomes resulting in positive outcomes for diverse communities/groups.

Evidence Used to Develop Equality Outcome

This equality outcome is developed in recognition that SPA Complaints and Conduct, Forensic Services and Independent Custody Visiting

have a role to play in supporting Criminal Justice Partners (including Police Scotland) to meet their own Equality Outcomes.

Activity to Ensure Progress against Outcomes

Activity	Activity Owners
SPA Forensic Services to implement supporting processes that ensure explicit consideration of relevant Crown Office and Police Scotland Equality Outcomes when developing, amending or implementing approaches to Forensic Services.	<ul style="list-style-type: none">• SPA Forensic Services with initial support from the HR Governance Team.
SPA Forensic Services to develop supporting processes to proactively assess the impact approaches to Forensic Services have had on equality outcomes following implementation.	<ul style="list-style-type: none">• SPA Forensic Services with initial support from the HR Governance Team.

Equality Outcome 4:



<p>Independent Custody Visiting Team to engage 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.</p>	<ul style="list-style-type: none"> • Independent Custody Visiting Team
<p>Independent Custody Visiting Team to engage 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.</p>	<ul style="list-style-type: none"> • Independent Custody Visiting Team
<p>Independent Custody Visiting Team to ensure process is in place that allows them to provide relevant evidence to demonstrate whether individuals within police custody from protected groups are meaningfully engaged with Police Scotland with their views contributing to service improvements.</p>	<ul style="list-style-type: none"> • Independent Custody Visiting Team
<p>Independent Custody Visiting Team to review Code of Practice alongside an Equality and Human Rights Impact Assessment</p>	<ul style="list-style-type: none"> • Independent Custody Visiting Team
<p>Complaints and Conduct Team to review SPA Complaints Handling Procedures alongside an Equality and Human Rights Impacts Assessment</p>	<ul style="list-style-type: none"> • Complaints and Conduct Team
<p>Complaints and Conduct Team to continue to work to improve the ability to capture relevant demographic information in relation to complaints.</p>	<ul style="list-style-type: none"> • Complaints and Conduct Team

Equality Outcome 4:

Measures to Assess Progress

- Evidence of proactive steps taken by Forensic Services to ensure their approach contributes to relevant Crown Office and Police Scotland Equality Outcomes;
- Evidence of how the work of Independent Custody Visiting has informed Police Scotland's custom, practice, policy, staff training and meaningful engagement/effective communication with those in police custody. The key evidence for the purposes of this equality outcome relates to vulnerable groups as defined in the 2015 HMIC thematic on the welfare of vulnerable people in police custody.
- Evidence of positive steps taken as a result of EQHRIA's
- Evidence of improved demographic information in relation to complaints and evidence of action taken as a result of this information.
- The findings of relevant internal and external audits/reports.

Equality Outcome 5:



EQUALITY OUTCOME 5: SPA WORKFORCE
SPA have a workforce that is valued, respected and more reflective of the communities it serves.

Evidence Used to Develop Equality Outcome

This equality outcome is developed using the same evidence used as part of Equality Outcome 3: Governance of Police Scotland Outcomes on Workforce. The only additional information used is outlined below.

Source	Key Findings/Points/Recommendations
SPA Employment Monitoring Data	<ul style="list-style-type: none">Identifies that we are under-represented in the following areas, males, disabled, white minority and BME, those below the age of 25 and over 54.Males are over-represented in posts over 45kThere is no-one with a disability earning more than 35k.

Equality Outcome 5:

Activity to Ensure Progress against Outcomes

Activity	Activity Owners
<p>Seek to identify and address any issues that contribute to the workforce profile under-representation in the following areas:</p> <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. 	<p>The SPA Senior Management Group with support from:</p> <ul style="list-style-type: none"> • SPA HR Governance Team • SPA Forensic Services • Unions • Diversity Staff Associations • External Equality Organisations
<p>Identify ways to support employee information analysis with staff survey results in future years.</p>	<p>SPA HR Governance Team with support from:</p> <ul style="list-style-type: none"> • Unions • Diversity Staff Associations
<p>SPA to identify what measures can be taken by the SPA to make individuals feel more comfortable disclosing their equality monitoring data.</p>	<p>SPA HR Governance Team</p>
<p>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.</p>	<p>SPA Business Services with support from:</p> <ul style="list-style-type: none"> • SPA HR Governance Team
<p>SPA HR Governance Team to confirm with Police Scotland why so many new recruits (for period 2015/16) sexual orientation is unknown.</p>	<p>SPA HR Governance Team</p>

Equality Outcome 5:



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.	SPA HR Governance Team
To seek to identify and address any potential barriers to progression within the SPA.	The SPA Senior Management Group with support from: <ul style="list-style-type: none"> • SPA HR Governance Team • SPA Forensic Services • Unions • Diversity Staff Associations • External Equality Organisations
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.	SPA HR Governance Team
Based on gender pay gap information, identify any barriers that exist for females in roles that attract allowances within the SPA.	The SPA Senior Management Group with support from: <ul style="list-style-type: none"> • SPA HR Governance Team • SPA Forensic Services • Unions • Diversity Staff Associations • External Equality Organisations

Equality Outcome 5:



<p>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.</p>	<p>SPA HR Governance Team</p>
<p>SPA HR Governance Team 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.</p>	<p>SPA HR Governance Team with support from:</p> <ul style="list-style-type: none"> • SPA HR Business Partner
<p>SPA HR Governance Team to liaise with the Police Scotland to ensure that performance appraisal information can be gathered for the purposes of equality and diversity monitoring.</p>	<p>SPA HR Governance Team</p>
<p>SPA HR Governance Team to liaise with relevant Police Scotland Stakeholders and represent SPA on the Agile and Flexible Working Group. The focus will be on seeking to have a long term solution in relation to flexible working monitoring that can be carried out through SCOPE reporting rather than manual gathering of data.</p>	<p>SPA HR Governance Team</p>

Equality Outcome 5:

Measures to Assess Progress

- Evidence of positive action within SPA to seek to remove unnecessary real or perceived barriers to inclusion, recruitment, retention, development and promotion of officers and staff
- A more reflective SPA workforce in respect of recruitment, retention, development and promotion of officers and staff
- A reduction in data gaps identified in the 2016 Equality and Diversity Employment Monitoring Data Gap Action Plan.
- Progress in meeting the actions outlined in the SPA Mainstreaming Report (published in April 2017) in relation to Employee Information.
- An increase in the number of those who choose to disclose returns in respect of equality monitoring within SPA
- Evidence of SPA staff feeling more valued and respected through the staff survey, including assessment of any specific trends for protected groups.
- Reduction in Gender Pay Gap for SPA.
- The findings of relevant internal and external audits/reports.

Equality Outcome 6:



EQUALITY OUTCOME 6: SPA COMMUNICATION AND ENGAGEMENT
SPA engage meaningfully with diverse communities/groups, providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that best suit their needs.

Evidence Used to Develop Equality Outcome

This equality outcome is developed using the same evidence used as part of Equality Outcome 2: Governance of Police Scotland Outcomes on Engagement.

Activity to Ensure Progress against Outcomes

Activity	Activity Owners
Continue to develop processes to support genuine two way engagement with Statutory Staff Associations, Unions and Diversity Staff Associations in relation to equality issues	SPA HR Governance Team with support from: <ul style="list-style-type: none"> • Statutory Staff Associations and Unions • Diversity Staff Associations
Continue to develop External Equality Network with organisations representing the needs of protected characteristic groups.	SPA HR Governance Team with support from: <ul style="list-style-type: none"> • External Equality Organisations
Seek to improve contact methods for diverse communities/groups	All Relevant SPA teams with support from: <ul style="list-style-type: none"> • Statutory Staff Associations and Unions • Diversity Staff Associations • External Equality Organisations

Equality Outcome 6:



Seek to improve website usability for diverse communities/groups	SPA Communications and Engagement Team with support from: <ul style="list-style-type: none"> • SPA HR Governance Team
Ensure the necessary assessments take place in relation to accessibility to public meetings for diverse communities/groups	SPA Business Services
Review current approach to communication with the support of the Inclusive Communication Hub 'Include us all' and consultation and survey website 'Have your Say on Disability'	All Relevant SPA teams

Measures to Assess Progress

- Evidence of genuine two way engagement with organisations/associations representing diverse communities/groups, demonstrating that this engagement has informed and influenced the SPA's approach;
- Evidence of improvement in contact methods for diverse communities/groups;
- Evidence of improvement in Website usability for diverse communities/groups;
- Evidence of necessary assessments taking place in relation to accessibility to public meetings for diverse communities/groups
- Increased publication of SPA information in British Sign Language
- The findings of relevant internal and external audits/reports.

Equality Outcome 7:



EQUALITY OUTCOME 7: FINANCIAL DECISION MAKING
SPA supports the delivery of positive outcomes for diverse communities/groups by considering their needs and making financial decisions in a fair, transparent and accountable way.

Evidence Used to Develop Equality Outcome

Source	Key Findings/Points/Recommendations
Making fair financial decisions: Guidance for decision-makers. EHRC 2015	<p>This guide aims to assist decision-makers in ensuring that:</p> <ul style="list-style-type: none">• The process they follow to assess the impact on equality of financial proposals is robust, and,• The impact that financial proposals could have on people with protected characteristics is thoroughly considered before any decisions are arrived at.

Equality Outcome 7:

Activity to Ensure Progress against Outcomes

The key action is to ensure financial processes and procedures are progressed in line with best value principles. This recognises the duty of Best Value is to make arrangements to secure continuous improvement in performance and in doing so to have regard to economy, efficiency, effectiveness, equal opportunities requirements and the achievement of sustainable development. This approach applies to:

- Assessing long and medium term financial strategies;
- Reviewing annual budget proposals for revenue and capital;
- Approving any changes to the budget during the financial year;
- Monitoring financial performance against approved financial plans;
- Reviewing the financial outturn;
- Promoting good practice;
- Ensuring the prioritisation of spend in line with the policing strategy;

- Considering the financial implications, opportunities and risks associated with business cases, contracts, lease agreements and operational strategies and plans;
- seeking assurance that the equality duty is given due consideration within procurement evaluation criteria;

This governance and assurance will take place through the Finance Committee with recommendations being made to the SPA Board where appropriate. The will also be supported by the work of the Audit Committee which will:

Examine the findings for relevant external audits and seek assurance of the effectiveness of internal controls;

- Assess the response for relevant external audit recommendations and seek assurance that there is a process in place to implement these recommendations;
- Provide assurance to the Board and the SPA CEO on the accounting policies, the accounts, and the annual report of the organisation

Measures to Assess Progress

- Evidence of the principles of Best Value being applied to financial processes and procedures.
- Specific evidence that due consideration is being given to the equality duty within the procurement evaluation criteria.
- The findings of relevant internal and external audits/reports.