

Meeting	Authority Meeting
Date	24 March 2021
Location	Video Conference
Title of Paper	Equalities Outcomes
Presented By	SPA Chief Executive DCC Fiona Taylor, People & Professionalism
Recommendation to Members	For Approval
Appendix Attached	Yes Appendix A – Proposed Joint Equality Outcomes for Policing Appendix B - Strategic Alignment Appendix C – EqHRIA Overview

PURPOSE

Members are requested to approve the proposed refreshed Joint Equality Outcomes for Policing, which are legislatively required to be published by 30 April 2021.

1. BACKGROUND

- 1.1 Police Scotland and the SPA have agreed a joint approach to setting equality outcomes for policing in 2021. This aims to ensure that both organisations are working towards the same equality, diversity and inclusion priorities and outcomes across policing in Scotland.
- 1.2 Equality outcomes are core to the work of both organisations and act as an enabler to the delivery of the Strategic Police Plan, the SPA Corporate Plan and the Forensics Strategy. They also provide opportunities to further mainstream equality into strategic planning, performance and delivery mechanisms.
- 1.3 Policing is on a continuous improvement journey in relation to equality outcomes and is working towards:
 - embedding equality outcome development into the existing 3 year strategic planning cycle;
 - improved approach to measurements that direct prioritisation and action based on evidence;
 - measures that are incorporate mainstreamed into the wider corporate performance reporting approach.

2. SHAPING THE EQUALITY OUTCOMES

- 2.1 Legislation requires that equality outcomes are developed based on evidence and need, and are informed as far as is possible by people who share a relevant protected characteristic or those that represent their interests.
- 2.2 In forming the Joint Equality Outcomes for Policing extensive engagement with internal and external stakeholders has taken place. This includes engagement with individuals who share a protected characteristic and those who represent their interests.
- 2.3 This has included internal engagement sessions to facilitate discussions with representatives from staff associations, diversity staff groups and senior management teams; the 'A Fair and inclusive Police Service for Scotland' survey and early engagement with the SPA Board Members and the Police Scotland, SPA Corporate and SPA Forensics Executive teams.
- 2.4 Discussions have also taken place with the Scottish Government and other public sector contacts through the Scottish National Equality Improvement Project (SNEIP) meeting and the Equality and Human Rights Commission (EHRC).

2.5 In addition, a significant evidence review has also been undertaken to ensure that the refreshed equality outcomes are based on current evidence. The sources reviewed include:

- **Equality and Diversity Monitoring and Data Requests** e.g. workforce profiles/dashboards, key findings reports, FOI request themes
- **Staff Enquires and Feedback** e.g. Staff Survey Results, CC Forum Questions, People Direct Enquiries, DSA Research Findings
- **Ongoing workload/Priorities** e.g. Enabling Strategies, EDI (Employment Framework), development work for Annual upcoming work developing the Annual Police Plans, SPA Business Plans, delivery and people plans
- **Benchmarking** e.g. Stonewall Workplace Equality Index, Employers Network for Equality and Inclusion, Talent, Inclusion and Diversity Evaluation programme.
- **Relevant Risk, Audit and Assurance Review Updates** e.g. Internal Equality and Human Rights Impact Assessment (EQHRIA) Assurance Review, HMICS Recommendations, Dame Elish Angiolini Report, EQHRIA Risk
- **External sources** e.g. EHRC, SNEIP, Scottish Government Evidence Finder, Legislation/Case Law, Parliament/justice committee work
- **Public feedback** e.g. Your Police Survey results, Fair and Inclusive Police Service of Scotland Survey results, themes from complaints against the police, National Independent Strategic Advisory Group feedback.

2.6 Furthermore, an EqHRIA has been carried out alongside the development of the Equality Outcomes.

2.7 The attached draft Joint Equality Outcomes for Policing (Appendix A) have been developed based on the engagement and evidence outlined above and in partnership between Police Scotland and SPA.

2.8 They aim to be ambitious but also realistic and deliverable. They have been developed to align with the Strategic Police Plan, SPA Corporate Plan, SPA Forensics Strategy. The draft outcomes also seek to align to the People Strategy, EDI Employment Framework and Analysis and Performance Data.

3. RELEVANCE OF EQUALITY OUTCOMES ACROSS ALL POLICING ORGANISATIONS

- 3.1 The Joint Outcomes approach seeks to ensure all organisations within Policing are working towards the same equality, diversity and inclusion priorities. The details of the strategic alignment can be found in Appendix B.
- 3.2 For Forensic Services the outcomes relating to accessibility and engagement are directly applicable in the same way that they are applicable to Police Scotland and SPA Corporate. With regards to the outcomes related to hate incidents and violence against women and girls, the focus is more on the role Forensics Services can and does play in supporting the delivery of justice and keeping Scotland’s communities safe.
- 3.3 With regards to SPA Corporate the diagram below refers to the responsibilities and duties outlined in the SPA Corporate Plan and therefore seeks to show that these duties can assist in contributing to the delivery of both the service delivery and employment outcomes.



- 3.4 For example:
 - The work in relation Independent Custody Visiting can inform and support the delivery of all equality outcomes in the custody environment.
 - The complaints process can identify trends and learning both in relation to the treatment of individuals within police Scotland as well as the service provided to the public

- The role played with regards to community engagement can help focus on ensuring the voice of communities and groups is being heard.
- Performance framework development and benchmarking will ensure a focus on process and delivery of outcomes.
- Oversight of key change activity is underpinned by a commitment to equality, human rights and ethics.
- Equality implications of key procurement initiatives can be assessed against the equality outcomes.
- Outcomes for island communities and the delivery of Fairer Scotland duties can also support delivery of equality outcomes.

4. FUTURE MONITORING AND REPORTING

- 4.1 The refreshed equality outcomes have been developed to be more specific and measurable, recognising that detailed and phased plans exist through normal planning mechanisms e.g. annual delivery plans, business plans, people plans and specific diversity action plans.
- 4.2 In addition, there is an opportunity to ensure that equality outcomes inform management decision making and opportunities to progress equality outcomes are considered in relation to papers and proposals presented to Committees and Boards in the future.
- 4.3 Work is progressing on the development of an effective suite of relevant measures that can be embedded into relevant performance frameworks and performance reporting to the SPA. The final suite of measures, with supporting baseline data as relevant, will be developed to support the Equality Outcomes with these being reporting through existing quarterly, bi-annual and annual performance reporting.
- 4.4 By mainstreaming delivery of equality outcomes into strategy, planning, performance and decision making mechanisms as well as business as usual activities, we ensure local accountability and put equality, diversity and inclusion at the heart of decision making.
- 4.5 In order to ensure the equality outcome measures are fully aligned to the performance framework it is proposed that the actual measures to support the Equality Outcomes are presented to the SPA Board alongside the performance framework at the SPA Board in June 2021.

- 4.6 The focus of the work between now and June will be on identifying and agreeing key performance indicators, identifying a baseline and confirming the approach to measurement on an ongoing basis.
- 4.7 It is proposed that these equality outcomes will be reviewed again in 2023 alongside the refresh of the strategic outcomes and will then follow the organisational 3 yearly planning cycle rather than the current 4 yearly equality outcomes cycle.

5. NEXT STEPS

- 5.1 With the current specific focus on Equality, Diversity and Inclusion in Employment at the SPA Board and the newly created People Committee this will provide a clear structure for an immediate framework to provide and receive assurance on the progress against the employment related outcomes.
- 5.2 Mainstreaming into quarterly performance reporting on the service delivery elements will be key to ensure that the SPA Board receive an assurance of progress against these outcomes going forward on an ongoing basis. The role of the Policing Performance Committee and the Forensics Committee will be central to this.
- 5.3 A Communications Plan is under development to support the launch of the outcomes.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications associated with this paper.

7. PERSONNEL IMPLICATIONS

- 7.1 This paper relates to the extent to which the equality outcomes can be an enabler to the delivery of strategic commitments in relation to the workforce.

8. LEGAL IMPLICATIONS

- 8.1 [This work is legislatively required to meet The Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#). Publication of the equality outcomes are required by 30 April 2021.

Equality Outcomes require to be published at least every four years and progress reports require to be published at least every two years.

9. REPUTATIONAL IMPLICATIONS

9.1 It is recognised that there is the potential for negative reputational implications if this work is not delivered or is delivered poorly.

10. SOCIAL IMPLICATIONS

10.1 The refreshed equality outcomes have considered any socio-economic impacts.

11. COMMUNITY IMPLICATIONS

11.1 Partner agencies representing protected groups are engaged in order to influence how we deliver our Equality Outcomes for the communities we serve.

12. EQUALITIES IMPLICATIONS

12.1 An EqHRIA has been carried out alongside the development of the Equality Outcomes. The impact assessment suggests that the development of equality outcomes based on evidence and engagement will have a positive impact in relation to equality, diversity and inclusion and highlighted some key accessibility considerations in relation to the publication of the equality outcomes. The findings also highlight that further EqHRIAs will be required in relation to the activities undertaken to support delivery of the equality outcomes. An overview of the EqHRIA findings and mitigating actions can be found in Appendix C to inform decision making.

13. ENVIRONMENT IMPLICATIONS

13.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to approve the proposed refreshed Joint Equality Outcomes for Policing.

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APPENDIX A
Draft Police Scotland and Scottish Police Authority
Proposed Joint Equality Outcomes for Policing
2021

Equality Outcome 1

Theme	Reporting Hate Incidents – Confidence and Support
Inequality Identified	Hate Crime remains under-reported and the COVID-19 pandemic has exacerbated existing inequalities and misperceptions in relation to some groups. Reports of hate crime remain high in relation to racial, religious, sexual orientation, disability and transgender aggravators.
Equality Outcome	Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support.
General Equality Duty	Will help to eliminate discrimination, advance equality of opportunity and foster good relations.
Protected characteristics	Disability, Race, Religion, Sexual Orientation and Gender Reassignment.
Link to Strategic Outcomes	Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service. Strategic Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing.
Objectives	<ul style="list-style-type: none">• We have engagement approaches in place within local communities and partner agencies to improve trust and confidence in reporting hate crime to us.• We have a consistent approach in 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.
Activities	National and local activities will be built into relevant delivery plans and will focus on the following key areas: <ul style="list-style-type: none">• Reviewing our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents.• Reviewing and developing ethical information sharing agreements.• Monitoring Community Tensions.• Enhancing Third Party Reporting Opportunities by delivering training and support for organisations.• Delivering Hate Crime Advisor training to officers.• Working directly with and learning from the experience of people who have experienced hate crime/incidents.• Leading and participating in national and local campaigns.
Measures	<ul style="list-style-type: none">• Under development

Equality Outcome 2

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Theme	Accessibility of Services and Communication
Inequality Identified	There are language and communication barriers that impede some members of our communities from being able to interact with us or access services in a way that meets their needs. The increasing reliance on digital technology has also deepened inequality of access through poverty, age and capacity.
Equality Outcome	People from and across protected groups access services, communication and information provided by Police Scotland and SPA in ways or methods that best suit their needs.
General Equality Duty	Will help to advance equality of opportunity and foster good relations.
Protected characteristics	Age, disability and race.
Link to Strategic Outcomes	Strategic Outcome 2 – The needs of local communities are addressed through effective service delivery. Strategic Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing.
Objectives	<ul style="list-style-type: none">• 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 SPA.
Activities	National and local activities will be built into relevant delivery plans and will focus on the following key areas: <ul style="list-style-type: none">• Reviewing currently published documentation on our website to improve accessibility.• Making better use of technological tools to improve the range of communication and information formats.• Translating key documentation, messaging and summary points into a format to meet accessibility needs.• Using of BSL and subtitling for public messaging.• Developing collaborative and linked messaging with partner agencies into easily accessible formats.
Measures	<ul style="list-style-type: none">• Under development.

Equality Outcome 3

Theme	Meaningful Engagement
Inequality Identified	Different groups have different needs and issues. To recognise this fact robust approaches to meaningful engagement must be in place to understand the challenges protected groups may face in accessing and receiving a fair and equitable level of service.
Equality Outcome	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.
General Equality Duty	Will help to advance equality of opportunity and foster good relations.
Protected characteristics	All
Link to Strategic Outcomes	Strategic Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing.
Objectives	<ul style="list-style-type: none"> • 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.
Activities	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Supporting and encouraging all areas of policing to connect with their diverse communities through relationship building opportunities. • Providing training/awareness opportunities for our officers and staff. • Reviewing our protected group engagement opportunities. • Promotion of local groups and individuals to contribute at national forums. • Using Community Impact Assessments and Equality & Human Rights Impact Assessments. • Involving and working with members of the community who have lived experience to help foster understanding and awareness. • Inclusion of Community Considerations as standard on all Police Scotland meeting agendas / daily activities.
Measures	<ul style="list-style-type: none"> • Under development

Equality Outcome 4

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Theme	Violence Against Women and Girls - Confidence and Support
Inequality Identified	<p>Scotland's commitment to tackling violence against women and girls (VAWG) is underpinned as a signatory to the Istanbul Convention (Council of Europe Convention on preventing and combating violence against women and domestic violence – Treaty no.210). It is the most comprehensive legal framework that exists to tackle violence against women and girls, covering domestic violence, rape, sexual assault, female genital mutilation, honour-based violence, and forced marriage. The Istanbul Convention sets minimum standards for governments to meet when tackling violence against women and will only be when satisfied that the UK has met all obligations under the Convention. The Convention places obligations on the state to prevent violence against women, protect women and prosecute the perpetrators.</p> <p>Police Scotland and SPA recognise there are challenges and barriers preventing the reporting of violence perpetrated against women and girls, which will be addressed in this equality outcome.</p>
Equality Outcome	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.
General Equality Duty	Will help to eliminate discrimination, advance equality of opportunity and foster good relations.
Link to Strategic Outcomes	Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service
Protected characteristics	All
Objectives	<ul style="list-style-type: none"> • 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.
Activities	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Raising awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics. • Informing and improving the local and national response to domestic abuse. • Supporting access and referrals for all victims and witnesses. • Engaging meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse. • Identifying new and effective ways of working.

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	<ul style="list-style-type: none">• Working with local communities and partner agencies to better share information, learning and best practice.• Reviewing internal processes and identify more effective ways of working
Measures	<ul style="list-style-type: none">• Under development

Equality Outcome 5

Theme	Workforce Insights
Inequality Identified	Some groups are more likely to face barriers in the workplace due to under-represented management teams and a lack of evidence based planning and decision making. Police Scotland and the SPA aim to ensure evidence based planning and decision making but currently face difficulties due to time consuming data processes which affect the availability of timely insights from workforce diversity monitoring.
Equality Outcome	We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.
General Equality Duty	Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace.
Protected characteristics	All
Link to Strategic Outcomes	Strategic Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.
Objectives	<ul style="list-style-type: none"> • 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.
Activities	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Outlining clear diversity monitoring and reporting requirements and priorities. • Improvement of data systems and capabilities including addressing systems access issues and developing the use of analytics software. • Using ongoing communications to build confidence in our monitoring and share insights from diversity monitoring. • Considering sexual orientation monitoring options and how to record non-binary identities.
Measures	<ul style="list-style-type: none"> • Under development

Equality Outcome 6

Theme	Leadership
Inequality Identified	Some groups are more likely to experience discrimination and harassment, feel like their needs are not understood/supported at work or feel like they cannot be themselves in the workplace. Police Scotland and the SPA aim to ensure an inclusive workforce culture and recognise that there is a current need to refresh the skills of our leaders in relation to equality, diversity and inclusion.
Equality Outcome	Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.
General Equality Duty	Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace.
Protected characteristics	All
Link to Strategic Outcomes	Strategic Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.
Objectives	<ul style="list-style-type: none"> • 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.
Activities	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Improving and developing leadership training in relation to equality, diversity and inclusion. • Inclusion of equality, diversity and inclusion in leadership development programmes. • Using lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders. • Improving and developing accessible equality, diversity and inclusion SOPs, guidance documents and tools. • Using ongoing communications to support continuous learning.
Measures	<ul style="list-style-type: none"> • Under development

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Equality Outcome 7

Theme	Officer/Staff Retention
Inequality Identified	Some groups are more likely to experience discrimination and harassment, feel like their needs are not understood/supported at work or feel like they cannot be themselves in the workplace. Police Scotland and the SPA aim to better understand any barriers to the retention of under-represented groups and are committed to taking action to address these.
Equality Outcome	Resignation rates of under-represented groups are proportionate to our current workforce profile.
General Equality Duty	Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace.
Protected characteristics	All
Link to Strategic Outcomes	Strategic Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.
Objectives	<ul style="list-style-type: none">• We understand why individuals from under-represented groups choose to end their employment with police Scotland/SPA.• We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA.
Activities	National and local activities will be built into relevant delivery plans and will focus on the following key areas: <ul style="list-style-type: none">• Identifying barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.• Establishing programmes to tackle the barriers to the retention from those from under-represented groups.• Using ongoing communications to promote an inclusive culture and values.
Measures	<ul style="list-style-type: none">• Under development

Equality Outcome 8

Theme	Recruitment and Progression
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. Police Scotland and the SPA recognise the benefits that a diverse workforce brings and the need to understand any organisational and societal barriers that affect our ability to attract diverse candidates. We are committed to removing barriers that affect under-represented groups and maximising inclusive practices in our recruitment and promotion processes.
Equality Outcome	We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.
General Equality Duty	Will help to eliminate discrimination, advance equality of opportunity and foster good relations in the workplace.
Protected characteristics	All
Link to Strategic Outcomes	Strategic Outcome 4 - Our people are supported through a positive working environment, enabling them to serve the public.
Objectives	<ul style="list-style-type: none"> • We understand internal and societal barriers to attracting individuals from under-represented to join Police Scotland/SPA. • We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices.
Activities	<p>National and local activities will be built into relevant delivery plans and will focus on the following key areas:</p> <ul style="list-style-type: none"> • Identifying the internal and societal barriers to under-represented groups joining Police Scotland/SPA. • Delivering a recruitment system and processes that supports inclusive recruitment practices. • Using inclusive attraction strategies and positive action activities. • Ongoing development of diversity monitoring and reporting. • Bespoke development programmes to increase promotion opportunities for under-represented groups.
Measures	<ul style="list-style-type: none"> • Under Development

APPENDIX B
Draft Police Scotland and Scottish Police Authority
Joint Equality Outcomes for Policing 2021
Strategic Alignment

Our Equality Outcomes have been developed to align to the Strategic Police Plan, Forensics 2026 Strategy and SPA Corporate Plan and will be supported by a suite of relevant enabling strategies.

For ease, the focus in the main equality outcomes tables are on the alignment to strategic outcomes contained in the Joint Strategy for Policing. Whilst not shown, in order to keep the tables concise, the equality outcomes also align directly to the strategic outcomes within both the SPA Corporate Plan and the Forensic Services Strategy. The table below demonstrate the alignment in simple terms:

Equality Outcome Type	SPA Corporate Plan Strategic Outcomes	Forensics 2026 Strategy Strategic Commitments
Service Delivery	<p>Strategic Outcome 1 – Communities and partners have an informed understanding of crime and safety issues and the responsibilities of the police and forensic services in addressing them.</p> <p>Strategic Outcome 2 – The public are confident in policing with issues of public interest being addressed transparently, and the voices of communities taken into account in decision-making.</p> <p>Strategic Outcome 3 – Effective collaboration with partners improves services and outcomes for individuals and communities.</p>	<p>Strategic Purpose – To use scientific approaches to prevent, investigate and detect crime, supporting and delivery of justice and keeping Scotland’s communities safe.</p> <p>Strategic Commitment on Service Delivery – Effectively supports Police Scotland and other Criminal Justice Partners, through delivery of our services, enabling each partner to progress their equality outcomes.</p> <p>Strategic Commitment on Engagement/Accessibility – Engages meaningfully with diverse communities/groups, providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that suit their needs.</p>

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Employment	Strategic Outcome 5 - A valued and engaged workforce that represents the communities it serves, and has the confidence and skills to deliver excellent services and adapt to changing demands.	Strategic Outcome – Positive and vibrant workplace for all of our people. Strategic Objective – Value and develop our people, mainstreaming equality and promoting wellbeing.
All	Strategic Outcome 4 – Resourcing Requirements are based on evidence of demand, the needs of communities and securing Best Value. Strategic Outcome 6 – Decision making, scrutiny and reporting is based on robust evidence and analysis of current and emerging policing issues.	

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Appendix C - Police Scotland and SPA Joint Equality Outcomes for Policing 2021 - EqHRIA Overview

Police Scotland/SPA Joint Equality Outcomes for Policing 2021 - EqHRIA Overview

The Joint Equality Outcomes for Policing were developed based on extensive engagement with internal and external stakeholders including individuals who share a protected characteristic and those who represent their interests. This has included:

- Internal engagement sessions with representatives from staff associations, diversity staff groups and senior management teams;
- A Fair and Inclusive Police Service for Scotland survey;
- Engagement with a wide range of external partners; and
- Engagement with Police Scotland Executive and the SPA Board members.

In addition, a significant evidence review has also been undertaken to ensure that the refreshed equality outcomes are based on current evidence. The sources reviewed include:

- E&D Monitoring & Data Requests;
- Staff Enquiries & Feedback;
- Enabling Strategies and plans;
- Benchmarking Findings;
- Relevant Risk, Audit & Assurance Review Updates and recommendations;
- External sources such as EHRC reports and the Scottish Government Evidence finder; and
- Public feedback through a Fair and Inclusive Police Service for Scotland Survey.

Aim / Activity	Equality & Human Rights Considerations and Potential Opportunities/Impacts	EqHRIA Decision/Mitigation/Actions
Publication of refreshed Equality Outcomes.	Positive opportunity to ensure high-level priorities in relation to E&D are current and relevant. The direction identified must be evidence based.	<ul style="list-style-type: none"> • Legislative requirement to publish by 30 April 2021. • Outcomes developed based on wide range of evidence and engagement.
Development of joint outcomes with Police Scotland and SPA.	Positive opportunity to ensure that the high-level priorities of the SPA and Police Scotland are aligned in relation to E&D.	<ul style="list-style-type: none"> • In line with approach to joint strategic outcomes – agreed as best approach.
Alignment of Equality Outcomes and the strategic outcomes & Performance framework.	Positive opportunity to ensure E&D priorities can be driven through the mechanisms that support strategic planning and performance.	<ul style="list-style-type: none"> • Supports mainstreaming of E&D and organisational understanding of Equality Outcomes – agreed as best approach.
Governance/sign-off of the Equality Outcomes	There is an opportunity to ensure that the PS Executive & SPA Board own the Equality Outcomes and see accountability as sitting across the service rather than with E&D teams.	<ul style="list-style-type: none"> • Exec/SPA Board Engagement undertaken • Approval route now to include the Strategic Leadership Board & SPA Board.

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<p>Design & presentation of the Equality Outcomes.</p>	<p>The design and publication of the report must be accessible for the public and staff. Accessibility considerations need to include:</p> <ul style="list-style-type: none"> - People for whom English is not their first language - Plain English - Easy Read - British Sign Language - Screen Readers - Editable versions - Dyslexia compliant - Colour alternatives - Available in varying formats <p>Failure to provide options for differing accessibility needs could result in a negative impact which would particularly affect those in older age groups, individuals with a disability, people for whom English is not their first language and those affected by socio-economic disadvantage.</p> <p>The failure to provide an accessible document would also result in reputational damage to Police Scotland / SPA, particularly given the purpose of the report.</p>	<p>A minimum of 2 versions will be proactively produced and available. Both versions will use plain English. One will be in a plain word format that can easily be updated into more accessible formats e.g. large print / removal of graphics and images.</p> <p>Designers will adhere to accessibility guidance.</p> <p>Document will also clearly highlight how to request alternative formats of the report.</p>
<p>Communication of the Equality Outcomes.</p>	<p>Accessibility of the communications to support the Equality Outcomes needs to be fully considered e.g. briefing papers, articles, social media etc.</p> <p>There is an opportunity to engage and build relationships and confidence among diversity partners and the public which would have a positive impact.</p> <p>There is an opportunity to ensure that key internal stakeholders are aware of the Equality Outcomes and understand their role in progressing work to support the outcomes.</p> <p>Internal communication channels may not be accessible to those who are currently out of the workplace on long-term leave such as maternity, shared parental leave and long-term sickness absence.</p>	<p>All communication used will be clear, concise and relevant to suit the audiences intended making use of a variety of channels.</p> <p>Continuous engagement is undertaken with diversity partners and will allow us to respond to any specific needs.</p> <p>Communications will be targeted to stakeholders as required using a variety of appropriate internal communication channels for the various audiences.</p> <p>It is not considered that the content is essential to those who are currently out of the workplace. Line managers can share as required and update on return to work.</p>

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<p>EO 1 - Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support.</p>	<p>Work to cultivate and build on existing relationships to improve levels of confidence to report hate crimes and improve consistency of response will have a positive impact across protected groups.</p>	<ul style="list-style-type: none"> • Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes.
<p>EO 2 - People from and across protected groups access services, communication and information provided by Police Scotland/SPA in ways or methods that best suit their needs.</p>	<p>Improvements in the ways that communities, groups and individuals can access services, communications and information will have a positive impact on protected groups.</p>	<ul style="list-style-type: none"> • Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes.
<p>EO 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.</p>	<p>Meaningful engagement will provide opportunities to work closely with protected groups in capturing their insights and experiences to better inform our services which will have a positive impact.</p>	<ul style="list-style-type: none"> • Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes.
<p>EO 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.</p>	<p>Work to improve confidence and responses to women and girls who may be at risk from crimes such as domestic violence, rape, sexual assault, female genital mutilation, honour-based violence, and forced marriage will have a positive impact on females.</p>	<ul style="list-style-type: none"> • Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes.
<p>EO 5 - We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.</p>	<p>Improved E&D data and insights to inform planning and decision making will have a positive impact on EDI.</p> <p>Privacy issues will need to be fully considered and addressed in relation to all monitoring.</p>	<ul style="list-style-type: none"> • Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes. • Monitoring reports will not include any data or insights that could identify any individual.
<p>EO 6 - Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.</p>	<p>Refreshed training and CPD that develop leaders skills and confidence in relation to EDI will have a positive impact.</p> <p>Consider whether training and CPD can be extended to all officers and staff to maximise positive impact.</p>	<ul style="list-style-type: none"> • Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes. • Leaders identified as initial priority • Opportunities to extend can still be considered as business as usual or as a second phase.

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EO 7 - Resignation rates of under-represented groups are proportionate to our current workforce profile.	A focus on understanding why people from under-represented groups choose to leave employment with Police Scotland/SPA and actions to remove these barriers will have a positive impact.	<ul style="list-style-type: none">• Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes.
EO 8 - We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.	Work to develop and assess recruitment and promotion processes to ensure they are inclusive will have a positive impact.	<ul style="list-style-type: none">• Additional EqHRIAs will be required in relation to the activities to deliver the Equality Outcomes.
Last Updated: 02/03/2021		