



Meeting	Authority Meeting
Date	27 March 2025
Location	Online
Title of Paper	Joint Equality Outcomes for Policing
Presented By	DCC Alan Speirs and the SPA Chief Executive
Recommendation to Members	For approval
Appendix Attached	Appendix A – Joint Equality Outcomes for Policing 2025-2029 Appendix B – Joint Mainstreaming and Equality Outcomes Progress Report 2025

PURPOSE

The purpose of this report is to present the new Scottish Police Authority (the Authority) and Police Scotland Joint Equality Outcomes for Policing 2025-2029 and the Joint Mainstreaming and Equality Outcomes Progress Report 2025, due to be published by 30 April 2025.

1 BACKGROUND

- 1.1. The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012) requires public bodies to publish equality outcomes at least every 4 years and to report progress made to achieve them at least every 2 years. In addition, a report must be published on progress made to mainstream the equality duty into our functions. In line with this requirement, an Equality and Diversity (E&D) Mainstreaming and Equality Outcomes Progress Report and refreshed Equality Outcomes must be published by 30 April 2025.
- 1.2. When setting equality outcomes, it is important that reasonable steps are taken to involve people who share a relevant protected characteristic and those who represent their interests, and that relevant evidence relating to persons who share a protected characteristic is considered.
- 1.3. The [Joint Equality Outcomes for Policing 2021](#) and the last [E&D Mainstreaming and Equality Outcomes Progress report 2023](#) were developed jointly by Police Scotland and the Authority. The same approach has been taken for the development of the 2025 – 2029 outcomes and the Mainstreaming and Progress Report 2025.
- 1.4. The delivery of this work has been overseen by a Short-Life Working Group chaired jointly by Chief Superintendent Policing Together Jordana Emerson and Head of Human Resources Nicky Page.

2 STRATEGIC ALIGNMENT

- 2.1. The new Joint Equality Outcomes align with the Joint Strategic Outcomes for Policing and are underpinned by the Police Scotland Vision 2030 and the Policing Together Strategy. In addition, the employment focused outcomes are underpinned by the People Strategy and the service delivery focused outcomes are underpinned by the Violence Against Women and Girls (VAWG) Strategy, the Hate Crime Strategy, the Corporate Communications Accessibility Strategy, and the Public Contact and Engagement Strategy. The Authority's Corporate and Forensic Services Strategies also underpin delivery of these. Full strategic alignment can be seen within Appendix A.
- 2.2. The Policing Together Implementation Plan will be a key mechanism through which the Equality Outcomes will be delivered, and the progress monitored and scrutinised from a policing perspective. This delivery and monitoring function is replicated through Authority strategy and delivery planning alignment.

3 EQUALITY OUTCOME DEVELOPMENT

- 3.1. A similar approach was taken to develop both the service delivery and employment outcomes including conducting gap analysis on current outcomes, collating and reviewing evidence sources and engagement with stakeholders. A non-exhaustive list of evidence sources is within Appendix A.

Service Delivery Outcomes

- 3.2. Although a significant amount of work has been completed in relation to the 2021 – 2025 outcomes and progress made, our gap analysis shows there remains work to be done to achieve our ambitions around minoritised groups reporting crime and community concerns, engagement, and accessibility. In addition to gap analysis, engagement was conducted with key stakeholders and a range of evidence sources were reviewed which demonstrated the need to continue our journey in respect of outcomes 1-3. The outcomes and objectives have been refreshed to be more in line with the organisations 2030 vision and the evidence analysed.
- 3.3. Equality Outcome 4 relates to violence against woman and girls (VAWG). Internal and external engagement, alongside self-evaluation, determined that in the main Police Scotland achieved what it set out to do in the original outcome. However, it is clear from internal assessment, survivor, and partnership engagement that Police Scotland must continue to prioritise preventing violence, safeguarding women and girls and improve the victim journey. Despite the significant improvements to service delivery and investigative approach to VAWG there is a need to continue to learn and enhance processes and collaboration, and engagement with partners and survivors. As such the overarching theme for VAWG remains the same, however the objectives have been redefined and refreshed in line with expectations and needs of survivors and partners.

Employment Outcomes

- 3.4. Gap analysis for the current employment outcomes demonstrated good progress and some areas of ongoing work that informed the 2025 – 2029 outcomes. The evidence review and engagement with key stakeholders identified key themes for the next set of outcomes. The themes were in line with previous commitments but show an evolution in relation to the areas of focus as outlined below:
- Workforce Insights - Feedback highlighted that workforce insights should be wider than just monitoring data and that

continuous improvement is ongoing in this area. It was felt that data and insights should now become an enabler across other relevant outcomes rather than an outcome on its own.

- Leadership - Leadership remains a key area of focus. Evidence suggested the future outcome should have increased focus on the impact the improved knowledge skills and behaviours of leaders has on colleague experience.
- Retention - While retention was still seen as important there was a shift of focus to cover colleague experience more widely. Proactively providing support for colleagues to meet their diverse needs was seen as an important priority.
- Recruitment and Promotion -It was recognised that the journey to a representative workforce will be long-term due to turnover and recruitment levels and that work to better hear colleague voice and use data and insights should be undertaken to improve the representation of colleagues in other ways.

- 3.5 The feedback and evidence was used to develop three key employment outcomes: Representation and Colleague Voice, Leadership and Colleague Experience, and Colleague Support.
- 3.6 The outcomes are accompanied by a set of objectives to enable progress to be monitored and understood.
- 3.7 The new joint equality outcomes are presented within Appendix A.

4 JOINT MAINSTREAMING AND EQUALITY OUTCOMES PROGRESS REPORT 2025

- 4.1 The 2023-2025 Mainstreaming and Equality Outcomes Progress Report has been developed collaboratively by Policing Together, People and Development, Public Protection, the Analysis and Performance Unit and the Authority with input from across the organisations.
- 4.2 The updates within the report were gathered using various sources including:
- The 6 Monthly Policing Together Performance Reports which are in alignment with the Mainstreaming and Equality Outcomes Progress Report.

- Papers providing updates on key activities presented at Policing Together sub-groups including the Policing Together Colleague Group and Policing Together Community Group.
- Engagement with divisional representatives, business areas across the organisation, E&D team members and Statutory and Diversity Staff Associations and Trade Unions.

4.3 The report is presented in Appendix B.

5 NEXT STEPS

- 5.1. Graphic Design are beginning work to prepare the report of external publication and alternative versions such as Easy Read and BSL will be sought and produced.
- 5.2. The EqHRIA will be finalised.
- 5.3. Corporate Communications are preparing a communications strategy for the publication of the Joint Equality Outcomes for Policing.

6 FINANCIAL IMPLICATIONS

- 6.1. There are no financial implications in this report.

7 PERSONNEL IMPLICATIONS

- 7.1. There are no personnel implications in this report.

8 LEGAL IMPLICATIONS

- 8.1. This work is legislatively required to meet The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

9 REPUTATIONAL IMPLICATIONS

- 9.1. It is recognised that there is potential for negative reputational implications if this work is not delivered or is of poor quality. There is known public and partner interest in this work.

10 SOCIAL IMPLICATIONS

- 10.1. There are no social implications in this report.

11 COMMUNITY IMPACT

11.1. Successful delivery of our Equality Outcomes will have a positive impact on internal and external communities.

12 EQUALITIES IMPLICATIONS

12.1. There are equality implications in this report. The successful delivery of our Equality Outcomes will impact equality internally and externally. An EqHRIA is being developed as work progresses.

13 ENVIRONMENT IMPLICATIONS

13.1. There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to approve the contents of Appendix A and B.



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Police Scotland and Scottish Police Authority Joint Equality Outcomes for Policing 2025

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Chief Constable and SPA Foreword

The relationship we have with the public we serve, our fellow citizens, is the foundation of police legitimacy and vital to our ability to keep people safe.

The onus is on policing to continue to earn and maintain the trust, support and co-operation of all communities. It is our moral duty. It is an operational necessity.

Policing can, and must, continue to improve to ensure that it is delivering a service which fully represents and reflects all the communities it serves. Everyone should feel able to speak to the police, to report a crime or to share information.

We want people from all backgrounds to see policing as a potential career in which they can thrive and flourish and know they are valued for themselves.

Over the years difficult messages have been received, whether from listening to our own colleagues, or through independent reviews and reports and court and conduct cases. It has been clear that policing has not always provided a service which represents and reflects all the diverse communities of Scotland.

With important progress already made, and more work underway, there is a continued determination to listen to these messages and take action to drive sustainable and meaningful change to ensure that our mission to keep people safe applies to everyone.

Police Scotland and the Scottish Police Authority's Equality Outcomes for 2025- 2029 will provide a refreshed focus to help us improve equality within the workplace for our officers and staff, as well as in the communities we serve.

The outcomes are published as part of our duty under the Equality Act 2010, and in support of the Police Scotland Vision 2030, and the SPA's Corporate and Forensic Services Strategies. During the development of these outcomes, we have listened and engaged with a wide range of external stakeholders, including an online survey open to the public, as well as our diversity staff associations, unions and statutory associations.

This insight has helped us to incorporate the views and experiences of our workforce and the public, ensuring policing is focusing on the issues which matter most.

Our commitment to equality and diversity lies at the heart of the public service policing provides and success will be measured by the improved experiences of our officers and staff, and of all the communities, all our fellow citizens, who we serve.

Introduction

Our Responsibility as a Public Body

As public bodies, Police Scotland and the Scottish Police Authority (the Authority) have a duty to ensure that we pay due regard, in line with the Equality Act 2010, to the need 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; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To help us meet the general equality duty, there is also a specific duty to publish a set of Equality Outcomes at least every four years and report progress at least every two years.

An equality outcome is a result that a public authority aims to achieve to further one or more of the needs mentioned in the general equality duty.

This document contains policing equality outcomes for 2025-2029, covering Police Scotland, and both the corporate and forensic services functions of the Authority.

Shaping our Equality Outcomes

To develop our Joint Equality Outcomes for Policing for 2025 – 2029 progress towards our 2021 outcomes has been considered, to understand what has been delivered and where further work is required. Extensive internal and external engagement has been carried out to capture the views and experiences of our workforce and our communities. This has included internal engagement sessions with key stakeholders and executive and senior leaders and engagement with our statutory staff associations, diversity staff associations, and trade unions. We have listened to the voices of communities via our User Experience Survey, Your Police Survey, and the Authority's public polling. Our partners have been engaged through the Scottish Government Strategic Partnership Forum. In addition, a range of evidence sources have been used to inform our outcomes such as our workforce survey, equality and diversity workforce monitoring data, external audit and review reports and recommendations and our evidence supporting the development of recent strategies such as the Violence against Women and Girls Strategy and People Strategy.

Further details on the engagement and evidence sources that have shaped our Equality Outcomes are included in appendix A.

Delivery and Measuring Progress

Police Scotland's Policing Together Strategy and its accompanying Implementation Plan is the most prominent mechanism for delivering the Equality Outcomes within Police Scotland and is how the effectiveness of delivery will be measured and reported on. In addition, the Hate Crime Strategy for Scotland, Corporate Communications Accessibility Strategy, the Public Contact and Engagement Strategy and the Violence against Women and Girls' Strategy will support delivery of the service delivery outcomes. The People Strategy and People Plans across Police Scotland will incorporate and support delivery of our Equality Outcomes relating to employment at both national and local level. For the Authority, the Corporate Strategy and Annual Delivery Plan, and Forensic Strategy and Business Plan, perform this function.

Within this document we have set out our Equality Outcomes and the underpinning objectives which support delivery of these outcomes.

Police Scotland report progress through existing performance reporting structures on a quarterly and annual basis. A Police Scotland Policing Together Performance Report is scrutinised internally and presented to the Policing Together Oversight Group and the People Committee of the Authority on a six-monthly basis. This report details progress towards the Equality Outcomes and its format is consistent with the two-yearly Mainstreaming and Equality Outcomes Progress Report.

Reports relating to the Authority's Corporate and Forensics performance and strategic plans are presented quarterly to Audit, Risk and Assurance Committee and Forensic Services Committee respectively. These reports include activities and measures that relate to the Equality Outcomes.

A full update on the progress towards delivery of the Joint Equality Outcomes 2025 - 2029 and wider mainstreaming activity will be published in our next joint Mainstreaming and Equality Outcomes Progress Report in 2027.

Performance and Accountability

The Police Scotland Performance and Accountability Framework (PAF) is currently being refreshed and due to go live on 01 April 2025. The PAF will build upon the established Key Performance Indicators (KPIs) and Management Information (MI) to measure performance, progress and impact across all areas of the Equality Outcomes for Policing. Performance reporting against the equality outcomes will be supported by the roll out of the culture dashboard that is also due to go live on 01 April 2025. The culture dashboard will help us to establish baseline figures, monitor trends and provide the statistical data for reporting on the impact of the work being undertaken in the equality outcomes.

The Authority's Corporate Scorecard will report quarterly on agreed KPIs, including those related to equality outcomes. The Forensic Services Performance Framework, refreshed in February 2025, will also be reported on quarterly. The Framework includes an updated section on equality, diversity and inclusion, with measures in place and aligned to the overall strategic outcomes.

Joint Equality Outcomes 2025

Having reviewed our progress towards our Joint Equality Outcomes for Policing 2021 to 2025, considered relevant evidence and carried out extensive engagement both internally and externally, we have developed the following Equality Outcomes for 2025 to 2029.

The Equality Outcomes have been developed to align to the Joint Strategic Outcomes for policing and are underpinned by the Police Scotland 2030 Vision and the Policing Together Strategy as well as the Forensic Services Strategy and Corporate Strategy of the Authority. In addition, the service delivery focused outcomes align to the commitments made in the Hate Crime Strategy, Corporate Communications Accessibility Strategy, Public Contact and Engagement Strategy, and the Violence against Women and Girls (VAWG) Strategy. The employment focused outcomes are aligned to Police Scotland's People Strategy and Strategic Workforce Plan. The details of this alignment can be found in Appendix A.

For each outcome we have provided a set of objectives to support delivery of the outcomes.

The evidence base used for developing our new outcomes can be found in Appendix B.

Equality Outcome 1

Reporting Crime and Community Concerns – Confidence and Support	
Equality Outcome	By 2029, minoritised communities will have greater confidence to report crime and community concerns.
Objectives	<ul style="list-style-type: none"> • We have a better understanding of our communities and the complex social and cultural challenges they face which impact/influence decisions to report crime and concerns. • We have clear governance structures in place for local policing partnerships, aimed at enhancing third party reporting. • We have robust mechanisms in place to monitor community tensions. • We have improved experience and awareness for victims and witnesses, detailing processes involved from initial report, investigation and accessing tailored support.
Link to Strategic Outcomes	<p>Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service.</p> <p>Strategic Outcome 2: The public, communities and partners are engaged, involved and have confidence in policing.</p> <p>Strategic Outcome 3: Public and Communities are engaged, involved and have confidence in Policing.</p>
Inequality Identified	Crime and community concerns remain under-reported within minoritised communities. It is recognised that trust and confidence, along with lack of awareness are barriers to victim reporting.
General Equality Duty	This outcome will predominately aim to help eliminate discrimination.
Protected Characteristics	All

Equality Outcome 2

Accessibility of Services and Communications	
Equality Outcome	By 2029, people will have improved access to information and be able to communicate with us in ways that meet their diverse needs.
Objectives	<ul style="list-style-type: none"> • We have an increased awareness of the barriers people face accessing our services and used lived experience to shape our approach and improve access. • We have reviewed practices and policies regarding mechanisms for minoritised communities to report crime and reduced practical and accessibility barriers. • We have delivered accessible and online reporting options as laid out within our Public Contact and Engagement Strategy. • We have ensured all Police Scotland documents available online are fully accessible and updated as per the document review lifecycle.
Link to Strategic Outcomes	<p>Strategic Outcome 1: Threat to Public Safety and Wellbeing are resolved by a responsive police service.</p> <p>Strategic Outcome 2: The needs of local communities are addressed through effective service delivery.</p> <p>Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing.</p>
Inequality Identified	There are barriers which prevent some members of our communities being able access our services in a way that meets their needs.
General Equality Duty	This outcome will predominately aim to advance equality of opportunity.
Protected Characteristics	Age, disability and race.

Equality Outcome 3

Meaningful Engagement	
Equality Outcome	By 2029, we will have improved engagement with our communities, using their insights and experience to shape how best to deliver services and work with partners to keep people safe.
Objectives	<ul style="list-style-type: none"> • We have provided opportunities for people to engage with us and participate in local and national decision making. • We have evolved and enhanced effective partnership relationships focused on improving community engagement. • We have delivered services using lived experience from people within protected groups and those who represent their interests. • We have resources, training and opportunities for policing to connect and engage with diverse communities.
Link to Strategic Outcomes	<p>Strategic Outcome 1: Threat to Public Safety and Wellbeing are resolved by a responsive police service.</p> <p>Strategic Outcome 2: The needs of local communities are addressed through effective service delivery.</p> <p>Strategic Outcome 3: Public and Communities are engaged, involved and have confidence in Policing.</p>
Inequality Identified	Diverse communities have different needs and issues which may be unheard. Robust approaches to meaningful engagement must be in place to understand the challenges faced and strive to achieve equality in the level of service they receive.
General Equality Duty	This outcome will predominately aim to foster good relations.
Protected Characteristics	All

Equality Outcome 4

Violence against Women and Girls	
Equality Outcome	By 2029, we will have supported societal change in ending Violence against Women and Girls, support those at risk of becoming victims of violence, and those facing violence are safer and confident that the police will be responsive to their needs.
Objectives	<ul style="list-style-type: none"> • We will continue to secure the trust and confidence of Women and Girls to ensure they report violence, abuse, exploitation and harassment to the Police. • We will continue to support Women and Girls who are affected and/or are survivors of violence, abuse, exploitation and harassment. • We will continue to ensure our partnerships are effective and are focused on Harm Prevention and seeking Justice for Women and Girls who are affected and/or are survivors of violence, abuse, exploitation and harassment. • We will continue to ensure our partnerships are effective and are focused on creating safe spaces for Women and Girls to report and receive support regarding being affected and/or are survivors of violence, abuse, exploitation and harassment.
Link to Strategic Outcomes	<p>Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service</p> <p>Strategic Outcome 2: The needs of local communities are addressed through effective service delivery.</p> <p>Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing</p>
Inequality Identified	It is recognised there are challenges and barriers preventing the reporting of violence perpetrated against women and girls, which will be addressed in this equality outcome
General Equality Duty	This outcome will predominately aim to help to eliminate discrimination and advance equality of opportunity.

Protected Characteristics	The key focus of this outcome will be regarding sex, age and sexual orientation however the intersectionality with other protected characteristics will also be considered where relevant.
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Equality Outcome 5

Representation and colleague voice	
Equality Outcome	By 2029, minoritised groups are better represented in policing, and have improved colleague voice.
Objectives	<ul style="list-style-type: none"> • We have inclusive recruitment practices that remove barriers and support improving representation in the workplace. • We have fair career development practices that support colleagues in their career journey. • We have a better understanding of the needs of minoritised groups through improved colleague engagement mechanisms. • We have reduced EDI data gaps and improved workforce EDI data and insights which inform our decision making.
Link to Strategic Outcomes	Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public
Inequality Identified	Unemployment affects some groups more than others and not everyone has the opportunity to work in higher paid occupations. Young people, disabled people, black people, those in the non-white group and women are more likely to work in low-pay occupations. Some groups also feel less heard in the workplace due to lack of representation.
General Equality Duty	This outcome will predominantly aim to advance equality of opportunity in the workplace.
Protected Characteristics	The key focus of this outcome will be race and sex but intersectionality and other protected characteristics will also be considered where relevant.

Equality Outcome 6

Leadership and colleague experience	
Equality Outcome	By 2029, colleagues from minoritised groups have an improved colleague experience through the enhanced equality, diversity and inclusion knowledge, skills and behaviours of our people leaders.
Objectives	<ul style="list-style-type: none"> • We have training and development programmes which increase the EDI knowledge and skills of our leaders and improve the experience of our diverse workforce. • We have improved evaluation mechanisms that allow better understanding of the impact of our training and development programmes. • We have leaders who know and behave in line with our values at all times. • We have organisational learning mechanisms that support continuous learning of our leaders.
Link to Strategic Outcomes	Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public
Inequality Identified	Some groups are more likely to experience discrimination and harassment or feel like they cannot be themselves in the workplace.
General Equality Duty	This outcome will predominately aim to eliminate discrimination and advance equality of opportunity in the workplace.

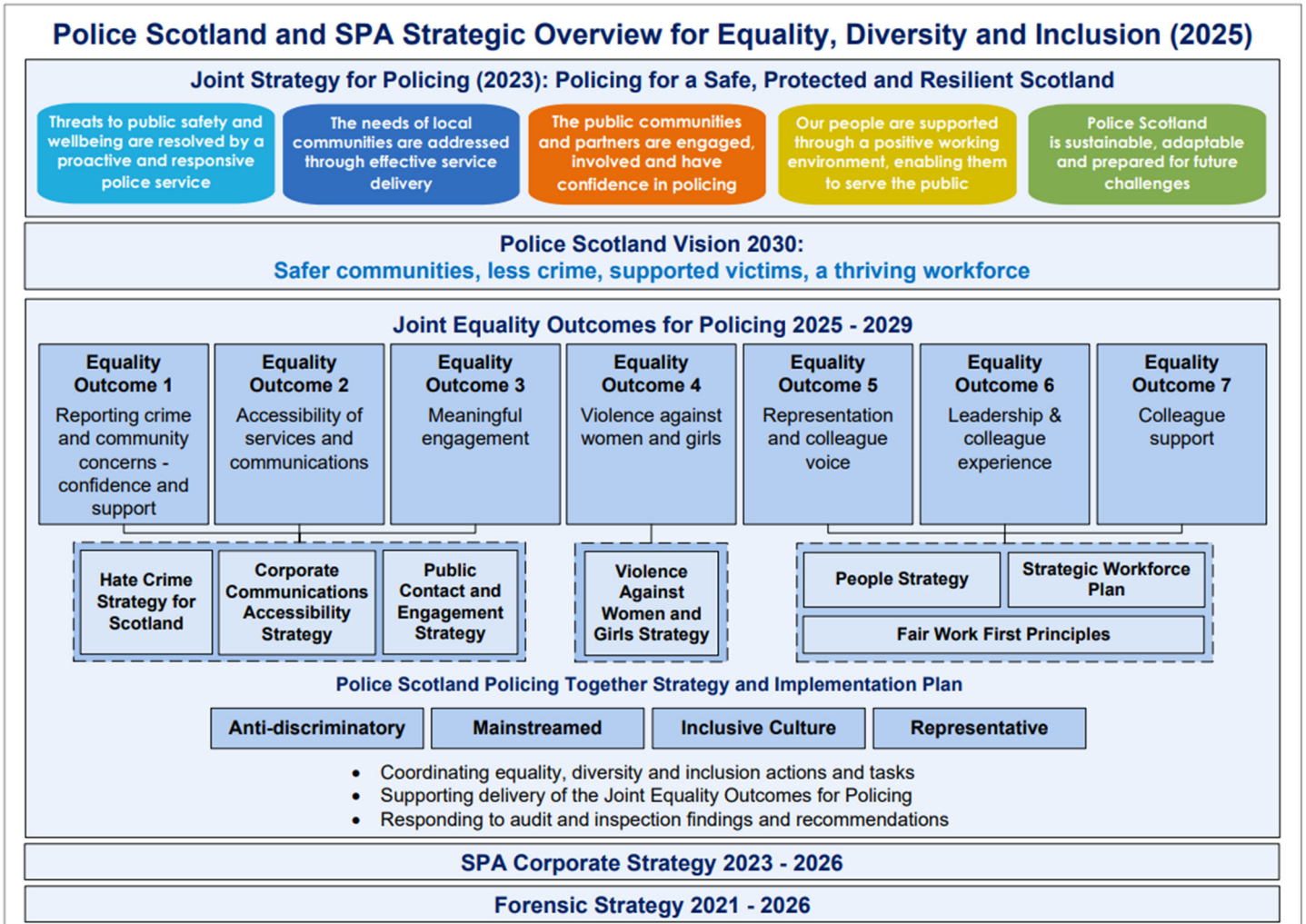
Protected Characteristics	All
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Equality Outcome 7

Colleague support	
Equality Outcome	By 2029, colleagues from minoritised groups have their needs met more proactively through improved accessibility, technology, equipment, facilities and family friendly provisions.
Objectives	<ul style="list-style-type: none"> • We have internal policies, guidance, systems and communications that are more accessible. • Our people have better access to technology, facilities, equipment, and reasonable adjustments that meet their needs. • We have an improved range of family friendly provisions and support. • We have appropriate flexibility that supports our people while meeting operational requirements.
Link to Strategic Outcomes	Outcome 4: Our people are supported through a positive working environment, enabling them to serve the public.
Inequality Identified	Some groups have specific needs that have not been recognised or addressed in the workplace. This may include areas such as family friendly provisions, accessibility needs, equipment, uniform, facilities and technology.
General Equality Duty	This outcome will predominately aim to advance equality of opportunity.

Protected Characteristics	The key focus of this outcome will be disability, pregnancy/maternity and sex but some work will also be undertaken in relation to race, religion or belief, sexual orientation, and transgender identity.
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Appendix A – Strategic Alignment



Appendix B - Evidence Sources

The Joint Equality Outcomes for Policing have been developed following extensive engagement and by reviewing a wide range of evidence sources. The below lists our sources of evidence.

- Ongoing engagement
 - Internal engagement sessions (with stakeholders including Divisional/Dept Representatives, Diversity Staff Associations, the Federation, ASAP and trade unions),
 - Engagement with divisional EDI single points of contact.
 - Engagement with partner organisations
 - Engagement with Community Advisors and Strategic Advisors

- Monitoring and Data
 - Equality and diversity workforce monitoring reports.
 - Themes from Freedom of Information requests and data requests.
 - Internal grievance themes
 - Internal disciplinary themes
 - Human resources support and enquiry themes
 - Exit interview findings

- Internal Engagement Mechanisms / Surveys
 - Organisational People Survey Results,
 - Institutional discrimination research findings
 - Sex equality and tackling misogyny research
 - Creating a Positive Workplace research
 - Recruitment survey
 - Involve survey findings

- Benchmarking
 - Other Public Sector Equality Outcomes
 - Environmental Scanning
 - Operation Soteria – England and Wales - Review of policing culture correlated to VAWG implementation plans

- Action Plans / Priorities
 - Policing Together Implementation Plan activities and progress
 - People and Development Delivery Plan and progress updates
 - Updates from local people plans.
 - Relevant Risk, Audit & Assurance Review Updates
 - HMICS Thematic Inspection of Organisational Culture
 - HMICS Inspection of Hate Crime
 - EDI & HR Independent Review Group final report and practical steps
 - The Baseline Assessment of Human Rights
 - EqHRIA internal audit.
 - BSL Action Plan
 - Relevant internal risks and control measures

- External sources
 - Community Confidence Project
 - Diffley polling
 - Empirical data (Crime Figures)
 - Victim Support Scotland feedback
 - Victim-Survivor Feedback Form
 - SafeLives feedback
 - Engagement with 3rd Sector agencies supporting victims/survivors

- Public feedback
 - Your Police Survey results,
 - User Experience Survey results
 - Trust Index results
 - Themes from complaints against the police,
 - National Independent Strategic Advisory Group Feedback.

Engaging with us

We want to hear from you

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about the Annual Police Plan or our service, please [Contact Us](#).

Public engagement and insight

Police Scotland recognises the importance of understanding the views and priorities of Scotland's diverse communities.

[Your Police](#) is a continuous and anonymous survey which provides a platform for the public to tell Police Scotland about their views and experience of the police service, what is going well and where policing can do better.

Further information about this platform and our wider engagement can be found on the [Police Scotland website](#) and [Engagement Hub](#).

Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on the Police Scotland website.

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone. Our Joint Equality Outcomes 2025-29 were subject to an Equality and Human Rights Impact Assessment (EqHRIA) and other Impact Assessment as appropriate.

A summary of the EqHRIA is published alongside the document on the Police Scotland website. The document can also be made available in alternative formats on request.

Contact us

Always dial 999 in an emergency

By phone – 101 for non-emergencies (+44 (0) 141 308 1070 if calling from outwith the UK. Network charges may apply).

Online – for issues of a non-serious nature using our [Contact Us](#) form.

In person – details of Police Stations and Public Counter opening hours can be found on our website or by contacting us.

Text Relay – 18001101 for deaf, deafened, hard of hearing or speech-impaired callers.

Scotland's British Sign Language (BSL) Interpreting Video Relay Service (VRS) – enables contact with all of Scotland's public bodies and third-sector organisations. BSL users can contact them [directly](#).

In writing – to PO BOX 2460, Dalmarnock, Glasgow, G40 9BA.

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EDI Mainstreaming & Equality Outcomes Progress Report 2023-2025

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Joint Foreword

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Section 1 – Mainstreaming

Section 2 - Equality Outcomes Progress

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- Outcome 2 – Accessibility of Services and Communication
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Appendix A

Joint Police Scotland / SPA Equal Pay Statement 2025

Glossary of Terms

Terminology

Foreword

The relationship we have with the public we serve, our fellow citizens, is the foundation of police legitimacy and vital to our ability to keep people safe.

The onus is on policing to continue to earn and maintain the trust, support and co-operation of all communities. It is our moral duty. It is an operational necessity.

Policing can, and must, continue to improve to ensure that it is delivering a service which fully represents and reflects all the communities it serves. Everyone should feel able to speak to the police, to report a crime or to share information.

We want people from all backgrounds to see policing as a potential career in which they can thrive and flourish and know they are valued for themselves.

Our Equality and Diversity Mainstreaming and Equality Outcomes Progress Report 2023-25 demonstrates how we work to ensure equality is embedded in everything we do.

It outlines the progress we have made against our Equality Outcomes across all levels of the organisation.

Over the years difficult messages have been received, whether from listening to our own colleagues, or through independent reviews and reports and court and conduct cases. It has been clear that policing has not always provided a service which represents and reflects all the diverse communities of Scotland.

With important progress already made, and more work underway, there is a continued determination to listen to these messages and take action to drive sustainable and meaningful change to ensure that our mission to keep people safe applies to everyone.

Our commitment to equality and diversity lies at the heart of the public service policing provides and success will be measured by the improved experiences of our officers and staff, and of all the communities, all our fellow citizens, who we serve.

Introduction

In 2021 Police Scotland and the Scottish Police Authority (the Authority) developed and published its first suite of joint Equality Outcomes for policing, reflecting a shared commitment to mainstreaming equality, diversity and inclusion (EDI) and acting on key outcome areas. This Equality and Diversity Mainstreaming and Equality Outcomes Report, describes progress made in delivering on Equality, Diversity and Inclusion activity across the policing system.

We are committed to ensuring Police Scotland and the Authority are welcoming, inclusive and representative of the communities it serves. We want to provide an environment where all officers and staff feel they belong and are supported to be their best selves enabling them to provide a high standard of public service.

This progress report details our collective activity to mainstream EDI throughout the police system and to continually improve both culture and service provision. It evidences our commitment to continuous professional development, building leadership skills and developing an enhanced understanding of EDI throughout the system. This is fundamental to building an inclusive culture and tackling areas of inequality. The report describes how we are strengthening our understanding and use of data and how we aim to improve outcome focused reporting.

We must ensure we provide a service which listens to and understands the needs and expectations of individuals and communities, enabling them to inform our priorities and decision making. The updates throughout this report provide detail of our collective activity to enhance engagement with communities to ensure we provide an accessible and high standard service for all.

In [May 2023](#) Police Scotland became the first police service in the UK to acknowledge institutional racism and discrimination. This followed a commitment in May 2022 to become an anti-racist and anti-discriminatory service and the launch of Police Scotland's Policing Together Strategy in September 2022.

We have seen changes to hate crime legislation in Scotland with the Hate Crime and Public Order (Scotland) Act 2021 coming into effect in April 2024. This had a significant impact on policing as Police Scotland addressed the need to upskill

officers and staff, addressed community concerns and dealt with increased reporting of hate crime.

March 2023 saw the publication of Baroness Casey's review into the standards of behaviour and internal culture of the Metropolitan Police Service. The review followed the murder of Sarah Everard by a serving Metropolitan Police Officer. Acting on learning within this report, Police Scotland undertook a programme of activity to strengthen its vetting procedures, took part in the integrity screening project led by the National Police Chief's Council (NPCC) and ran a communications campaign to raise awareness around the legislative standards of professional behaviour for officers and the staff code of conduct.

Over the reporting period Police Scotland and the Authority received the EDI & Human Rights Independent Review Groups (IRG) final report and the HMICS Thematic Inspection of Culture both of which have, and continue to, inform priorities and areas of focus over the short, medium and longer term.

This report marks the conclusion of our 2021-2025 Joint Equality Outcomes for Policing.

Our new Outcomes for 2025-2029 which are aligned with the Joint Strategy for Policing 2023-2026 can be found [here](#).

Section 1 – Mainstreaming

Police Scotland and the Authority aim to continually improve our approach to mainstreaming, and the good progress made over this two-year reported period is outlined in this and the following section.

Strategic Planning Landscape.

The [Joint Strategy for Policing 2023-26](#) is underpinned by a range strategies and plans, including the Policing Together Strategy, and includes a focus on equality in relation to both service delivery and the workforce. The strategic outcomes are:

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service.
- The needs of local communities are addressed through effective service delivery.
- The public, communities and partners are engaged, involved and have confidence in policing.
- Our people are supported through a positive working environment, enabling them to serve the public.
- Policing is sustainable, adaptable and prepared for future challenges.

To support delivery of the strategic outcomes the Chief Constable publishes Annual Policing Plan (APP) which sets out priorities and high-level activities for the year ahead. Alongside this are Local Police Plans covering each Local Authority area. Insights and feedback from communities and representative organisations inform these plans which are also aligned to equality outcomes. In addition, both the Authority's Corporate and Forensic Services functions produce strategies which support delivery of the outcomes described in the Joint Strategy.

People Strategy

In 2024, Police Scotland published a revised People Strategy for 2024-2027. It represents the commitment to achieving the people focused outcome within the Joint Strategy for Policing 2023: Policing for a safe, protected and resilient Scotland, to ensure our people are supported through a positive working environment, enabling them to serve our communities. The People Strategy also upholds and complements the Policing Together strategy and supports the delivery of the Joint Equality

Outcomes for Policing. This approach to mainstreaming EDI into the People Strategy is further strengthened by the inclusion of EDI activities in People Plans which supports the national and local delivery of the People Strategy.

Policing Together Strategy

The Joint Equality Outcomes are underpinned by the Police Scotland Policing Together Strategy. While the Policing Together Strategy provides specific focus on EDI, culture and human rights, the actions are mainstreamed across relevant business areas and divisions within Police Scotland and are built into People Plans.

In September 2024, the Policing Together Vision was refreshed, creating a stronger link between internal focused activities and external service delivery. The Policing Together vision was updated to include a stated emphasis on service provision.

Below is the refreshed Vision for Policing Together:

- Police Scotland is welcoming inclusive and representative of the communities we serve.
- We will create working environments where people know they belong and demonstrate our organisational values.
- This will be underpinned by a human rights approach to policing, focused on delivering the highest standard of service for all our diverse communities.

Police Scotland's Policing Together Strategy is a delivery mechanism for achieving the Equality Outcomes. Progress will be monitored and scrutinised through reporting on the implementation plan.

Governance

In December 2023 the Authority convened a Policing Together Oversight Group (PTOG), recognising the importance of overseeing and scrutinising progress of this priority area. Police Scotland refreshed its Policing Together Governance structure to align with the PTOG.

The internal Police Scotland Governance structure in place ensures representation from divisions and departments across the organisation to ensure actions are owned and delivered by all areas of the service.

- DCC People and Professionalism continues to chair the Policing Together Strategic Oversight Board. This is the most prominent board within Police Scotland Policing Together governance structure. The board ensures EDI is effectively mainstreamed throughout the organisation and our obligations of the Equality Act 2010 are fulfilled.
- ACC Policing Together chairs the Tactical Group which provides oversight of Police Scotland's EDI activity across the Policing Together Programme.
- ACC Policing Together chairs the Tasking and Performance Group. The Group has the responsibility of co-ordinating and tasking based on receipt of focused updates.
- The Implementation Group is chaired by Chief Superintendent Policing Together. Its function is to scrutinise the delivery of the Policing Together Implementation Plan. As the Policing Together Implementation Plan is a mechanism through which our Equality Outcomes will be delivered, the Implementation Group will provide additional oversight of their delivery.
- The Collaboration Group has been built into the governance structure. The Group is chaired jointly by ACC Policing Together and Head of Human Resources and brings together all statutory and non-statutory staff associations, and trade unions to facilitate joint understanding of objectives and plans, to utilise resources more effectively and holistically understand the intersectional barriers supporting the delivery of the Policing Together Strategy.

- The Colleague Group is chaired by Head of Human Resources and its purpose is to promote effective mainstreaming of EDI into Strategic employment priorities in line with the People Strategy.

Institutional Discrimination

The acknowledgement of Institutional racism and discrimination within Police Scotland in [May 2023](#) was described as a historic moment. It propelled forward Police Scotland's already ambitious vision of the Policing Together Strategy.

Speaking one year after Police Scotland acknowledged institutional racism, sexism and discrimination, Chief Constable Jo Farrell outlined her determination to build an inclusive service free from racism, sexism and discrimination. The Chief Constable confirmed her commitment to work in support of effective leadership, enhancing equality education and work focusing on our values and standards.

An internal survey was undertaken in Police Scotland to understand officers and staff feelings and experience of institutional discrimination. It illustrated five key themes:

- Discrimination is an issue.
- The right steps are being taken to deal with it.
- There have been more conversations about it.
- People are comfortable using the mechanisms for reporting discrimination.
- People feel they are provided with resources to develop an understanding of institutional discrimination.

The survey results revealed that female, minority ethnic (excluding white minority) and LGB+ colleagues and those living with a physical or mental health condition or illness are far more likely to agree that we have an issue with institutional discrimination, and they are more likely to have had personal experience of it.

Planning and Delivery

Police Scotland has been subject to numerous reviews and inspections relating to EDI and Human Rights matters. This has included:

- The Baseline Assessment of Police Scotland's Approach to Human Rights, in May 2023,

- [The HMICS Thematic Inspection Organisational Culture in Police Scotland](#) in December 2023,
- The [EDI & HR IRG Final Report](#) in August 2024
- The [Independent Audit of EqHRIA](#) in November 2024.

The resulting recommendations along with internal objectives and actions to deliver on the Policing Together Strategy and Sex Equality and Tackling Misogyny Action Plan resulted in a need to streamline what had become a complex and cluttered landscape. A mapping and alignment exercise was completed to remove duplication and provide clarity on priority areas of focus. It brought together all commitments, recommendations and actions under the Policing Together Implementation Plan strengthening oversight and enabling increased focus on delivering improvements. Governance of all EDI, culture and human rights work was brought under the Policing Together governance structure, with actions owned by the relevant business areas across the organisation. This mapping work was an evidence source used to inform the development of our Equality Outcomes for 2025-2029.

Within the Authority there are a range of plans which support the commitment to mainstreaming equality. Forensic Services have an EDI Plan in place which supports delivery of the Forensic Services Strategy. The Authority Corporate Strategy, covering the period 2023-2026, makes a range of commitments related to mainstreaming equalities.

Police Scotland Culture Dashboard

A 'Culture Dashboard' of data metrics is being developed that will indicate progress across key areas. In keeping with our approach to performance management and reporting, this has been approached with a commitment to driving accountability and transparency both externally and internally. The automated dashboards enable users to analyse data down to divisional/departmental level and help us to understand and measure the impact of our work in the Equality, Diversity and Inclusion space. The Culture Dashboard will inform evidence-based progress reporting enabling us to use and present key data and insights. The Dashboard is going through a process of user testing with the aim of going live in April 2025.

Human Rights

We are committed to embedding and strengthening a human rights-based approach across the policing system. In 2023 Police Scotland commissioned a Baseline Assessment of Human Rights to understand strengths and where we are already effectively integrating human rights, and any weaknesses or gaps where further work is required. Work is progressing to deliver on the recommendations presented in the baseline assessment. Police Scotland has appointed a Human Rights Lawyer to provide expert advice in this area and support delivery.

Equality and Human Rights Impact Assessment (EqHRIA)

The Equality and Human Rights Impact Assessment (EqHRIA) is an important tool in ensuring equality and human rights considerations are mainstreamed into all relevant functions, policies, procedures and practices and help meet our legislative duty to assess the impact of all policies and practices. The Authority commissioned an [internal audit on EqHRIA](#), with findings presented in November 2024. The recommendations made as part of the internal audit aligned to findings within the EDI & HR IRG report, the Baseline Assessment of Human Rights and the HMICS Inspection of Policing Culture. The audit re-enforced the need to expedite work in this area in relation to strengthening the process, ensuring consistent and effective use of EqHRIA's and providing effective governance and training. Police Scotland has invested in this area employing a EqHRIA Development manager and two EqHRIA Development team members. This additional resource will support the delivery of recommendations and will drive improvements to the EqHRIA processes and practices. In addition, human rights consultative support has been engaged to advise on and support this work. The EqHRIA Improvement Group which is chaired by the Policing Together Culture and Communities Superintendent oversees the delivery of this work.

Workforce Survey

Following a more academic focused workforce survey in 2021, a refreshed approach was adopted for the 2024 workforce survey 'Your Voice Matters'. The 2024 survey focused on current and evolving best practice in engagement and was developed and delivered with support from an independent partner. To support mainstreaming,

the survey asked diversity monitoring questions to allow the findings to be disaggregated and help us better understand the lived experience of our workforce. The survey was designed based on an initial developmental workshop, dedicated sessions to engage our diversity staff associations, user acceptance testing and completion of an EqHRIA which all informed the design and helped maximise accessibility. Disaggregated analysis of the survey data is underway with a view to providing more detailed insights which will support responding to colleagues' needs

Section 2 – Equality Outcomes Progress

This section of the report describes the progress we have made since 2023 in delivering our joint equality outcomes. For each outcome we summarise progress made against the key activities we committed to. While not an exhaustive account of all action taken it provides an overview, and high-level account, of key progress

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Equality Outcome 1

Victims, witnesses and partner agencies feel confident to report hate incidents and received a consistent level of response and support.

Objectives:

- We have engagement approaches in place within local communities and partner agencies to improve trust and confidence to report hate crime to us.
- We have a consistent approach to supporting victims, witnesses and partner agencies that creates confidence in our response to hate crime.
- We have officers and staff who are equipped with increased knowledge of vulnerable groups.

Measures:

- Establish baseline confidence levels from Partners and Groups who represent and support victims of Hate Crime using their feedback to inform service delivery.
- Evaluate the outcome and impact of Campaigns we deliver or participate in.
- Capture, share and implement best practice and learning gathered through use of Hate Crime Advisers and Community feedback.
- Monitor the number of Hate Crimes, detections and incidents.
- Third Party Reporting – Improvement in use of these centres.

Activities:

We said we would:

Review our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents.

We have:

- Created a new Power BI incident dashboard to inform the analytical community and operational policing in relation to Crime, iVPD and Incidents including hate related data. The Power BI Dashboard is a mechanism for sharing information locally. It enables divisions to review hate crime data within their areas and identify trends and direct activity. The national Equality and Diversity team utilise the dashboard to identify trends and link with partners and localities particularly when there are significant rises of hate crime linked to specific aggravators. In combination with reviewing STORM and COSAINS the team can assist in identifying issues and cause.
- Reviewed the Hate Welfare Assessment and created a dashboard specific to police officers and staff victims of hate crime. The dashboard aims to provide a national space for supervisors to monitor police and staff victims of hate crime and provide the necessary support. The dashboard is being tested in five divisions. Work continues to develop the processes and structures around Hate Welfare Assessments.
- Published an updated responding to hate standing operating procedure (SOP) and policy to support officers and staff when dealing with hate incidents. The SOP was widely consulted on, including internally within Police Scotland, with staff associations and external partners and will be subject to continual review overseen by the Hate Crime Working Group and Hate Crime Strategic Partnership Group.
- Set up a short life working group to discuss the recording of Non- Crime Hate Incidents (NCHIs) and the use of iVPD going forward. This was necessary due to the impact our new crime recording system had on hate crime recording. We have made changes to the iVPD system to capture the

additional hate crime characteristics of Age and Variation in Sex Characteristics and the recording of NCHI. We continue to record NCHI on iVPD however further consideration is being given to transfer this over to COS.

We said we would:

Review and develop ethical information sharing agreements.

We have:

- Implemented information management training for all officers which will be renewed yearly. This ensures officers have the awareness around information sharing and the ethical and lawful exchange of data between police and external organisations. Our Information Sharing Agreements align with the Data Protection Act 2018, UK GDPR, Human Rights and Data Protection principles.

We said we would:

Monitor community tensions.

We have:

- Refreshed the weekly National Community Tensions Summary report, this is sent to all Local Policing Divisions and provides a national summary of community tensions, incidents of note, hate crime/hate incidents of note, recent and future protests and overview of hate crime across all protected characteristics. Information is obtained from a number of sources which inform how identified tensions are responded to and where engagement is directed.
- Formalised the monthly Equality and Diversity SPOCs meeting to include Terms of Reference and a set agenda. Meetings provide local representatives with a means to share best practice, discuss issues in their own areas and receive information on national objectives to assist with directing activity.

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- Reviewed all of our Community Impact Assessments to ensure the number of 'live' documents are reflective of the tensions that are or could be experienced within communities. This has resulted in an 81% decrease of live documents from 411 in June 2024 to 78 in January 2025. The weeding exercise has improved the ability for CIAs to be monitored at a national and divisional level. A new auditing process has been implemented and the national form and associated guidance documents are being developed to improve understanding and ease of use.
- Improved internal policies and procedures and our engagement with our Community Advisors. We held an in-person Community Advisor event at the Scottish Police College. This was an informal networking event which encouraged our Advisors to share their experiences and to discuss with Police Scotland what they would like the future of the role to be. We reviewed the deployment and feedback protocols and will implement changes to both in 2025. We have also committed to identifying and addressing areas where we have no representation.
- Developed an action plan to support the instigation of new Community Reassurance Cells (CRC). This plan streamlines the engagement process with key stakeholders, including community advisors, partner agencies, community and faith leaders, and staff associations. It also introduces a more effective approach to implementing the CRC, ensuring that reassurance messaging is thoughtfully considered. There is further work ongoing to have the CRC course developed into a recognised specialism.

We said we would:

Enhance Third Party Reporting opportunities by delivering training and support for organisations.

We have:

- This activity corresponds with Action 4 in the Hate Crime Strategy Delivery Plan. The implementation of the Hate Crime and Public Order (Scotland) Act 2021, although unconnected to the operational practice of TPR, provided an

opportunity to assess our joint approach, in respect of the review in terms of improvement of support for centres as well as victims and defining roles/responsibilities/criterion for centres.

Police Scotland and Scottish Government are working closely on the project to review and refresh TPR of hate crime, which will re-frame current leadership and seek to raise the profile of TPR facilities across Scotland as a means to reporting hate crime. The project will ensure that people with lived experience of hate crime will be at the centre of activity to support the review, as well as existing TPR centres and key agencies. It will also take a victim-centred approach towards the delivery of third-party reporting and seek to improve the experiences of victims and witnesses of hate crime.

We said we would:

Deliver Hate Crime Advisor training to officers.

We have:

- Commenced the development of a new Hate Crime Advisor training programme to incorporate the Hate Crime and Public Order (Scotland) Act 2021. We have committed to upgrading the Hate Crime Advisor training course to 3 days. The Hate Crime Champion course is a compulsory prerequisite to attend the Hate Crime Advisor training course and will be upgraded to a 2-day course. This outlines that Hate Crime Advisor's will have received a total of 5 days training increasing trust and confidence in their ability to provide sound advice and guidance when deployed, there will also be a commitment to provide Continuous Professional Development (CPD) inputs. The new training courses will be piloted in spring 2025 prior to roll out across the service.

We said we would:

Work directly with and learn from the experience of people who have experienced hate crime / incidents.

We have:

- Launched a new User Experience survey for people who report hate crime or incidents to Police Scotland. Everyone who reports hate will now receive a text message in the month after their report inviting them to participate in the User Experience survey. The results and feedback provided are accessible to all colleagues in a PowerBI Dashboard to support improvement activities and learning. We are actively building our approaches to involve people in how we deliver our services in communities across Scotland to better understand the complexities of policing with cultural awareness to ensure we are responding effectively to threat, risk and harm.

We said we would:

Lead and participate in national and local campaigns.

We have:

- Engaged and supported multiple campaign such as Hate Crime Awareness Week, Black History Month, Disability awareness week amongst others.
We have developed our national Inclusion calendar to map all relevant campaigns and relevant cultural festivals to ensure a corporate approach in supporting, highlighting and promoting these campaigns both internally and externally.
- Published weekly updates on the [Scottish Policy Authority website](#) during the implementation of new hate crime legislation in 2024, to ensure transparency of its impact, alongside a statement from the Chair. A formal report on the Policing of the Hate Crime Act was then considered at the Authority meeting in May 2024 to enable effective oversight and scrutiny in a public setting.
- Added a focus on hate crime to the Annual Report and Accounts [Performance Summary](#), recognising the public interest in this area.

Equality Outcome 2

People from across protected groups access services, communication and information provided by Police Scotland and the Scottish Police Authority in ways or methods that best suit their needs.

Objectives:

- We understand the accessibility barriers and have approaches in place to proactively address them.
- We have a range of methods and approaches available to access Police Scotland and the Scottish Police Authority.

Measures:

- Updates from Modernised Contact and Engagement Programme on progress in improving accessibility mediums.
- Unified Communications and Contact Platform progress through Digital, Data and ICT Programme.
- Corporate Communications strategy and Professionalism overview of standards for publication of documents and communication.
- User Experience Survey.
- Your Police, other targeted surveys and public engagement activities.

Activities:

We said we would:

Review current published documentation on our website to improve accessibility.

We have:

- Carried out an audit to ensure compliance standards are met across our Police Scotland website to ensure it is accessible. This ensured we met the Web Content Accessibility Guidelines 2.0. (WCAG)
- Updated our guidance for the national record set to ensure information published within the disclosure log areas is also compliant with WCAG2.0.
- Launched the new Scottish Police Authority website with improved accessibility standards and an agreed Accessibility Statement.
- Rolled out Plain English training to all SPA Corporate staff, with measures in place to ensure the website and its publications are written in a way that is easy to understand.

We said we would:

Make better use of technological tools to improve the range of communication and information formats.

We have:

- Worked with Supporting Offenders with Learning Disabilities (SOLD) and People First Scotland to create an awareness video to assist Contact, Command and Control Division to improve call handler functions and provide continuous professional development. The video script was developed by People First Scotland with the assistance of their volunteers, all of whom are offenders with learning disabilities. The volunteers present on camera to discuss how C3 can make improvements in terms of going at the caller's pace, listening and being patient, reassuring callers that they have time, how to re-word questions like "what's your date of birth" (which can be confusing) and reassuring callers they are being taken seriously when in receipt of a call from someone with learning disabilities.

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- In partnership with People First Scotland and Criminal Justice Social Work Services we Identified 4 areas for improvement to the Appropriate Adult (AA) Services under the remit of the AA Project. This includes a review of the current welfare questions in custody, production of a hardback 'book'/video brochure' (CJSD ongoing work), CPD roll out in CJSD and AA Services toolkit review.
- Made progress towards implementing the new unified contract and communications Platform (UCCP).
- Moved the livestreaming and recordings of Scottish Police Authority meetings and events to a new [YouTube channel](#), with built in accessibility tools such as captioning.

We said we would:

Translate key documentation, messaging and summary points into a format to meet accessibility needs.

We have:

- Continued to work alongside Heriot Watt University (HWU) on two projects: Justisigns2 and Silent Harm. Progress is being made to source approval/funding for translation of Domestic Abuse Questions (DAQ) and of Domestic Abuse landing pages using BSL interpreters. In February 2024 a workshop was held at which time the DAQ was translated into BSL which was then recorded.
- Jointly hosted with HWU a community Information event about Deaf Women's safety. The aim of the event was to share information about what was achieved through the Justisigns2 project. The event was presented in BSL and English and BSL/English interpreters were present at the event to make it accessible to everyone.

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- Supplemented the Annual Report and Accounts with an easy read [Performance Summary](#) and accessible data tables.
- Launched the Authority's [Gaelic Language Plan](#) for 2023-28, with key principles around Equal Respect, Active Offer, and Mainstreaming.

We said we would:

Use British Sign Language and subtitling for public messaging.

We Have:

- Created a BSL Short life Working Group (SLWG). The Group are in the process of drafting a national action plan. The group have met with interpreter providers to identify ways of improving provision of interpreting services.
- Began collaborating with providers on planning an 'interpreter training day' to encourage more interpreters to take on police work.
- Hosted a number of one-day BSL introductory courses which it is open to anyone involved in improving service delivery and becoming a more inclusive employer.

We said we would:

Develop collaborative and linked messaging with partner agencies into easily accessible formats.

We have:

- Created videos explaining police powers and how to contact the police in multiple languages to make this information more accessible to people who do not speak English as a first language.
- Began collaboration with New College Lanarkshire, COPFS, Scottish Government and key partners to produce an updated version of the 'Welcome to Scotland A Guide to Scots Law' (The 'Scots Law Booklet'). The purpose of

the Scots Law booklet is to give guidance on the customs and laws in Scotland to those who are adjusting to life in a new country.

Equality Outcome 3

People from and across protected groups are meaningfully engaged, with their insights, expertise and lived experiences being used to prioritise prevention and improve our joint services.

Objectives:

- We provide opportunities for people from protected groups to engage with us and participate in local and national decision making.
- We deliver our services in line with recommendations from people from protected groups and those who represent their interests.

Measures:

- E&D Forum alongside Local Policing and specialist divisions promoting engagement opportunities.
- Public Engagement and Participation Framework.
- Corporate Parenting Plan 2021-24 – engagement with care experienced children, young people and adults.
- “Not at Home” – Reducing policing interaction with missing children from residential or foster accommodation.
- User Experience Survey.
- Your Police, other targeted surveys and public engagement activities.

Activities:

We said we would:

Support and encourage all areas of policing to connect with their diverse communities through relationship building opportunities.

We have:

- Digitalised our community engagement forms allowing ease of submission. Divisional officers submit their engagement forms to the National team for collation and review, the information is used and to develop best practice and identify increased concerns and tension.
- Held a positive engagement event in response to the unrest and violent disorder in Southport and other areas of the UK, providing reassurance, discussing and raising action to address concerns. Approximately 40 individuals from over 20 community groups and organisations attended including the Muslim Council of Scotland, Scottish Association of Mosques, MEND(S), Glasgow Central Mosque, Scottish Iraqi Society, Scottish Afghan United, Muslim Women's Resource Centre, SABS, Ahmadiyya Muslim Community, African Challenge, Interfaith Scotland, Scottish Refugee Council, National Black & African Organisation, Professional Reference Group and SPMA & PSSA staff association.
- Held an in-person Community Advisors event, the next of which is likely to take place in early spring 2025.
- Received an invitation to the National African and Black Association (NABA) 2 Day Strategic Workshop. Representatives from Police Scotland attended the workshop and contributed to focus NABA strategic goals and aims.
- Completed the Scottish Police Authority's [community confidence action research project](#), working in a number of small communities to understand, and where possible take actions to overcome, barriers to participation and involvement which may improve local experience and perception of, and

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confidence in, policing. The final report on the project was published in December 2024.

- Continued the regular independent [public polling](#) run by the Scottish Police Authority. This research uses a sample that is representative of the demographic profile of Scotland, with a view to enhancing our understanding of public confidence.

We said we would:

Provide training/awareness opportunities for our officers and staff.

We have:

- Developed 'Policing in a Diverse Society' training for probationers. The training is in addition to EDI training already delivered to probationers and highlights cultural considerations when engaging with the diverse communities of Scotland, how global issues effect policing in Scotland and impact upon community tensions and the importance of building trust and confidence. The training has been delivered to all 2024 probationer intakes and delivery will continue for future intakes.
- Updated the LGBTQI+ Allies Network Toolkit which provides information on what an Allie is, how to join the network and contains useful links and guidance documents. A newsletter will be provided to connect with Allies on a regular basis to inform Allies of the work on going across the service, provide professional development inputs and ensure they feel supported and informed.

We said we would:

Review our protected group engagement opportunities.

We have:

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- Continued to draw together data and insights from external surveys and research reports which shows the variation in responses to questions from different demographics.
- Recruited three 'Community Relationship Specialists'. The staff will support Police Scotland's focus on building relationships with and within minoritised communities which will help shape service delivery.

We said we would:

Promote local groups and individuals to contribute at national forums.

We have:

As per previous update in relation to our community relationship specialists.

We said we would:

Use Community Impact Assessments and Equality & Human Rights Impact Assessments (EqHRIAs).

We have:

- Commissioned a Binder Dijker Otte (BDO) independent audit of our EqHRIA process. Work is ongoing as per the update contained within the mainstreaming section of this report.
- Developed an EqHRIA hub which offers support and guidance for officers.
- Work in relation to Community Impact Assessments is included within Equality Outcome 1.

We said we would:

Involve and work with members of the community who have lived experience to help foster understanding and awareness.

We have:

- See updates within Equality Outcome 1 in relation to our work to strengthen the use of Community Advisors.
- Captured staff and officer accounts of lived experience, surrounding living with disability, coming out and the challenges facing response officers during Ramadan. The stories offer the opportunity for members of the organisation to reflect upon their own experiences, relate to others and consider challenges colleagues may face on a day-to-day basis.
- Launched the Scottish Police Authority [Corporate Parenting Plan](#), which has seen the Authority work with Who Cares? Scotland to raise the profile of care experienced young people as a protected characteristic. Delivery of the Plan has included the recruitment of a care experienced modern apprentice as part of the Authority's staff team.
- Hosted a roundtable event on [Places of Safety for Children in Conflict](#) with the Law, with participation from a range of partners including those representing young people with lived experience.

We said we would:

Include Community Considerations as standard on all Police Scotland meeting agendas/daily activities.

We have:

- Included community considerations in the standardised reporting template for all our Strategic, Primary, Portfolio Management and Thematic Boards.

Equality Outcome 4

Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.

Objectives:

- We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators.
- Our response remains current and is reflective of victims' needs.

Measures:

- Child sexual abuse by gender.
- Human Trafficking indicators drawn from performance framework once approved.
- Number of Domestic Homicide by gender.
- Domestic Abuse by gender – number of crimes (DASA offences).
- Number of DSDAS applications (power to tell/right to ask).
- Evaluation of national campaigns.
- Update on work being undertaken with Victim Support Scotland (from strategy & insights).
- Survivor Engagement Strategy – feedback and insight from victims of Sexual violence used to look at Service delivery/ policy etc.

Police Scotland understand we have a critical role to play in preventing violence and safeguarding women and girls. Our vision is to create a society and culture where women and girls live free from all forms of violence, abuse, exploitation and harassment. Police Scotland has made significant improvements to its service and approach to tackling violence against women and girls in recent years. However, it is clear more needs to be done. Violence against women and girls continues, with certain crime types, such as domestic abuse, rape, sexual assault, commercial

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sexual exploitation, and so called “honour based” abuse, disproportionately affecting women and girls.

We are committed to achieving our vision and being part of the societal change to end violence against women and girls.

Public Protection (Strategic Outcome 1)

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Group 2 Sexual Crime	10,964	11,165	↑ 1.8%	
Group 2 Sexual Crime - Recent	8,313	8,470	↑ 1.9%	n/a
Group 2 Sexual Crime - Non Recent	2,651	2,695	↑ 1.7%	n/a

Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Group 2 Sexual Crime	10,640.6	11,165	↑ 4.9%	
Group 2 Sexual Crime - Recent	8,062.0	8,470	↑ 5.1%	
Group 2 Sexual Crime - Non Recent	2,578.6	2,695	↑ 4.5%	

Recorded Detection Rate/Proportion Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Group 2 Sexual Crime Detection Rate	56.3%	58.1%	↑ 1.8%	
Group 2 Sexual Crime - Proportion Recent	75.8%	75.9%	↑ 0.1%	
Group 2 Sexual Crime - Proportion Non Recent	24.2%	24.1%	↓ -0.1%	

Note: Detection rate comparison used for Group 2 Sexual Crime. Proportion comparison used for Group 2 Sexual Crime – Recent and Group 2 Sexual Crime – Non-Recent.




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Sexual crime increased when compared to last year, up 1.8%, (201 more crimes) and against the five-year mean (up 4.9%, 525 more crimes).

The detection rate of overall sexual crime is 58.1%, an increase of 1.8 percentage points against last year.

Non-recent sexual crime accounts for 24.1% of overall group 2 and recent sexual crime accounts for 75.9%.

Rape (Strategic Outcome 1)

Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Rape Crime	1,757.2	2,056	↑ 17.0%	
Rape Crime - Recent	1,055.4	1,267	↑ 20.0%	
Rape Crime - Non Recent	701.8	789	↑ 12.4%	




Note: Detection rate comparison used for Rape Crime. Proportion comparison used for Rape Crime - Recent and Rape Crime - Non-Recent.

Recorded rape is at the highest level over the six-year period and accounts for almost one fifth of overall sexual crime. Crimes of rape increased when compared to last year, up 16.2% (286 more crimes) and against the five-year mean, up 17.0% (299 more crimes).

Rape of a Female over 16 continues to drive the increase in rape, accounting for 70% of all rapes.

Increases in reported rape is assessed to be linked to National Campaigns, Survivor engagement and Partner engagement promoting victims to have confidence in policing thus confidence in our approach to supporting victims and investigative responses.

Child Sexual Abuse Online (Strategic Outcome 1)

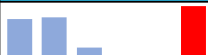



Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Online Child Sexual Abuse Crime	1,444	1,504	↑ 4.2%	
Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Online Child Sexual Abuse Crime	1,425.8	1,504	↑ 5.5%	
Recorded Detection Rate Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Online Child Sexual Abuse Crime	71.3%	73.7%	↑ 2.4%	

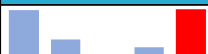



Online child sexual abuse crimes increased compared to the same period last year (up 4.2%, 60 crimes) and against the five-year mean (up 5.5%, 79 crimes).

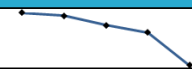
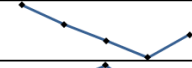


Overall, the detection rate for online child sexual abuse is 73.7%, an increase compared to last year (71.3%) and an increase compared to the five-year mean (67.6%).

It is assessed increases in recorded crime correlate to Worldwide growth regarding Online Child Sexual Abuse and Exploitation.

Domestic Abuse (Strategic Outcome 1)

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Domestic Abuse Incidents	46,244	48,717	↑ 5.3%	
Domestic Abuse Crime	26,809	29,739	↑ 10.9%	
Domestic Abuse of Female (DASA)	1,394	1,769	↑ 26.9%	
Domestic Abuse of Male (DASA)	96	117	↑ 21.9%	

Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Domestic Abuse Incidents	46,829.8	48,717	↑ 4.0%	
Domestic Abuse Crime	28,798.0	29,739	↑ 3.3%	
Domestic Abuse of Female (DASA)	1,299.0	1,769	↑ 36.2%	
Domestic Abuse of Male (DASA)	82.3	117	↑ 42.2%	

Recorded Detection Rate/Proportion Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Domestic Abuse Incidents - Proportion Crimes	42.4%	39.3%	↓ -3.1%	
Domestic Abuse Crime Detection Rate	61.4%	65.2%	↑ 3.8%	
Domestic Abuse of Female (DASA) Detection Rate	75.2%	70.6%	↓ -4.6%	
Domestic Abuse of Male (DASA) Detection Rate	58.3%	55.6%	↓ -2.7%	

Police Scotland has moved to a new single national crime recording system (National Unifi), which is capable of recording domestic related crimes. Previously, due to limitations in legacy crime recording systems, domestic crime was recorded and counted in the Vulnerable Person Database. From 01 April 2024, all crime data (including domestic abuse) now comes from the same system. Please refer to the [Quarter 1 SPA Performance Report](#) for an example of the differences in methodology.

Domestic abuse crimes have increased by 10.9% (2,930 crimes) compared to last year and 3.3% against the five-year mean (941 crimes), Domestic incidents also noted an increase, up 5.3% (2,473 incidents) against last year and up 4.0% (1,887 incidents) against the five-year mean.

Overall DASA crimes increased by 26.4% (393 crimes) with DASA of a female increasing by 373 crimes and DASA of a male increasing by 20 crimes compared to last year.

Increases in Domestic Incidents and Crime is assessed to be linked to National Campaigns, Survivor engagement and Partner engagement promoting victims to have confidence in policing thus confidence in our approach to supporting victims and investigative responses.

Four domestic homicides were recorded during the reporting period, two of which were committed in Quarter 1 and two were committed in Quarter 3. These statistics remain on par with prior reporting periods.

Disclosure Scheme for Domestic Abuse Scotland (DSDAS)

During the period 1 April 2024 to 13 January 2025, 5,522 DSDAS applications were submitted to Police Scotland, an increase of 30.4% overall. Power to Tell (PTT) applications increased by 18.2% (546 applications) and Right to Ask (RTA) applications increased by 59.9% (741 applications) compared to the same period last year. Although the greatest volume of applications have come through the PTT pathway, it should be noted that RTA applications have noted greater numerical and percentage increases which suggests greater awareness of the process and/or confidence in our approach to domestic abuse.

Activities:

We said we would:

Raise awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics through appropriate external media campaigns and internal communications.

We have:

- In 2023 and 2024 the Multi-Agency Online-Child-Sexual-Abuse-and-Exploitation (OCSAE) prevention group supported media campaigns targeting sexual predators who groom and abuse children online was launched. The victim profile of OCSAE is predominantly female. The respective campaigns ran for four weeks and were designed to prevent online child sexual abuse by communicating to offending and potential perpetrators and encouraging contact with Stop It Now! Scotland; a third sector charity seeking to divert offenders from online harmful sexual content.
- In support of the 16 Days of Activism against Gender-Based Violence, in 2023 and 2024, key messaging and social media posts were shared, and local events were organised with partner agencies.
- Domestic Abuse Coordination Unit (DACU) supported an event to VAWG partners during 16 Days of Activism and delivered an input on Police

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Scotland's response to Stalking. DACU also supported Action Against Stalking (AAS) during their online seminar during 16 Days of Activism and provided an input on Police Scotland's response to Stalking.

- DACU have collaborated with Heriott Watt University and the Silent Harm Project to create resources for officers and BSL interpreters to communicate with deaf victims of abuse when asking the DAQ. The questions have been reworded and video resources of them being posed in BSL developed and published internally. External video content, supporting and informing deaf visitors to the PSOS domestic abuse web page has also been developed.
- The festive domestic abuse campaign launched in December 2023 and 2024, again it encouraged young people, particularly young men, to reflect on their behaviours in relationships and make positive change. 'Is That Me? \ Don't be that Guy' called on men to reflect, act and stop domestic abuse before it starts. The aim being that by repeating the same campaign with some new social media content, this would assist to educate young people about healthy relationships and unacceptable behaviours.
- Worked on the multi-agency Chief Medical Officer Sexual Offence Task Force (for the improvement of services for adults and children who have experienced rape and sexual assault), including the provision of training to increase the number of female Forensic Medical Examiners available for victims of rape and sexual assault.
- Continued the Forensic Services collaboration with the Leverhulme Research Centre to articulate and quantify the benefit of forensic science particularly in relation to violence against women and girls.
- Published a Violence against Women and Girls [public briefing](#) on the Scottish Police Authority website, including improved use of benchmarking comparisons to analyse trends across the UK.

We said we would:

Inform and improve the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning.

We have:

- Domestic Abuse Coordination Unit (DACU) continues to provide inputs in relation to Forced Marriage, Honour Based Abuse to Advanced Investigators Course (AIC), Sexual Offences Liaison Officer (SOLO) Visually Recorded Interview (VRI), Joint Investigative Interview (JII) SOLO Courses and SCIM SOLO Courses.
- DACU sought and was granted approval to hold a National CPD events for Domestic Abuse Champions (DACs), the aim of which being to enhance the knowledge and skills of the current cadre of DACs across Scotland
- Police Scotland's Honour Based Abuse and Forced Marriage National Guidance is being refreshed and has been amended to reflect the minor changes within Scottish Government Forced Marriage Guidance which was launched on 3 October 2024. This guidance includes the information that Police Scotland have devised a new Forced Marriage Protection Order (FMPO) template (Force Form) now available to all officers.
- A Victim Safety Plan (VSP) template has been created and embedded in iVPD to ensure consistency in the recording of safety plans for victims of domestic abuse. Guidance has also been created.
- We remain a member of the HORIZON-EU '2PS' (Prevent & Protect Through Support) consortium along with a number of EU law enforcement agencies, academia and other organisations, seeking to increase understanding of the prevalence of CSAE (victim profile predominately female), promote innovative and effective solutions and enhance understanding of offending characteristics.

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- We remain a member of the group “Indirect Victims” of OCSAE, aiming to improve the multi-agency response to OCSAE and ensure that the voices of those with lived experience contribute to national policies, strategic and operational decision making. The group seeks to reduce poor outcomes for families, communities and children affected by CSAM.
- Police Scotland are leading on the management and installation of Video Recording Interview (VRI) equipment at each Bairns Hoose site to facilitate the interviews of children. Given the requirement for national consistency in relation to the management and oversight of VRI software, hardware and licences an agreed Pathway was secured in respect of specific funding for the equipment.

We said we would:

Increase access to support services for all victims and witnesses, by increasing internal awareness of services available and through continued working with partners.

We have:

- Strategy Insight & Engagement (SIE) continue to provide DACU with quarterly Victim Survivor Engagement (VSF) reports which are shared with the Domestic Abuse Working Group (DAWG) leads. Progress and learning is discussed and feedback provided by divisions at the Domestic Abuse Working Group (DAWG).
- We are working with our colleagues in internal PSOS training to make sure that our investigators are trauma informed and victim centred seeking to ensure the objectives of domestic abuse and sexual crime investigation remain offender focused.
- Participating in the VIA modernisation programme to ensure a more thorough hand over of victim supports between SOLOs and VIA, as having listened to lived experience of women’s journeys through the judicial process, this is

often the point where victims can feel abandoned, and not sufficiently updated or supported.

- The National Human Trafficking Unit received insight into the way partners support victims of sexual exploitation and explained the police process. We took on board opinions and suggestions from these partners and gave our own to them too. This strengthened process and we are seeking to ensure a more thorough and victim centred hand over will take place for every woman whose case progresses to court/trial.
- We have created and published a structured Child Exploitation toolkit which was used during County Lines intensification week in November 2024. The toolkit has a focus on the sexual exploitation of females, how to identify signs and crucially how to disrupt and deter.
- We have worked with a number of survivors of abuse to obtain their lived experience and also invited several of them to a recent CPD event in 2024 which was held for SIO's investigating Rape and Sexual Crime. We obtained feedback data from Rape Crisis Scotland about our response which has been sitting at around 80% positive feedback and we have also seen a 19% rise in reporting of rape to Police Scotland which again is positive in terms of confidence to report.

We said we would:

Engage meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse, through the use of existing multi-agency groups.

We have:

- The Domestic Abuse Forum (DAF) includes key internal and external partners such as SafeLives, Scottish Womens Aid, Assist and COPFS. The DAF meets quarterly to allow updates on emerging themes, concerns and good/bad practice to be discussed.

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- We continue to work with our key partners such as Rape Crisis Scotland, Biera's Place and NHS SARC network, to have safe spaces for women to discuss concerns and provide information about their abuse. A new referral process was recently instigated between Police Scotland and Rape Crisis local centres to expedite the support being offered to women in crisis and offer a more victim centred, immediate support option if required.
- An online form has been created to gather feedback from victim survivors of criminal domestic abuse, rape and sexual crimes has been added to the Police Scotland Website. The purpose of the form is to ask victim survivors about their experience at any stage from the point of reporting to the conclusion of the police enquiry. The feedback will be used to help shape internal training.
- We are in the process of rolling out Operation Begonia Patrols across Scotland with their remit being to engage with women engaged in prostitution and to work with key partners to signpost them for support in attempt to allow them to exit prostitution.

We said we would:

Work with local communities and partner agencies to better share information, learning and best practice through establishing appropriate governance and scrutiny arrangements

We have:

- The Trafficking Awareness Raising Alliance (TARA) have formed a lived experience group of survivors of Human Trafficking. The group will present to Police Scotland's NHTU and allow us the opportunity (through support workers) to consult and obtain the benefit of their experience on specific issues to overcome cultural barriers with engagement with Police. This valuable feedback will allow us to shape our response and build confidence with the advisory group.

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- Police Scotland continue to be represented at the multi-agency Domestic Homicide and Suicide Review Task Force and the Domestic Homicide and Suicide Review Model Development Sub-Group.
- Victim Survivor Feedback (VSF) has assisted in identifying themes where our service delivery could be improved, including recognising patterns of behaviour as criminal in DA cases and engaging effectively with DA victims.
- The Partners Intelligence Portal has been rolled out and inputs have been delivered by DACU to Domestic Abuse Forum members and the National Violence Against Women and Girls Network (VAWG Network).
- We have worked with all key partners such as TARA, SOHTIS and Justice and Care in order to signpost and support women rescued from exploitative situations.

Equality Outcome 5

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

Objectives:

- 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.

Measures:

- Proportion of E&D monitoring reports published in a timely manner.
- Insights on how Police Scotland and Scottish Police Authority promote the inclusion of E&D updates in primary/ management board briefing papers.
- Insights from equality, diversity and inclusion activities in National and Divisional plans.
- Number of EqHRIAs completed/published.

This outcome was identified to respond to systems limitations and time-consuming data processes which affect the availability of timely insights from workforce diversity monitoring. Further progress has been made since the last report, but data and insights remain an area of focus and gradual continuous improvement across policing. The work in relation to data and insights is expanding to cover a wider range of sources of EDI data and insights with a focus on how data and insights are used as an enabler for other outcomes and priorities.

Activities:

We said we would:

Outline clear diversity monitoring and reporting requirements and priorities.

We have:

- Undertaken a further review of the workforce equality and diversity data matrix which outlines what is monitored, data availability, data gaps and the frequency of monitoring to ensure it is up to date.
- Continued to embed key EDI measures into our Police Scotland Performance Framework for 2024. Work is also ongoing on our 2025 Performance Framework which will continue to include EDI Measures.
- Established a new Workforce Data Owner Group with a specific EDI Data and Insights subgroup. The EDI group is working to improve understanding, collaboration and governance in relation to workforce EDI data and support continuous improvement.
- Considered the findings from our EDI benchmarking review. The review focused the co-ordination of EDI benchmarking and accreditation schemes which were less relevant to work in relation to data measures and capabilities.
- Continued to undertake pay gap and occupational segregation analysis and reporting covering sex, disability, race and sexual orientation. Our pay gap data can be found in our associated E&D workforce monitoring reports. Police Scotland EDI Monitoring Report and SPA EDI Monitoring Report.

We said we would:

Improve data systems and capabilities including addressing systems access issues and developing the use of analytics software.

We have:

- Further embedded the use of PowerBI analytic software to develop our annual National E&D Workforce Monitoring Report for 2023 and 2024. The design and

testing of the PowerBI template will allow quicker and more automated processing of the EDI data going forward. Further continuous improvement is ongoing.

- Utilised PowerBI to develop Divisional/Departmental EDI Monitoring profiles for 2024. The profiles were shared with local management teams to inform local planning and decision making.
- Begun development of a new Culture Dashboard to enable progress across key culture metrics to be measured and reported. The early development has been supported by ongoing consultation, engagement and user acceptance testing.
- Further established monitoring of the police officer promotion process. The data is analysed for each promotion process and is reported to relevant stakeholders. Where any trends are identified, deeper analysis is undertaken to identify causality and potential actions required. Going forward, the promotion process will be facilitated through the e-recruitment system which will allow more automated monitoring processes for officer promotion.
- Used PowerBI to analyse and share Exit Survey findings. A Police Scotland insights report has now been developed based on the survey responses from October 2021 to August 2024.
- Developed a refreshed approach for our workforce survey called 'Your Voice Matters'. The new survey was designed with key stakeholders including EDI representatives and diversity and statutory staff associations. Cognitive testing was carried out to ensure accessibility and test user experience. EDI monitoring questions were built into the survey to allow the results to be analysed to identify any trends specific to minoritised groups.

We said we would:

Use ongoing communications to build confidence in our monitoring and share insights from diversity monitoring.

We have:

- Published our annual EDI employment monitoring reports on our intranet site. Key messages were also used to highlight that the data is used to identify trends,

inform national and divisional activities and support evidence-based decision making. The reports are also shared with key stakeholders at various meetings to allow opportunities to discuss the data and findings. Updates have also reiterated our commitment to ensuring that the data will not be used or shared in a way that could identify individuals to ensure confidence to disclose.

- Continuously improved our Police Scotland EDI/Policing Together performance reporting to develop a focus on outcomes, impact and sharing organisational learning. This has included adding updates on the impact of activities and sharing summaries and more visual formats where possible. Engagement has also been undertaken with key stakeholders to encourage the provision of more impact focussed updates. The latest EDI Performance report has also been published on the intranet to share progress and good practice.
- Undertaken significant communications and events under the Policing Together campaign which highlight the ongoing commitment to EDI and aim to help build trust and confidence among colleagues.
- Considered developing a communications campaign to encourage officers and staff to provide their employment monitoring information in a similar approach to the 'Safe to Say' campaign introduced across police services in England and Wales. Work was carried out including initial benchmarking, a review of 'choose not to disclose' data and initial engagement with diversity staff associations and corporate communications. In terms of EDI focus and priorities, this work highlighted that there were other areas which required targeted action in the first instance.
- Published headline findings of the Your Voice Matters staff survey on the Intranet. The report published findings for topics including:
 - our organisation,
 - our culture,
 - your role,
 - our leaders – first line managers/supervisors,
 - our leaders – SMT, and

- your team.

The report broke these high-level findings down by disability, neurodiversity traits, caring responsibility, race, sex and sexual orientation to show any variance in responses from different groups. This example of using diversity monitoring information to understand the experiences of colleagues and influence the actions taken where relevant should help increase understanding of why data is requested and how it is held and used.

- Monitored the choose not to disclose rates for equality and diversity monitoring data as of 31 March each year. The following tables outline the proportion of those who identify as Choose not to Disclose between 2020 and 2024.

Police Scotland Choose Not to Disclose	2020	2021	2022	2023	2024
Police Officer Disability %	10%	9%	9%	8%	8%
Police Officer Race %	7%	7%	7%	6%	6%
Police Officer Religion or Belief %	14%	14%	13%	12%	12%
Police Officer Sexual Orientation %	13%	12%	12%	11%	11%
Police officer and Police Staff Transgender Identity %	6%	6%	5%	5%	4%
Police Staff Disability %	7%	6%	6%	5%	5%
Police Staff Race %	4%	4%	4%	3%	3%
Police Staff Religion or Belief %	10%	10%	9%	9%	9%
Police Staff Sexual Orientation %	10%	10%	9%	9%	9%

SPA Choose Not to Disclose					
Staff Disability %	7%	7%	6%	6%	6%
Staff Gender Reassignment %	4%	4%	4%	3%	3%
Staff Race %	5%	5%	4%	4%	4%
Religion or Belief %	12%	12%	12%	11%	10%
Sexual Orientation %	9%	9%	9%	9%	9%

We said we would:

Consider sexual orientation monitoring options and how to record non-binary identities.

We have:

- Undertaken benchmarking on employment monitoring questions including the question on sexual orientation. The sexual orientation question and categories in the 2022 census remain the same as our current monitoring question.
- Established a Sex and Gender Reporting short life working group. The group aims to consider the terminology and recording practices Police Scotland uses to collect data on sex and gender and recommend any necessary improvements in data recording and standards. Initial meetings with key stakeholders have been undertaken to develop informed options which will be tested with a wider audience, both internally and externally through stakeholder consultation.

Equality Outcome 6

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

Objectives:

- 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

Measures:

- Information, tools, procedures, guidance and communications relating to equality, diversity and inclusion.
- Number of equality, diversity and inclusion training days delivered.
- Insights on the improvement in manager's knowledge and confidence in relation to equality, diversity and inclusion (from course evaluation and staff survey).

This outcome was identified in recognition of the need to refresh the skills of our leaders in relation to EDI. It aims to ensure a more inclusive workforce culture where people feel valued, supported and can be themselves at work. Feedback suggests that progress has been made in relation to the visibility and commitment of Police Scotland Executive team in relation to EDI topics and through the strategic commitment in the Police Scotland Policing Together Strategy. The next steps of this work will be to focus on ensuring that EDI is mainstreamed by senior managers at a local level and to continue to build the knowledge and skill of our line managers, officers, staff and volunteers. We will also build on this work to focus more on the impact of improved leadership skills on colleague experience.

Activities:

We said we would:

Improve and develop leadership training in relation to equality, diversity and inclusion.

We have:

- Launched our second EDI e-learning module called ‘Upholding our Values’ in March 2024. The module focusses on ethical policing, our values and institutional discrimination. The module was developed with guidance from a wide range of stakeholders from across the organisation, including unions and diversity staff associations. As of 30 January 2025, 16,772 colleagues have completed the ‘Upholding our Values’ EDI e-learning module. This equates to a 70% completion rate so far.
 - 4,183 colleagues completed the course evaluation:
 - Confidence to apply knowledge – 93% agree
 - Satisfied with the learning – 87% agree
 - Learning outcomes met – 92% agree
 - Easy to navigate – 92% agree
 - Content clear and relevant – 91% agree
 - Appropriate duration of programme – 84% agree
 - Appropriate approach to diversity – 92% agree
- Achieved independent certification from a professional provider called ‘The CPD Certification Service’ for our initial EDI focussed Empower Hours entitled Inclusion starts with I, Unconscious Bias and How to be an Ally. From April 2023 to September 2024, around 33 sessions have been delivered to approximately 254 colleagues. The feedback from colleagues on the Empower Hour Products is positive and the sessions score an average of 9/10 with most colleagues choosing ‘very likely’ or ‘likely’ to recommend to others.
- Developed a new Empower hour on Deconstructing Institutional Discrimination. The 90-minute session explains the terminology, exploring both the definitive meaning and implications for us all, whilst also providing a unique opportunity to learn from the perspectives and experiences of colleagues from a range of different backgrounds. Deconstructing Institutional Discrimination empower

hours is available as a continuous professional development (CPD) session and has also been delivered as part of the People Management Development Programme (PMDP) since October 2023. Between then and January 2025 there have been 57 inputs delivered to 1,224 colleagues. The feedback received shows an average score of 6/10. Feedback is being reviewed and will be acted upon as relevant.

- Delivered Leader Inclusion Empower Hour sessions for mid-level leaders within the organisation. The session has been developed specifically for Leaders and includes a variety of content from the EDI Empower Hours (Inclusion starts with I and Unconscious Bias). This session has a focus for leaders who have a collective role in mainstreaming and advancing inclusion within our organisational culture. The session has been designed for colleagues to share ideas and knowledge and allow for conversation to take place. The sessions were delivered between October and November 2023, during this period 50 sessions were delivered to 395 mid-level leaders in the organisation, the sessions achieved a 90% advocacy rate and were scored on average 9 out of 10.
- Developed an Anti-racist training programme called Unity Through Learning. This learning programme has been developed with an external provider to deliver organisational wide training as part of the commitment to building an inclusive and anti-discriminatory organisation. The one-day face to face session covers topics such as intersectionality, micro-aggressions, types of bias and the differences between being not racist and anti-racist. The session provides an opportunity for colleagues to explore where they are on their anti-racist journey and learn from their colleagues. Unity through Learning is currently in a test phase and police staff grades 1-3 and constables have been the first to attend sessions delivered by our external partner at various locations across the service. Since November 2024 there have been 224 colleagues trained, the initial reaction from colleagues is positive and the course is scoring 7/10 on average.
- Reviewed the content and presentation style of the staff induction to ensure the course supports colleagues with essential organisational information and setting clear performance expectations including values and behaviours. Specific

equality, diversity and inclusion content and a Policing Together overview are included as well as the Police Scotland Competency Values Framework (CVF) to define behavioural expectations. Evaluation data is included below and is based on 394 responses:

- Confidence to apply knowledge – 96% agree
 - Satisfied with the learning – 93% agree
 - Learning outcomes met – 94% agree
 - Easy to navigate – 91% agree
 - Learning materials supported the content – 96% agree
 - Appropriate duration of programme – 91% agree
 - Appropriate approach to diversity – 95% agree
- Engaged an external E&D Training Consultant to deliver two 'Valuing Difference' Workshops in September 2023. These were full day in person interactive workshops and were attended by approximately 180 colleagues. Attendees of the Valuing Difference workshops were asked to rate their 'knowledge and understanding of 'dominant identities' in the workplace'. The percentage of participants who felt 'well informed on it and understand the impact it can have on a person and an organisation' increased from 11.5% at the beginning of the session to 84% after the workshop.
 - Initiated a thematic review of Police Scotland probationer training to ensure that probationers are equipped to positively engage with all colleagues and members of the diverse communities they serve. Equality, diversity and inclusion continues to be embedded as a 'golden thread' throughout probationer training and a specific input on the history of racism in Scotland has been added along with inputs from Diversity Staff Associations. There is also a focus on Human Rights awareness and compliance. An Allies training package has also been created and is delivered in week 92 of the 104-week probationer journey.
 - Delivered a three-day workshop, called CARES (Communication, Awareness, Rapport, Empathy and Support), which focuses on values-led tactical communication and de-escalation skills. The content was underpinned by behavioural science and aimed to develop learner's communication skills and recognise how attitudes, behaviours and emotions can influence interactions with

the public and colleagues. This is now embedded into the probationer training programme and officer safety training.

- Revised the Police Scotland Tutor Constable Moodle package to include inputs on probationer experiences and unconscious bias, positive action, hate crime, experiences of black and white minority ethnic officers and supporting bilingual and multilingual officers. Three Tutor Constable upskill sessions were also delivered in November 2023 and included inputs on neurodiversity and SEMPERscotland diversity staff association. A Tutor Constable ‘toolkit’ intranet site has also been created which hosts EDI information, support documentation and video guidance in relation to management of probationers.
- Delivered a revised Police Scotland Officer Safety Training Manual that has updated content in relation to the European Convention on Human Rights and police ethics.

We said we would:

Include equality, diversity and inclusion in leadership development programmes.

We have:

- Launched a new appraisal system called MyCareer, which supports managers and colleagues at all levels to recognise their everyday contributions to policing and plan their future development. MyCareer is based on our core values, the Competency Values Framework and our commitment to EDI. It has been designed to ensure leaders have positive and constructive conversations with all of their team members about their work, wellbeing and development plans. It offers a consistent and transparent process for all colleagues and encourages line managers to take a coaching approach and support colleagues. Training, guidance and communications were developed to ensure leaders utilise the new appraisal system fairly and effectively and minimise any potential risk of unconscious bias.
- Undertaken a learning needs analysis to identify any specific learning gaps for Police Scotland officers moving into the ranks of Superintendent/Chief Superintendent/ Inspector/Chief Inspector. Equality, diversity and inclusion, partnership working and collaboration were identified as key themes and have

been built into a programme for newly promoted Superintendents and Chief Superintendents.

- Delivered a further two sessions of the 'Creating an Inclusive Climate' learning programme between May 2023 and June 2024. The programme was designed to support the leadership teams taking part to reflect, review and refresh on current knowledge and practices and implement changes required to create and maintain positive working environments. The programme was delivered to 10 senior leadership teams as well as colleagues from the training team. Positive feedback was received on the sessions.
- Delivered 'Your Leadership Matters' (YLM) programmes for senior leaders, mid-level leaders and first level leaders. The programmes have a golden thread of EDI and human rights throughout. The programmes focus on three key leadership behaviours which are 'Have the courage to do the right thing', 'Lead and learn inclusively' and 'Collaborate for growth'.

The YLM senior leaders refresh was delivered to 200 senior leaders in spring 2023. 84% of participants said they feel the refresh helped them to understand the YLM behaviours and how to embed them.

The YLM programme for Mid-Level Leaders (Chief Inspector & staff equivalents) ran from April to August 2023. 515 people were invited with participation ranging from 80-86% for each of the sessions. 80% rated the sessions as good or above, 79% said they could apply what they learned, 81% said they would be able to role model what they learned, and 74% said that overall, their leadership skills had improved.

The first three groups of the YLM programme for First Level Leaders (Sergeants, Inspectors and police staff equivalent) have completed the course and the fourth and final group is due to complete in June 2025. To date, 3136 participants have attended at least one part of YLM. This equates to 83% of the target participant group. We have had strong overall participant ratings of Good or better across the three groups. 73% of survey respondents in group one and 75% of respondents in group two agreed that they can apply what they have learned. Full evaluation for the third group is underway.

- Delivered a Police Scotland police officer Accelerated Leadership Pathways (ALP) programme designed to identify, attract, engage and develop the leaders of the future. The topics covered through the programme are wide ranging and included specific EDI content including a session exploring EDI in a leadership context with the diversity staff associations and a session about menopause. Positive action was also undertaken to attract those from under-represented groups to apply for the Accelerated Leadership Pathway. This involved working with Diversity Staff Associations to market the programme to their members and attract through briefing sessions and other materials. While the figures are too low to identify trends or statistically relevance, for the fourth cohort, there was a higher proportion of applicants who identified as disabled, LGB or Minority Ethnic in comparison to the force profile. The proportion of female officers on the programme continues to rise, sitting at 29% against a workforce profile of 34% for all ranks as of January 2025.
- Carried out a review of the Police Scotland Police Leadership Development Programme (PLDP) content. All modules have equality, diversity and inclusion interwoven in the learning content. In January 2025 there were, 191 officers undertaking the course with a further 93 officers due to commence in February 2025.
- Supported two cohorts through the College of Policing's Executive Leadership Programme (ELP). One cohort is complete and the second is still ongoing. Successful completion is mandatory to be considered for executive level roles at ACC/Director and above. Alongside business skills, political acumen and leading major policing events, ethical and inclusive leadership is a key pillar of this programme.

We said we would:

Use lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders.

We have:

- Established Police Scotland Executive sponsors for minoritised groups. The role of the Executive Sponsor is to provide visible and active support for the

Associations to help build and maintain momentum for change. SPA have a Board Member who is the EDI Champion for SPA.

- Undertaken 'Talk Truth to Power' sessions to better understand the lived experiences of colleagues from under-represented groups. These sessions were held by Police Scotland executive sponsors. They were very impactful, helping the executive gain a deeper understanding of the lived experiences and barriers colleagues in these groups face. The insights were used to inform the Policing Together Implementation Plan which was updated to bring all activity together in one place and provide clarity, direction and prioritisation.
- Created a Police Scotland Policing Together Collaboration Group to further support engagement and collaboration on work related to the Policing Together Strategy and Joint Equality Outcomes for Policing. Diversity staff associations, Trade Unions and Staff Associations are also represented on key EDI governance meetings, participate in relevant working groups and provide feedback on a range of policies, procedures, projects and EqHRIAs.
- Continued ongoing collaboration and partnership working with stakeholders and statutory and diversity staff associations in relation to CPD and events linked to the Inclusion Calendar for example Race Equality Week and LGBT History Month.
- Piloted a Police Scotland Divisional Inclusive Advisory Panel in East Division where colleagues from a diversity of backgrounds provide scrutiny and input to the local people plan.

We said we would:

Improve and develop accessible equality, diversity and inclusion Standard Operating Procedures (SOPs), guidance, documents and tools.

We have:

- Implemented a Rational Decision-Making Model for employment policy and procedure. This ensures that work is prioritised against factors including legal and regulatory compliance, advancing strategic objectives, and reducing risk within available resources.

- Improved the accessibility of employment related procedures. This includes improving the readability scoring as a core part of our revision processes. Employment policy and procedure documents now commonly achieve a Flesch Kincaid reading score of 50+ which is accessible to most secondary school. All employment procedures now meet the internal formatting standards and are informed by a new style guide which covers topics such as inclusive language, apostrophe use and split infinitives. The principles of the [Plain English Campaign](#) are included within our writing style.
- Undertaken an Equality and Human Rights Impact Assessments for all new or revised employment policies and procedures to ensure any equality or human rights barriers or opportunities are identified and acted upon.
- Implemented a policy assurance framework to evaluate the success and relevance of people policies, demonstrating how our governance, products, and activities serve to advance sustained change. The impact indicators used are linked directly to our outcomes and demonstrate behavioural impact and trends over the short, medium, and long term. Much of our activity and evaluation is informed by people's lived experience and 'how things feel'.
- Implemented a new Mediation Service and updated the Grievance and Resolving Workplace Issues procedure to help support early resolution of workplace issues.
- Started initial scoping and engagement in relation to revising the Equality, Diversity and Dignity procedures. This involved a review of current provisions in place as part of the preparatory work for the introduction of the Worker Protection (Amendment of Equality Act 2010) Act.
- Established a short-life working group to review the stop and search appendix of the Transitioning at Work procedure.
- Reviewed the pilot of an 'Inclusion Moments' package which aimed to support leaders to mainstream EDI by facilitating EDI discussions at a local level. A short-life working group has now been set up to refresh the package based on feedback and create a more innovative, inclusive and interactive format which will then be relaunched.

- Developed additional Equality and Human Rights Impacts (EqHRIA) assessment briefings and tools to support the authors of EqHRIA's. Briefings have been delivered locally.

We said we would:

Use ongoing communications to support continuous learning.

We have:

- Continued and developed the use of the Policing Together communications platform. This includes continuously updating our Inclusion Calendar events and communications which raise awareness, support learning and increase engagement in relation to equality, diversity and inclusion topics. EDI Environmental Scanning Reports are also published to support learning.
- Launched an Equality and Human Rights Impact Assessment (EqHRIA) Hub on the Intranet to provide clear information, guidance and tools in relation to the EqHRIA.
- Developed a corporate communications plan to support the launch of the new e-learning module – Upholding our Values and encourage participation in the module. Communications and stakeholder engagement have also been used to increase awareness of CPD products and EDI learning support.
- Worked in partnership with diversity staff associations to promote career development programmes.

Equality Outcome 7

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

Objectives:

- We understand why individuals from under-represented groups choose to end their employment with Police Scotland/Scottish Police Authority.
- We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/Scottish Police Authority.

Measures:

- Proportion of leavers who resign that are from under-represented groups
- Insights from Exit interviews
- Insights from People Survey (Your Voice Matters)
- Insights from Diversity Staff Associations, Trade Unions and Staff Associations

This outcome was identified in recognition that some groups are more likely to experience discrimination and harassment, feel their needs are not understood/ supported at work or feel like they cannot be themselves in the workplace.

Significant work has been undertaken to develop our understanding of why people from under-represented groups leave Police Scotland/ Scottish Police Authority and develop actions to create a welcoming and inclusive culture. Some of this work links to our other employment outcomes.

Activities:

We said we would:

Identify barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.

We have:

- Introduced a simplified exit survey for officers and staff that is more concise, easier to complete and offers more opportunity to include qualitative feedback. A monthly PowerBi dashboard on the findings from the exit survey is shared with key internal stakeholders. The reporting can be filtered by diversity monitoring data. The Leaver's procedure was also updated in July 2023 to make the exit survey/interview a default part of the process rather than opt in. Further work is underway to review and improve the survey further including aligning the approach to wider surveys and colleague experience work.
- Instigated a new process whereby all probationary police officers who resign within their probation period are offered an exit interview with a member of the recruitment team.
- Held Talk Truth to Power sessions with Diversity Staff Associations to ensure we are continually listening to lived experiences of our colleagues and using the valuable insights from these sessions to drive activity. Since 2023, we have held sessions with the Christian Police Association, SEMPER Scotland and the Disability and Carers Association.
- Published our annual Equality and Diversity Monitoring report 2023/2024. These reports include the leavers profile for police officers, police staff, special constables and SPA staff against the protected characteristics of age, disability, race, religion or belief, sex and sexual orientation.
- Captured resignation rates for police officers and police staff for the periods 2022/23 and 2023/24 as shown in the table below.

Group	Police Officer Resignation Rate 2022/23	Police Officer Resignation Rate 2023/24	Police Staff Resignation Rate 2022/23	Police Staff Resignation Rate 2023/24
Disability	0.8%	1.6%	4.9%	3.2%
BME	0.4%	3.3%	9.4%	3.5%
WME	2.3%	2.5%	11.9%	8.5%
Male	1.1%	1.5%	4.4%	4.1%
Female	1.4%	1.6%	4.1%	4.5%
LGB	1.8%	2.6%	6.6%	11.5%
Overall Workforce	1.2%	1.5%	4.2%	4.4%

Through our monitoring we have identified that there are some groups that have a higher resignation rate than the overall workforce profile in this reporting period. It is notable that the percentage of BME, WME and LGB officers and staff that resign are based on very low numbers. Initial analysis also shows that there are likely to be links to the lower age and service profile of these groups as the trend indicates that more officers and staff who are younger in age and service resign.

The number of resignations within SPA are too low to allow meaningful reporting of resignation rates.

- Published organisational headline results from our workforce survey “Your Voice Matters” undertaken in August 2024. Officers and staff have identified areas for improvement and work is under way to improve colleagues’ experiences across these key themes.
- Launched a new Police Scotland “Being/Belonging” project in November 2024, to capture the experiences and views on the sense of belonging of probationary police officers during their first two years of service. This is a three-year project which will investigate potential differences in probationers’ work experiences and identify ways to make improvements.

We said we would:

Establish programmes to tackle the barriers to the retention of those from under-represented groups.

We have:

- Reviewed the principles of Fair Work First and ensured that they are mainstreamed into the People Strategy and the Strategy workforce plan. A refreshed people plan has also been developed to support the delivery of local actions to deliver the People Strategy.
- Progressed 'creating a positive workplace' work to improve early intervention for workplace issues through mediation services. In 2023, refresher mediation training was provided to our accredited mediators and mediation services are now co-ordinated and supported centrally. We now have 27 trained mediators.
- Delivered a two-day Police Scotland Police Officer statement taking and report writing workshop, in November 2023. The workshop was designed to support colleagues where English is not their first language. Attendees received inputs on statement taking and report writing, undertook practical exercises, received an input from SEMPERscotland and participated in an engagement session. Feedback was positive.
- Piloted a Carers Passport in response to concerns raised by carers of the need for improved recording of individual circumstances faced by carers and the measures which have been put in place to support them. The Carers Passport was initially piloted by members of the Disability and Carers Association (DACA). The potential to expand the remit to cover wider wellbeing issues is now being considered.
- Developed a HeForShe Gender Equality Toolkit, which was launched in September 2023 alongside the HeForShe Ambassador Network. The toolkit explores barriers, stereotypes, and perceptions around gender equality, with the aim of generating discussion and encouraging ally ship. HeForShe Ambassador Workshops were run in 2023 and 2024 with the purpose of educating and supporting our HeForShe Ambassadors, these events received positive feedback and will continue to run on an annual basis.

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- Continued the work of the Sex Equality and Tackling Misogyny (SETM) working group. Colleague engagement sessions have continued to be delivered, a dedicated intranet page has been established and podcasts have been developed to increase awareness. Engagement and consultation remain ongoing across the organisation.
- Referred colleagues to Diversity Staff Associations for additional support where needed throughout the onboarding period.
- Developed a British Sign Language (BSL) Action Plan which covers key priorities in relation to both communities and colleagues. A BSL Working Group has been established to progress internal and external improvements for BSL communities and will support the reporting of progress made against the action plan.
- Worked with West College Scotland to provide 15 bespoke British Sign Language (BSL) training sessions. The sessions were attended by 179 colleagues, between April and July 2023. The training covered a foundation knowledge of Deaf culture and awareness. Feedback on the BSL course was extremely positive.
- Ensured, with the support of an Equality and Human Rights Impact Assessment, that EDI has been considered during the design of a new Police Scotland office space in Ayr. The considerations have led to plans being updated to include areas where people can pray, facilities for nursing mothers as well as gender-neutral changing and toilet facilities.
- Implemented gender neutral toilet facilities within the Police Scotland C3 Govan premise as a pilot to ensure that the needs of the entire workforce are met. This involved the realignment of available facilities to maintain adequate facilities for male and female members of the workforce and introducing a number of self-contained gender-neutral facilities for use by those wished to use them. The evaluation of this pilot has concluded that this pilot has been successful, and the new arrangements have now become permanent.
- Taken pro-active steps to strengthen our vetting procedures and raise awareness around the legislative standards of professional behaviour for officers and the staff Code of Conduct. Police Scotland new recruits must reaffirm their vetting declaration prior to making the oath of office and becoming a holder of the office of constable.

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- Taken part in an integrity screening project led by the National Police Chiefs' Council (NPCC). The project involved cross checking the Police National Computer and the Scottish Intelligence Database, scrutinising information for the Police Scotland workforce.
- Recruited a Fair Play Advisor as part of our commitment to the 'Fair Play Program' pilot. The Fair Play Advisor provides independent oversight of discrimination cases leading to greater trust and confidence in the discipline and conduct process/outcome amongst under-represented officers and staff.
- Continued our work around Neurodiversity including:
 - Establishing a Neurodiversity Strategic Working Group.
 - Providing a comprehensive response to the Scottish Government's consultation on the Learning Disability, Autism and Neurodiversity (LDAN) Bill Scotland.
 - Engaging with other police services, third sector organisations and industry leaders to share best practice with representatives from the Neurodiversity Strategic Working Group being invited to attend and speak at conferences and regional events.
 - Further developing different workstreams to provide colleagues with a better understanding of neurodivergent conditions. This includes a 2-day knowledge exchange conference with colleagues, academics and third sector organisations and creating a national neurodiversity intranet page providing information, lived experience, and signposting.
 - Piloted the introduction of 12 DEFINE (Develop Encourage Foster Inclusivity for Neurodiversity in Everyone) Ambassadors across Q division in Police Scotland. Ambassadors are visible and approachable offering a supportive environment to ensure our neurodiverse colleagues can achieve their full potential. The pilot will be reviewed by an external evaluator by mid-2025.
- Supported a Scottish Women's Development Forum intersectional event on Embracing Neurodiversity: Unlocking Potential and Promoting Inclusion. Feedback was very positive and was especially beneficial for colleagues and line

managers who are interested in exploring additional support and advice for colleagues with neurodiversity.

- Supported officers and staff who need a reasonable adjustment in the workplace through the National Process for the Provision of Reasonable Adjustments (NPPRA). There has been a substantial increase in the number of applications being made by officers and staff to the UK Government's Access to Work (ATW) Scheme. In budget year 2019/20 there were approximately 110 ATW applications processed, this has increased by 911 applications, 828.2%, to 1021 applications being processed by mid-July 2024. ICT Service Requests submitted in respect of ATW have also increased, using same time periods as above, from 27 to 379, an increase of 1303.7%.
- Established a Police Scotland National Duty Modifications Panel to ensure officers requiring duty modifications are assigned to suitable roles within budgeted positions. The panel has visibility of all roles across the service to maximise the effective deployment of officers with temporary or permanent duty modifications whilst increasing the capacity of operational front-line policing.
- Signed up to the Scottish Government Race Commitment and will embed the supporting principles of this into all that we do.

We said we would:

Use ongoing communications to promote an inclusive culture and values.

We have:

- Developed a communications strategy and plan to support the implementation of The Police (Ethics, Conduct and Scrutiny) (Scotland) Bill when enacted. The Bill, which covers a range of topics related to ethics and conduct, as well as the functions and governance of the Police Investigations and Review Commissioner (PIRC), was passed by Scottish Government on 15th January 2025.
- Launched a Police Scotland quarterly newsletter called 'The Standard'. The newsletter provides officers and staff with information about common themes from complaints and conduct investigations as well as emerging trends. It aims to raise awareness and provide helpful advice in relation to behaviours and performance

issues that could become the subject of a complaint or conduct/disciplinary investigation.

- Published outcomes of gross misconduct hearings on the intranet where officers have left Police Scotland. This highlights the organisational values and expected standards of behaviours for all officers and staff.
- Promoted mechanisms for reporting workplace issues and conduct/integrity concerns.
- Reviewed the Cultural Calendar in collaboration with the Diversity Staff Associations to produce an updated and renamed Inclusion Calendar. Throughout this reporting period, events have been promoted in relation to key dates including:
 - Black History Month
 - Hate Crime Awareness Week
 - Disability History Month
 - LGBT History Month
 - International Women's Day
 - Neurodiversity Celebration Week
 - Eid-ul-Adha
 - Disability Awareness Day
 - Mental Health Awareness Week Carers week
 - Pride Month.
- Supported the Scottish Women's Development Forum (SWDF) who presented a Live Panel Discussion Event and series of podcasts to mark International Women's day on Friday 8th March 2024. This included a special podcast episode with Chief Constable, Jo Farrell. The date is recognised globally as a celebration of the social, economic, cultural, and political achievements of women. It also marks a call to action for accelerating women's equality.

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- Launched a Care Experience Colleagues Group Newsletter to raise awareness of the work of the group which is formed of police officers and staff with experience of care from across Police Scotland/SPA.

Equality Outcome 8

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

Objectives:

- We understand internal and societal barriers to attracting individuals from under-represented groups to join Police Scotland/Scottish Police Authority.
- We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices.

Measures:

- Insights into how Police Scotland and the Scottish Police Authority are using positive action events and activities.
- Proportion of newly appointed recruits from under-represented groups.
- Increase in workforce representation of under-represented groups (workforce & rank/grade profiles).
- Proportion of newly promoted officers and staff from under-represented groups.

Police Scotland and the SPA recognise the benefits that a diverse workforce brings to policing. This outcome was developed in response to the organisational and societal barriers that may affect our ability to attract diverse candidates into policing. Our initial focus in relation to this outcome has been identifying the barriers that we can address and establish what action is required. We have also continued our positive action initiatives to highlight career opportunities in policing to those that are under-represented, who have faced historical barriers or have specific needs.

Activities:

We said we would:

Identify the internal and societal barriers to under-represented groups joining Police Scotland/SPA.

We have:

- Analysed the findings of research commissioned by Police Scotland to identify barriers for candidates from diverse or under-represented backgrounds. This has increased organisational awareness and understanding of the barriers faced by some minoritised groups when considering policing as a career. The research findings have been shared with key internal stakeholders and will continue to inform recruitment practices.
- Developed insights reports through our e-recruitment system. We use the insights to identify any disproportionate impact on any protected groups as they progress through the recruitment process. We also ask candidates about their experience so we can assess parts of the recruiting process to establish if it needs to be amended to remove any potential barriers.
- Developed and produced a weekly monitoring report on the number of applications received from under-represented groups. Where this report indicates a decline in application numbers, resources can be directed to explore this further and progress targeted engagement and attraction work.
- Developed a survey to provide candidates who withdraw from the application process an opportunity to provide feedback to the organisation. The information provided is used to review and improve the recruitment process where required.
- Created a Community Recruitment Advocate network to feedback on the lived experiences of BME officers in the organisation to inform policy and practice.
- Implemented Adverse Analysis Impact Assessments to identify any disparities in employment outcomes. This tool has been applied to all stages of the police officer recruitment process including the Standard Entrance Test, Fitness Standards and Assessment Day.

- Commissioned an independent review to formulate an evidenced view on the medical standards required to become a police officer. The guidance has been produced in consultation with our occupational health supplier and other relevant stakeholders and takes cognisance of employer responsibilities under the Equality Act 2010.

We said we would:

Deliver a recruitment system and processes that support inclusive recruitment practices.

We have:

- Launched a staff Recruitment & Selection procedure in December 2023. The procedure has been based on research and consultation.
- Designed recruitment selection tools and processes to be as inclusive as possible to attract the highest calibre people to our organisation with the values and behaviours required by the organisation.
- Used Business Psychologists to review the recruitment assessments to ensure that they are fair, transparent and are legislatively compliant and ensure applicants will uphold and demonstrate a commitment to our organisational values. The assessment process is reviewed annually, and the outcomes audited to ensure that the recruitment assessments are fit for purpose and support our commitment to have a representative work force with the personal values to match.
- Undertaken an in-depth analysis of the Police Scotland Entrance Test (PSET) for police officer applicants.

We said we would:

Use inclusive attraction strategies and positive action activities.

We have:

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- Undertaken significant engagement in communities by attending cultural events and working in partnership with charities and organisations that support minority ethnic individuals.
- Continued to deliver positive action events and initiatives to encourage applications from BME/White Minority or female Police Officer applicants approximately every two weeks. The positive action events support people by:
 - outlining in depth the role of an officer,
 - providing presentations, discussions and question and answer sessions with Police Officers about their lived experience, the challenges of the role, impact on family and expectations on individuals etc.
 - inviting family members to attend events to allow them to ask questions and take them on a journey with the candidate,
 - sharing a video about the 12 weeks probation at the Scottish Police College and what to expect,
 - providing details of diversity and statutory staff associations and other support mechanisms available to officers,
 - advising on what reasonable adjustments can be provided
 - offering one to ones calls for anyone who has specific concerns or questions,
 - offering mock fitness assessments to support candidates' fitness requirements.
 - creating a pre initial training networking event for BME/White Minority candidates whereby post offer/prior to commencement of probationer training we hold an online event where in addition to answering any questions/allaying any concerns we actively encourage the group to lean on each other and create their own informal support network

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- Piloted an initiative where BME/White Minority candidates are offered the opportunity to speak with a serving officer who speaks the same language or has a similar cultural background to them.
- Undertaken ongoing collaboration with external organisations such as Black Professionals UK/ One Community Scotland, Developing the Young Workforce' and marketing providers Digital, to support inclusive recruitment.
- Participated and contributed to Positive Action Practitioner Alliance (PAPA), which supports the National Police Chiefs' Council's strategy on diversity and inclusion.
- Promoted the role and function of the Positive Action Team in recruitment through the creation of a dedicate resource on the Police Scotland recruitment intranet site.
- Increased the use of information such as Census/Policing Together Inclusion Calendar and engagement to inform activity to promote a career in policing to under-represented groups.
- Established a Police Scotland Recruitment and Corporate Communications Working Group. Corporate Communications are now embedded into the Positive Action Team to develop a targeted attraction strategy and focus recruitment communications towards under-represented groups.
- Updated our recruitment processes to enable us to provide meaningful support for care-experienced individuals and create pathways that provide opportunities for employment.
- Adopted a targeted approach to social media platforms/opportunities extending our reach into new communities in Scotland.
- Introduced an Event Evaluation which is sent out automatically to all attendees post their attendance at any recruitment event. We evaluate the feedback on a quarterly basis to identify any themes/trends that would help inform or tailor future events held.
- Developed a Forensics services outreach programme targeted at giving young people hands on experience of what typical activities are undertaken in

a role within Forensics. Pupils are led through a crime scene to court model which is interactive and led by scientists across different business areas.

- Introduced a Modern Apprenticeship Programme for SPA Corporate providing a unique opportunity to join the public body in a corporate support role, gaining hands-on experience and developing new skills. The Programme, whilst open to all, was also targeted at those from a care experienced background in collaboration with Who Cares Scotland? as part of the Corporate Parenting Strategy and Plan.

We said we would:

Run bespoke development programmes to increase promotion opportunities for under-represented groups.

We have:

- Created Reasonable Adjustment Guidance which is sent to all candidates attending a promotion assessment centre. The guidance confirms the promotion team commitment to take a fully candidate led approach and review each request individually.
- Worked with the SWDF who held a webinar in January 2025 for individuals from under-represented groups up to and including Chief Inspector rank and staff equivalent who are considering promotion to the rank of Superintendent/staff equivalent. The webinar focussed on the Competency Values Framework, interview-based skills and board preparation.

Joint Police Scotland/SPA Equal Pay Statement 2025

The Authority is responsible for the terms and conditions for all members of staff and for the implementation of pay and reward structures for members of staff working within the Authority. Police Scotland is responsible for the implementation of pay and reward structures for police officers and members of police staff working within Police Scotland. The Authority and Police Scotland will continue to work in partnership to achieve the commitments and actions laid out in this statement.

The Authority and Police Scotland fully supports the principle of equal pay for work of equal value. The single employment package for staff established in 2019 ensures that we have eliminated bias in our pay systems supporting us to meet our obligations in relation to equal pay under the Equality Act 2010. The appeal process for the pay and grading structure, which concluded in 2021, was a partnership approach with panels consisting of management and trade union representatives who had undergone job evaluation training.

We will continue to work in partnership with trades unions and staff associations to ensure that we continue to meet our obligations and that pay and terms and conditions of employment are fair and equitable.

We believe that by ensuring we have a fair pay system we send a positive message to our staff and partners. Having a fair and transparent reward system makes good business sense and helps us to control costs. We recognise that avoiding unfair discrimination will improve morale and enhance efficiency.

Our objectives are to:

- Eliminate any unfair, unjust practices that impact on pay (including allowances) or reward,
- Promote equality of opportunity and the principles of equal pay throughout the workforce,
- Promote good relations between people sharing different protected characteristics in the implementation of equal pay,
- Continually scrutinise our pay and grading structures and processes, to eradicate any potential areas of gender, disability, sexual orientation or racial discrimination.

To this end we will continue to:

- Publish employment information.
- Publish pay gap information for gender, disability, race, and sexual orientation.
- Consider award criteria and conditions in relation to public procurement.
- Gather information on the composition of our workforce with respect to protected characteristics.
- Plan and implement actions in relation to changes to reward policy in partnership with trade union and staff associations.
- To evaluate each job role using appropriate analytical job evaluation schemes in establishing pay for members of staff.
- Provide training and guidance on job evaluation for those involved in determining pay.
- Inform employees of how these practices work and how their own pay is determined.
- Respond to grievances and appeals relating to pay as urgent.
- Continue to develop a suite of metrics to allow meaningful benchmarking and trend analysis.

Police officer pay is established by the Police Negotiating Board for Scotland (PNBS). Although we do not determine the pay systems for police officers, we are committed to identifying and taking appropriate actions within our control to support pay equality. Any findings out with our control will be notified to PNBS.

Terminology

ACC Assistant Chief Constable

ALP Accelerated Leadership Pathways

APP Annual Policing Plan

ATW Access to Work

BSL British Sign Language BME Black

Minority Ethnic

C3 Contact, Command and Control CAPP

Community and Police Priorities

CARES Communication, Awareness, Rapport, Empathy and Support CIA

Community Impact Assessment

COPFS Crown Office Procurator Fiscal Service CPD

Continuous Personal Development

CVF Competency Values Framework E&D

Equality and Diversity

EDI Equality, Diversity and Inclusion

DAC Domestic Abuse Champions

DACA Disability and Carers Association

DASA Domestic Abuse Scotland Act

DCC Deputy Chief Constable

DEFINE Develop Encourage Foster Inclusivity for Neurodiversity in Everyone

DSDAS Disclosure Scheme for Domestic Abuse Scotland

ELP Executive Leadership Programme

ESRC Economic and Social Research Council

EqHRIA Equality and Human Rights Impact Assessment

GDPR General Data Protection Regulation

HCA Hate Crime Advisor

HBA Honour Based Abuse

HMICS His Majesty's Inspectorate of Constabulary in Scotland

HR Human Rights

ICT Information Communication Technology

IRD Inter-agency Referral Discussion

IRG Independent Review Group

ITL Introduction to Leadership

iVPD Interim Vulnerable Persons Database

LDAN Learning Disability, Autism and Neurodiversity (LDAN) Bill Scotland.

LGB Lesbian, Gay and Bisexual

LGB+ Lesbian, Gay, Bisexual and others

LGBT Lesbian, Gay, Bisexual and Transgender

LGBT+ Lesbian, Gay, Bisexual, Transgender and others

MAPPA Multi Agency Public Protection Arrangements

MAPPS Multi Agency Public Protection Panels

MHP Mental Health Pathway

NHS National Health Service

NPCC National Police Chief's Council

NPPRA National Process for the Provision of Reasonable Adjustments

PAPA Positive Action Practitioner Alliance

PELP Police Executive Leadership Programme

PIP Partners Intelligence Portal

PIRC Police Investigations and Review Commissioner

PLDP Police Leadership Development Programme

PMDP People Management Development Programme

PNB Police Negotiating Board

PSET Police Scotland Entrance Test

PT SOB Policing Together Strategic Oversight Board

PVP Police Verification Protocol

SAG Safety Advisory Group

SCC Strategic Command Course

SEMPER Scotland Supporting Ethnic Minority Police for Equality in Race Scotland

SHC Seldom Heard Communities

SIPR Scottish Institute for Policing Research

SLWG Short Life Working Group

SPNAC Senior Police National Assessment Centre

SOB Strategic Oversight Board

SOLO Sexual Offences Liaison Officers

SOP Standard Operating Procedure

SPA Scottish Police Authority

SPF Scottish Police Federation

SWDF Scottish Women's Development Forum TPR

Third Party Reporting

VAW Violence Against Women

VAWG Violence Against Women and Girls

VRI Visually Recorded Interviews

WME White Minority Ethnic

YLM Your Leadership Matters

YSM Your Safety Matters

YVM Your Voice Matters

YTD Year to Date

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