SCOTTISH POLICE
AUTHORITY

Agenda Item 6

Meeting	SPA Resources Committee
Date	15 June 2020
Location	Videoconference
Title of Paper	Workforce Equality, Diversity & Human Rights Assurance
Presented By	Jude Helliker, Director of People and Development Nicky Page, Head of ER and Reward
Recommendation to Members	**For Discussion**
Appendix Attached	• Appendix A – Mainstreaming Summary Report 2019 • Appendix B – EqHRIA Improvement Plan Overview • Appendix C – E&D Workforce Profile Summary Report (2018/19) • Appendix D – Recruitment Report Summary Report (2018/19) • Appendix E – Promotion Summary Report (2018/19) • Appendix F – Leavers Summary Report (2018/19) • Appendix G – E&D Monitoring Top Priorities Summary Report (2018/19)

PURPOSE

The purpose of this report is to update SPA Resources Committee with a:

- Strategic update on progress being made towards mainstreaming of equality considerations into the performance framework, strategic planning and policies/practice and how this work ensures we are meeting our specific duties under the Equality Act
- Update on PS approach to gathering and using equality data to inform priorities and action (including provision of the most up to date data/trend analysis and areas for improvement in relation to data)
- Update on plans to review the Equality Outcomes by April 2021
- Update on progress (since the 2019 mainstreaming report) against Equality Outcome 6, including work in response to 2019 SWDF report and progress re agile and flexible working, and also areas of focus for improvement

Members are invited to discuss the content of this paper.

1. BACKGROUND

1.1 As part of the requirements of [The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012](#), Police Scotland requires to report on mainstreaming the general equality duty (at least every 2 years), publish equality outcomes (at least every 4 years) and report progress against these equality outcomes (at least every 2 years).

1.2 The [Police Scotland Equality Outcomes](#) were published in April 2017. Since then Police Scotland have worked to mainstream E&D considerations, focused around the Equality Outcomes, into everything that we do.

1.3 The next mainstreaming and equality outcomes progress reports are due to be published by 30 April 2021. In addition, the Police Scotland Equality Outcomes are due for review by the same date.

1.4 The Scottish Police Authority (SPA) have requested an assurance update in relation to mainstreaming E&D in employment including progress in relation to the employment Equality Outcomes (6&7) and workplace employment monitoring data and trends.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Mainstreaming E&D in Employment – A Strategic Focus

2.1.1 The [Police Scotland Mainstreaming and Equality Outcomes Progress Report 2019](#) was published in April 2019. Since this report, work has been undertaken to develop a more meaningful and engaging way to report on mainstreaming with a more strategic focus.

2.1.2 To support this, a summary of the mainstreaming section of the 2019 report was developed to support internal engagement, ongoing mainstreaming and consideration of next steps (appendix A). Feedback and lessons learned have also been gathered in relation to the 2019 report content and structure and the process for developing the report.

2.1.3 This work to support continuous improvement in the lead up to the next mainstreaming report by April 2021 is ongoing and includes:

- A specific focus on embedding E&D into strategy, planning and performance;
- A review of the governance arrangements in relation to Equality, Diversity and Inclusion in Employment; and
  - A continuous improvement approach to Equality and Human Rights Impact Assessment.

2.2   Strategy, Planning and Performance

2.2.1 Since publication of Police Scotland Mainstreaming and Equality Outcomes Progress Report in 2019, representatives from P&D and Safer Communities E&D teams have been working with partners in the Strategy and Innovation and Analysis and Performance teams to continuously improve the mainstreaming of equality, diversity and inclusion into strategy, planning and performance reporting.

2.2.2 The aim is to ensure that equality, diversity and inclusion is captured in overall strategy, delivered through the business planning cycle (Annual Police Plan, supporting Deputy Chief Constable (DCC)/Deputy Chief Officer (DCO) Delivery Plans and Local Policing Plans etc.) and reported through organisational performance reporting mechanisms (in line with legislation and best practice guidelines).

2.2.3 Some examples of progress being made in these areas so far include:

Strategy
- Joint Strategy for Policing and Equality Outcomes are aligned to support equality, diversity and inclusion.
- People Strategy (2018 – 2021) includes the equality considerations identified through the EqHRIA within the strategy document to ensure they are clearly visible to those driving the strategy forward and built into the delivery.

Planning
- E&D is being embedded into the Police Scotland business planning for 2020/21 including the Annual Policing Plan, DCC/DCO Delivery Plans and Local Police Plans.
- Local divisional/departmental People Plans are incorporating the local E&D priorities relating to our people rather than these being contained in E&D specific divisional/departmental plans.

Performance Reporting
- Key measures from the service's Equality Outcomes have been incorporated into the Police Scotland Performance Framework.
- Relevant E&D updates have been included in Police Scotland quarterly performance reports as appropriate. An example of this is available in the Quarter 2 Performance report (page 45).
- Updates on the Equality Outcomes are included in the Chief Constable's Assessment of Policing Performance 2019/2020.

2.2.4 The next steps in relation to this work are to review the process to gather divisional/departmental updates to evidence E&D mainstreaming. The updates relevant to equality, diversity and

inclusion that will now be available as part of the standard reporting on our strategic and local delivery plans will be utilised where possible. Any additional requirements to gather E&D updates will be designed to complement the data available through the organisational planning and performance updates.

2.2.5 It is recognised that this is a continuous improvement journey and the service will continue to benchmark, review lessons learned and share best practice to fully embed this mainstreamed approach to strategy, planning and performance.

2.3 Equality, Diversity and Inclusion in Employment Group

2.3.1 The Equality, Diversity and Inclusion in Employment (EDIE) Group meets quarterly and includes representation from the SPA. The group formally escalates to an Equality, Diversity and Human Rights Strategy group and is fed into by an EqHRIA Scrutiny Group and local Divisional/Departmental Groups as per the chart below.
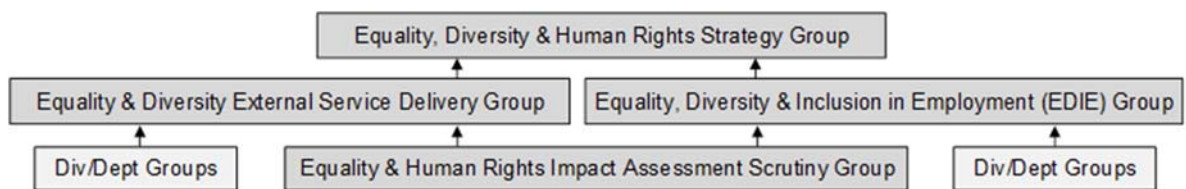
2.3.2 In October 2019, the EDIE Group Terms of Reference were reviewed to ensure a strategic focus that drives mainstreaming and is aligned to current priorities.

2.3.4 To support this, the EDIE group membership now includes senior representatives from Crime and Operational Support, Local Policing and Corporate Services and other attendees from all business areas can be invited to provide updates as required. The group also now escalates to other primary/management boards as appropriate and links to divisional/departmental groups are also being further established to ensure a two-way connection to local People Boards.

2.3.5 The EDIE agenda now covers:
- Strategic Employment Priorities - which allows relevant organisational activity to be considered from an equality, diversity and inclusion perspective and appropriate recommendations provided to the activity owner.
- Data, Insights and Ideas – which includes the review of workplace monitoring, research results, benchmarking and environmental scanning. This supports the identification of new and emerging trends, best practice and potential risks and helps to drive an innovative and evidence based approach.

- Communications and Engagement – which supports effective mainstreaming across the service through sharing of data findings, priorities, lessons learned and best practice etc.

2.3.6 The EDIE group also approved an Equality, Diversity and Inclusion Employment Framework which highlights the focus of mainstreaming equality, diversity and inclusion through the strategic priorities that are relevant to our people.

Equality, Diversity and Inclusion Employment Framework 2019 – 2026
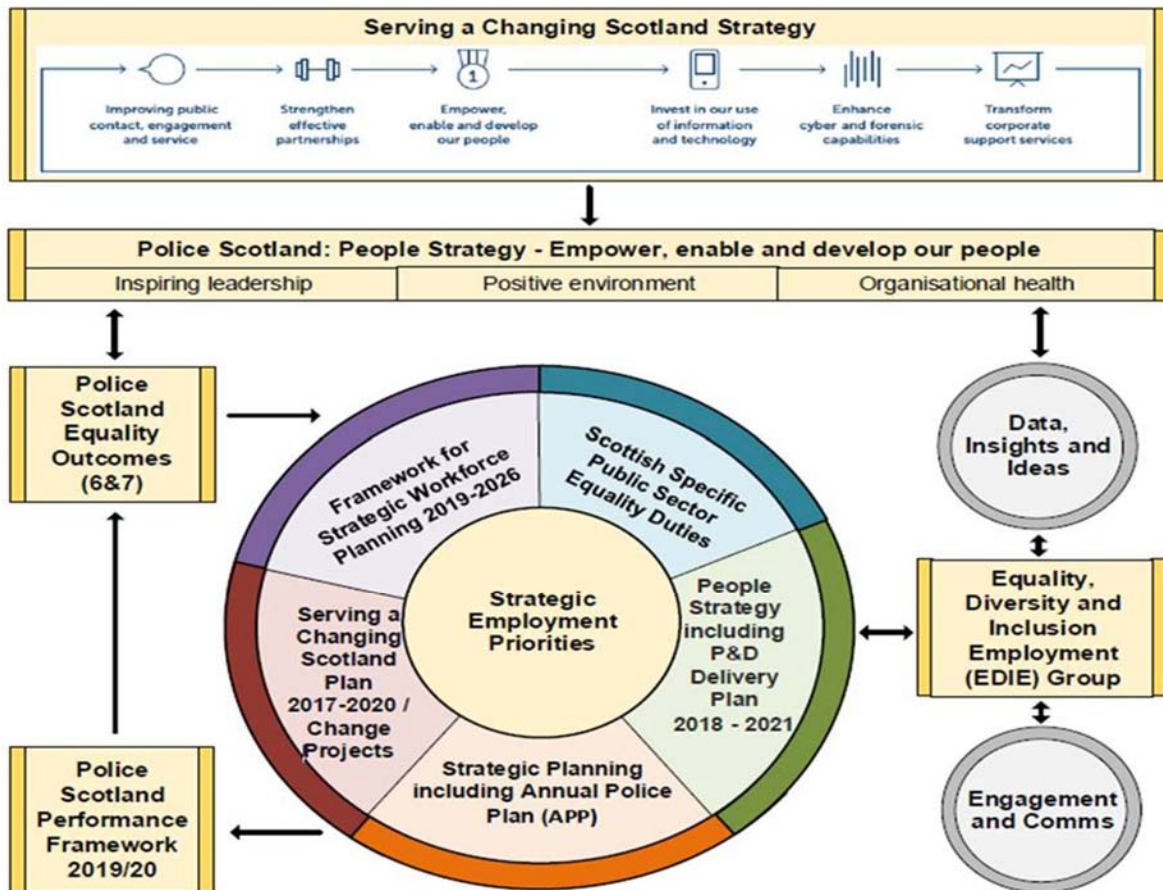
2.4 Equality and Human Rights Impact Assessment Continuous Improvement

2.4.1 Equality and Human Rights Impact Assessment (EqHRIA) is a key tool used by Police Scotland to ensure equality and human rights considerations are mainstreamed into all policies and practices.

2.4.2 To support this, an EqHRIA Scrutiny Group is in place to monitor and review deliverables in relation to EqHRIA related practices, with a particular focus on compliance with the Equality Act 2010 and delivering the recommendations from an SPA scrutiny report from 2013-14.

2.4.3 The EqHRIA Scrutiny Group, which includes representation from the SPA, are assured that EqHRIA is well embedded into the development process for People and Development (P&D) and Service Delivery Standard Operating Procedures (SOPs) but have identified that there are still some gaps in relation to the publication of EqHRIA summaries for some practices other than SOPs.

2.4.4 As part of a continuous improvement approach, the group have proposed that the EqHRIA Scrutiny Group is now replaced by an EqHRIA Improvement Group with a revised remit to:
- coordinate the continuous improvement of EqHRIA policy, guidance, training, communications etc., and
- monitor Police Scotland compliance through scrutiny and assurance work.

2.4.5 To support this improvement work an EqHRIA Risk regarding non-compliance with legislation in respect to the completion and publication of EqHRIA summaries for practices other than SOPs was added to the Local Policing Risk Register in November 2019 and initial actions to mitigate the risk have been progressed. The EqHRIA Scrutiny Group also commissioned an internal assurance review of EQHRIA by the Risk, Audit and Assurance team which has been undertaken. The findings of the review have been used to develop an EqHRIA Improvement Plan Overview (appendix B) to support continuous improvement, mitigate the EqHRIA risk and address the recommendations from the internal assurance review. We are also in the process of undertaking external benchmarking and internal and external dip sampling exercises in relation to EqHRIAs.

2.5 E&D Workforce Monitoring

Approach to E&D Workforce Monitoring

2.5.1 Police Scotland undertake workforce E&D monitoring in line with legislation and best practice. The E&D workforce monitoring is being continuously developed with a focus on ensuring that the data is presented in a meaningful way to ensure it influences evidence based decision making and can clearly identify areas of progress or concern.

2.5.2 To support this, the 2018/19 workforce E&D data was analysed and presented to the EDIE Group in a visual summary format (appendix C). The workplace profiles were also broken down to a divisional level and provided to divisional management to ensure a local understanding and support evidence based planning and decision making.

2.5.3 Specific insights reports were also developed for recruitment (appendix D), promotion (appendix E) and leavers (appendix F). In addition, a one-page summary of the top priorities identified from the monitoring (appendix G) was developed and included potential National and local actions to support improvement.

2.6   Data/trends: 1 April 2019 – 31 March 2020

2.6.1 The Workforce monitoring data for 1 April 2019 – 31 March 2020 is currently being quality assured and analysed. It is notable that there has been a delay due to the situation with COVID-19 but the National and Divisional Workforce profiles will be available by the end of June 2020. Furthermore, insights reports on specific areas such as recruitment, promotion and leavers etc. will also be developed.

Areas for improvement

2.6.2 There are a number of areas that have been identified and progressed to support the continuous improvement of the workforce monitoring data.

2.6.3 The current monitoring and analysis of equality and diversity workforce data relies on significant manual processing due to the current systems and reporting capabilities. Unfortunately opportunity to develop systems is limited due to the available resources and finances but work continues to explore options to continuously improve this area where possible.

2.6.4 A further priority for 2020 will be to improve local communication and engagement in relation to the data, what it tells us and what action is required to support improvement. This will help to ensure that the data is used to influence evidence based decisions and progress appropriate actions. The foundation for this improvement work has been laid in 2018/2019 and will be further embedded for the 2019/2020 data.

2.6.5 An E&D monitoring framework is also under development and aims to ensure a shared clarity in relation to the way that E&D workforce data is collected, analysed and reported. The framework will ensure stakeholder understanding and engagement in relation to the data and support evidenced based decision making throughout the service. It will be based around legislative requirements, best practice (e.g. EHRC Code of Practice), available benchmarking data (e.g. Scottish Census) and link to the Police Scotland Performance Framework as appropriate.

2.7 Police Scotland Equality Outcomes Refresh (April 2021)

2.7.1 The refreshed Police Scotland Equality Outcomes will be developed with the support of the Strategy and Innovation team to ensure alignment with the Police Scotland Strategic Outcomes. This approach will also facilitate service wide engagement and the shared ownership of the Equality Outcomes across all relevant business areas rather than these being seen to be owned and delivered by specific E&D teams.

2.7.2 Collaboration and engagement with key stakeholders will also be a key component of the plans to refresh the Equality Outcomes to identify lessons learned and current priorities for improvement. The general consultation and engagement that Police Scotland have undertaken to date will be considered and used as a baseline to support the development of specific engagement to support the refresh of the Equality Outcomes. The refresh will make use of the consultation and engagement mechanisms undertaken for our wider strategy and planning activity as well as specific partners and contacts relevant to equality, diversity and inclusion.

2.8 Police Scotland Equality Outcomes (6&7) Progress

2.8.1 Police Scotland currently have two Equality Outcomes that are focused on employment/the workforce:
- Equality Outcome 6 - We have a workforce that is more reflective of the communities we serve
- Equality Outcome 7 - We have a workplace where officers and staff feel valued and respected and have their needs met appropriately

2.8.2 This report has already outlined details on mainstreaming activity (covered in section 2.1) and workforce monitoring (covered in section 2.5). These updates are also significant in progressing towards Equality Outcomes 6 and 7.

2.8.3 In addition, performance updates in relation to equality, diversity and inclusion, including progress towards equality outcomes 6 and 7, are also being provided within Police Scotland's performance reporting. For example the Police Scotland Quarter 2 performance report includes updates on workforce stats in relation to sex, race, sexual orientation and disability (page 45).

2.8.4 In addition, the Chief Constable's Assessment of Policing Performance 2019/2020 report includes a progress update in relation to the Police Scotland Equality Outcomes.

2.8.5 Additional updates on the specific areas requested by the SPA are also included below.

2.9 Response to Scottish Women's Development Forum (SWDF) Pregnancy and Maternity Research

2.9.1 The Scottish Women's Development Forum undertook research in 2015/16 to examine the experience of individuals during pregnancy and maternity leave. In 2018, the SWDF carried out a follow-up survey which was completed by 662 police officers and police staff and captured their personal perceptions and experiences.

2.9.2 Police Scotland has reviewed the findings and recommendations provided in 2019 and is working on developing proposals and solutions to continuously improve the information and support for new and expectant mothers.

2.9.3 A number of actions have been undertaken as part of the action plan in response to the research report:
- The classifications on SCoPE have been clarified to ensure reports can identify those who are pregnant/breastfeeding or due to return to work so that proactive support, risk assessments and return to work plans can be put in place.
- Solutions to improve the accessibility of job adverts, bulletins and updates for officers and staff on adoption/maternity leave are being developed. So far, messages have been placed within the online payslip to direct people to the recruitment team for information on vacancies.
- A 'Focus on' summary document covering key Adoption and Maternity information for police staff was published in Feb 2020. A similar document for police officers is under development.
- The proposal to develop SCoPE to record pregnancy and maternity information is being considered and will be prioritised against other development requests. In the interim, the procedure and guides provide clear guidance on contact while on maternity leave.
- Communications work is also ongoing. The updated Policy Hub includes simplified procedures and guidance which are now more user friendly. P&D staff have supported an SWDF event to answer any queries, questions or concerns. The SWDF have also been approached to identify any members who may be willing to share their experiences for case studies. Currently in light of COVID-19, guidance is also signposting to the Royal Obstetrician & Gynaecology website for relevant advice.
- Opportunities for training and development in relation to pregnancy and maternity are currently being explored with

TLD/Talent management and P&D colleagues who are running Sergeant coaching sessions.

2.10 Flexible Working Employment Tribunal Response

2.10.1 In October 2017 an employment tribunal (ET) ruled against Police Scotland after a flexible working application was refused based on a divisional practice that officers should start and finish within core hours. The employment tribunal found that the practice unjustifiably discriminated against a female officer on the grounds of sex, under section 19 of the Equality Act 2010. Police Scotland is committed to ensuring that lessons learned from the ET findings are acted upon to prevent any future discrimination when considering flexible working applications.

2.10.2 A number of service wide actions have been undertaken as part of the action plan in response to the ET finding:
- A Force wide memo was issued by DCC Taylor to ensure that all officers, staff and managers are aware of the rights in respect to flexible working applications.
- The Police Scotland HR System (SCoPE) has been updated to record different categories of flexible working to improve monitoring.
- The Flexible Working SOP flowchart has been updated to include submission of the form as part of the process. While informal discussion can still take place, the Service seeks to formally receive all flexible working applications to ensure that monitoring is accurate.

2.10.3 In addition, Greater Glasgow Division have made significant progress in relation to their divisional actions:

- On 22 April 2019 a memo was circulated to all Greater Glasgow staff and line managers outlining the flexible working application process and highlighting that anyone wishing to work flexibly should submit a formal flexible working application. The memo contained a link to DCC Taylor's service-wide memo and a link to the flexible working section of the P&D Policy Hub.
- Greater Glasgow Division now record all flexible working applications including the reason for refusal and details of any appeal where appropriate.
- A Line Managers briefing has been circulated to highlight the findings from first 6 months of monitoring, as well as focusing on lessons learned from the Employment Tribunal in relation to flexible working applications.

2.11 Flexible & Agile Working Update

2.11.1 Police Scotland recognise the need for a more agile and flexible workforce in various strategic documents and understands that flexibility is key to supporting Officers and Staff in achieving a balance between personal and professional commitments.

2.11.2 To achieve progress in this area, Police Scotland has formed an Agile and Flexible Working Short Life Working Group. The group will govern the overall direction and management of the agile and flexible working agenda and will develop and implement organisational solutions that will directly support agile and flexible working; while ensuring that the exigencies of the Service are always met. The group aims to pull together the learning from stakeholders and use this to help create tangible solutions that will help delivery against the strategic intentions of our People Strategy and make the organisation a more flexible and agile workplace.

2.11.3 Police Scotland has used a number of flexible and agile working practices to support officers and staff affected by the current situation with COVID-19 which has highlighted further the need for a more agile workforce. Police Scotland is committed to ensuring the learning from this situation and the implementation of flexible solutions is used to advance the development and continued use of smarter working practices going forward. To support this, work is currently underway to develop a smarter working toolkit.

3.   FINANCIAL IMPLICATIONS

3.1   There are no financial implications in this report.

3.2   Costs of delivering this work are within current budget provision.

4.   PERSONNEL IMPLICATIONS

4.1   There are no current personnel implications associated with this paper.

5.   LEGAL IMPLICATIONS

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

6.   REPUTATIONAL IMPLICATIONS

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

7.   SOCIAL IMPLICATIONS

7.1   There are no social implications associated with this paper.

8.   COMMUNITY IMPACT

8.1   There are no community implications associated with this paper.

9.   EQUALITIES IMPLICATIONS

9.1   This paper and the work contained within support equality, diversity, inclusion in employment and compliance with the work aspects of The Equality Act 2010.
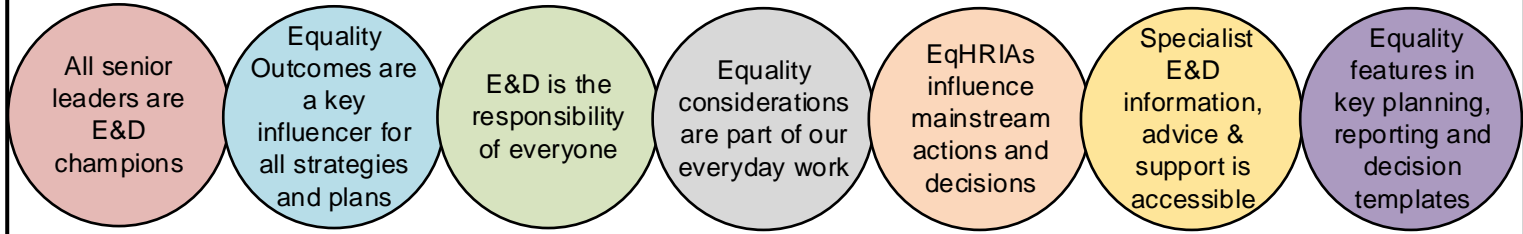
10.   ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

Appendix A - Police Scotland E&D Mainstreaming Report Summary 2017 - 2019 v1.0

What mainstreaming equality and diversity (E&D) looks like:

All senior leaders are E&D champions

Equality Outcomes are a key influencer for all strategies and plans

E&D is the responsibility of everyone

Equality considerations are part of our everyday work

EqHRIAs influence mainstream actions and decisions

Specialist E&D information, advice & support is accessible

Equality features in key planning, reporting and decision templates

Strategy, Planning and Change

- Police Scotland Equality Outcomes are a **key influencer** in the development of our strategies and plans to ensure E&D mainstreaming at a strategic level.
- Our strategies, plans and activities require a comprehensive **Equality and Human Rights Impacts Assessment**, undertaken by the strategy/project owner with support from E&D advisors.
- **Training** on mainstreaming E&D and EqHRIA has been delivered to the Strategy team and change project staff. A **pilot EqHRIA form** and checklist has also been introduced for these areas and **EqHRIA assurance reporting** is being developed.

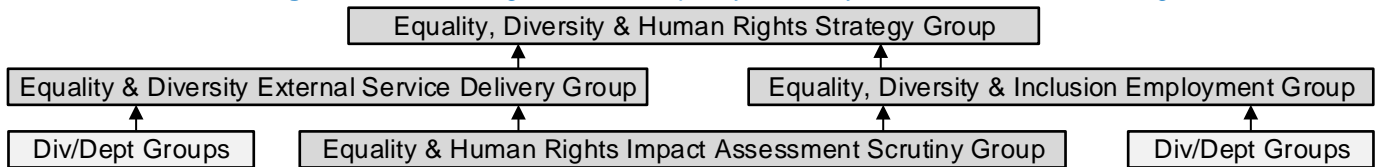**Click for more on our strategic plans:**

Serving a Changing Scotland

Annual Police Plan

Potential Next steps: Review pilot EqHRIA form. Continue to embed EqHRIA in strategy, planning and project work.

Governance

- Our Executive team are committed to Equality, Diversity, Inclusion and Human Rights.
- **E&D Governance meetings** ensure a strategic focus on equality, diversity, inclusion and Human Rights.

Equality, Diversity & Human Rights Strategy Group

Equality & Diversity External Service Delivery Group

Equality, Diversity & Inclusion Employment Group

Div/Dept Groups

Equality & Human Rights Impact Assessment Scrutiny Group

Div/Dept Groups

- All our governance boards use a **single reporting template** which has a section on Equality, Diversity and Human Rights. This mainstreams equality and Human Rights into all strategic decision making and ensures visibility at a senior level.

Potential Next steps: Build stronger links between the E&D Governance meetings and other Governance Boards. Undertake quality assurance to ensure effectiveness of equality updates on board papers & update to include Fairer Scotland.

Performance and Reporting

- Divisions, departments and business areas provide **six monthly updates** on progress against our Equality Outcomes which support reporting to senior management and the SPA.
- Equality measures have also been incorporated into our **Performance Framework** to ensure equality is at the heart of our culture and mainstreamed into our performance reporting. Work is ongoing to utilise the performance framework to monitor progress towards our Equality Outcomes.

Click for more on our performance approach:

Performance Framework

Potential Next Steps: Report on E&D in performance framework outputs. Continue work to improve E&D monitoring and data quality. Mainstream E&D reporting into general business reports as appropriate to influence decision making.

Communications, Engagement and Benchmarking

- Fully integrated **marketing campaigns** are developed, making use of all disciplines within communications, to ensure accessibility. Campaigns are subject to EqHRIA as appropriate. Where possible the communication channels used are those that best meet the needs of the intended audience. For example, significant work has been done on the young people section of our website and social media sites to improve engagement with this traditionally hard to reach group.
- A number of **Equality, Diversity and Inclusion Quick Guides** have been developed and published to make E&D information accessible to all officers and staff at all levels. Additional quick guides are under development.
- Senior management engagement with officers and staff has been improved with the introduction of two key initiatives. The **Chief's Forum** is a bi-monthly online portal that allows officers and staff to ask the Chief Constable questions and the monthly **Chief Constable's Conference Call** allows senior leaders to dial into a call with the Chief Constable and discuss key organisational topics. These initiatives allow E&D topics to be raised directly with the Force executive.
- We use **Surveys** to engage and consult with our diverse communities and staff so that we better understand their needs and concerns. The views gathered help shape our operational services and priorities and how we treat, develop and support our staff. We report findings by diversity group as appropriate dependent on the survey, response levels and finding trends.
- Since 2015, we have submitted an annual application to the **Stonewall Workplace Equality Index** (WEI), achieving a listing in the Top 100 UK Employers for the past four years. Unfortunately, we did not achieve this listing in 2019. Our commitment to our LGBT staff and communities is absolute and the recommendations received from stonewall through the WEI are valuable in ensure we continue to improve our services to our LGBT officer/staff and communities.

Potential Next Steps: Develop additional EDI Quick Guides, summary reports and information to ensure all officers and staff can engage with appropriate E&D information. Develop E&D intranet structure and content to ensure information is accessible. Improve mechanisms to share benchmarking results and good practice.

Equality and Human Rights Impact Assessment (EqHRIA) Process

- Our **EqHRIA process** is well embedded across our activities to ensure equality and Human Rights considerations are mainstreamed. We reviewed our EqHRIA procedure and guidance in 2018 to ensure they remain compliant, accessible, robust and user-friendly. Findings were generally positive and minor amendments were made to the relevant documents.
- A one day **EqHRIA training** course is available to officers and staff through an established training request process.
- An **EqHRIA quick guide** and **EqHRIA publication quick guide** have been published as part of the wider guidance set.
- An Organisational Change **EqHRIA tool** has been developed to support officers and staff undertaking EqHRIAs for organisational change work. Initial feedback has been positive and additional EqHRIA tools are now under development.
- **EqHRIA assurance reporting** is being developed to monitor mainstreamed EqHRIA activity.
- Webpages are being developed to improve the **publication of EqHRIA summaries of results**. Ownership for publication sits with the activity owner and is supported by E&D advisors.

Potential Next Steps: Develop additional EqHRIA tools. Further develop EqHRIA assurance reporting and dip sampling to ensure compliance and quality. Improve development, communication and publication of EqHRIA summary of results.

Our Operational Processes and Practices

- Our **Community Impact Assessment (CIA)** process continues to provide an effective means to record, monitor and develop appropriate interventions to address impact on communities and assist with reducing community tensions.
- It is accepted that our **Stop and Search** practice results in a significant intrusion into personal liberty and privacy; it is, however, an important tactic used to help achieve our objective of 'keeping people safe'. The introduction of the Stop and Search Code of Practice which governs the police use of the tactic has had a positive impact. Use of the Code, along with the dedication and diligence of our officers has resulted in the overall decrease in the number of searches carried out and an increase in the number of positive searches, in comparison to figures prior to its implementation.
- Work has been ongoing to improve current practices in relation to **Hate Crime.** Ongoing activities include:
  - work to improve the recognition, recording and reporting of hate crimes and incidents across the service. This looked at the third party reporting process and considered measures to improve and monitor overall effectiveness. The opportunity was taken to enhance awareness and understanding amongst officers of what constitutes a hate crime or incident, its potential impact on the victim, their families and communities and to ensure responses are consistent and appropriate.
  - participating in multiagency groups and partnerships at a national and local level.
  - a cadre of local officers being trained to undertake the role of Hate Crime Champions.
  - clear guidelines developed to improve reporting and recording of hate crime/incidents related to staff as victims.

Potential Next Steps: To be confirmed.

Our People

- Our **People Strategy** includes a summary of the equality considerations and opportunities to ensure they are embedded in delivery activity. E&D updates are being included in the P&D delivery plan checkpoint template to track progress and ensure mainstreaming of E&D into activities and reporting.
- **Staff Pay and Reward Modernisation (SPRM)** promotes fairness and equality through a single set of terms and conditions (T&Cs) of employment (including pay and benefits). T&Cs were assessed to ensure they embed equality and inclusion.
- **People and Development (P&D) Policy Simplification -** Policy staff have undertaken EqHRIA training and have delivered updated EqHRIAs for all reviewed P&D procedures with advice and support from E&D advisers.
- We recognise and support a number of **Diversity Staff Associations.** Partnership working with these groups supports delivery of our Equality Outcomes and other diversity objectives as well as helping to build community relations.
- Revised National **Disability** processes, guidance, communications and training are being put in place to ensure that line managers are skilled to support officers and staff with a disability.
- We are an advocate for the UN **HeforShe** initiative to encourage males to become change agents towards gender equality.
- Our **LGBT Allies** network assists in creating an inclusive workplace. The Intranet mini-site gives guidance on LGBT matters.
- **Leadership Training and Development** – Investment in the development of our leaders is ongoing through a number of programmes including the Senior Leadership Development Programme, Extended Leaders Forum (ELF), team leaders events and Police Officer Promotion Processes.
- Equality and Human Rights considerations have been integrated into the **Training Design Quality Assurance** process.
- We have taken a proactive approach to **Brexit** considerations with a great deal of scoping work already having been carried out into the potential impact for the organisation and the public we serve. A number of focus groups have taken place; the first of which considered the E&D aspects relating to nationality which has helped to inform strategy going forward.
- The work carried out by **Police Scotland Youth Volunteers** was recognised at a Parliamentary Reception sponsored by the Cabinet Secretary. Attendees heard from volunteers who shared their personal experiences of being involved.

Potential Next Steps: Build E&D into the reporting on our People Strategy and supporting delivery activities. Embed E&D into divisional/departmental people plans that are under-development. Develop monitoring post SPRM. Review our agreements with the diversity staff associations to ensure appropriate consistency and align support with organisational priorities.

Procurement

Proposals are informed by an EqHRIA prior to approval for procurement. All procurement is undertaken in accordance with the Scottish Government requirements. Community benefits are being built into the contracting process for all major contracts.

Potential Next Steps: To be confirmed.

For more information or to receive this information in an alternative format contact us on 101 or email
Service Delivery E&D Team: DiversityUnit@scotland.pnn.police.uk or
People and Development E&D Team: HR.EqualityandDiversity@scotland.pnn.police.uk

Appendix B - DRAFT - EqHRIA Improvement Plan Overview (v0.2)

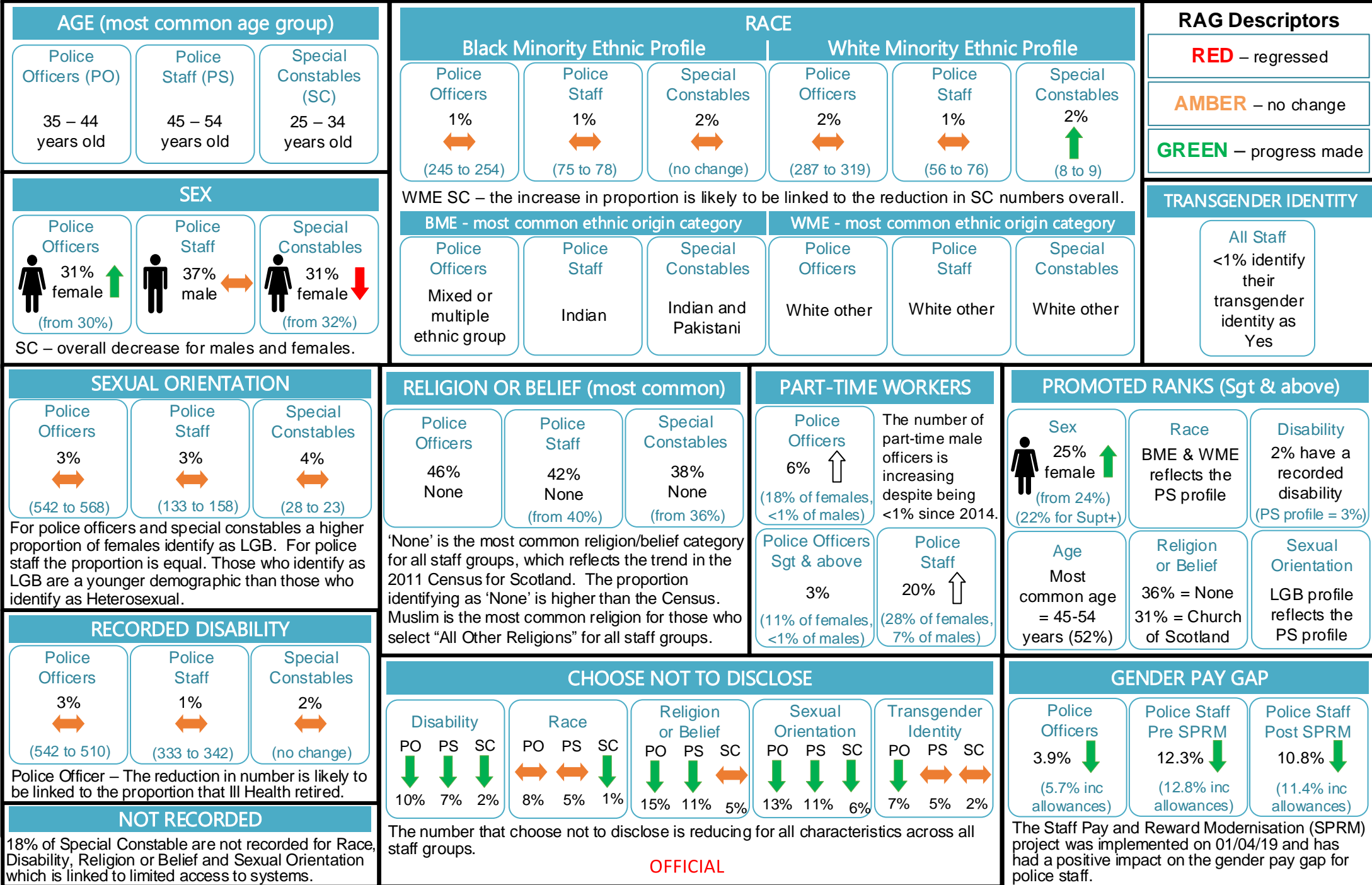|	Governance	Training	Guidance	Communication	Completion (Legal)	Publication (Legal)
Recommendation	Police Scotland should review strategic ownership of EqHRIA processes to ensure there is sufficient accountability and governance throughout the organisation.	The delivery and accessibility of EqHRIA training should be reviewed including the potential for inclusion in management and leadership training.	All policies, SOPs, guidance documents and forms making reference to the EqHRIA process should be reviewed to ensure instructions are fit for purpose, up to date and accurate.	Police Scotland should ensure there is clarity about when an EqHRIA must be considered and that this is communicated effectively to all staff.	Quality assurance processes should be introduced to ensure all policies/practices have evidence available of the EqHRIA process being considered.	Due to legislative requirements, a quality assurance process should be introduced to ensure all EqHRIA results are published internally and externally, in line with the EqHRIA SOP.
Objective	Improve accountability and governance of EqHRIA across Police Scotland.	Improve EqHRIA training and development tools & increase uptake.	Improve EqHRIA guidance set and information.	Improve understanding of EqHRIA requirements & compliance.	Ensure legal compliance in relation to EqHRIA completion through effective quality assurance.	Ensure legal compliance with publication requirements through effective quality assurance.
National Actions	• Map accountability for EqHRIA against current Police Scotland structure using RACI model ○ Responsible ○ Accountable ○ Consulted ○ Informed • Create governance framework for EqHRIA. • Dip sample effectiveness of E&D section on Single Reporting Template.	• Review current training and delivery. • Identify key roles for EqHRIA training • Consider if training should be mandatory for key roles. • Develop modular training approach for inclusion in appropriate courses • Consider other tools to support EqHRIA upskilling.	• Review simplified SOPs style and identify any learning. • Review EqHRIA SOP, guidance, quick guides and forms. ○ consultation ○ benchmarking ○ review pilot • Review associated SOPs and other documentation referencing EqHRIA.	• Develop an EqHRIA communications plan for EqHRIA Improvement work: ○ target audiences ○ key messages ○ comms tools ○ evaluation • Review and develop intranet content in relation to EqHRIA.	• Add assurance reporting and dip sampling of EqHRIA completion to EqHRIA Improvement Group ToR. • Establish assurance processes and schedule. • Identify good practice examples of EqHRIAs and summaries.	• Agree approach to publication gaps. • Establish web pages for publication of EqHRIAs • Identify and upskill those who require to publish. • Add assurance reporting and dip sampling of EqHRIA publication to EqHRIA Improvement Group ToR. • Establish assurance processes and schedule.
Local actions	• Build EqHRIA governance into local decision making, planning and priorities. • Utilise the Equality considerations section on the Single Reporting Template effectively. • Provide assurance to the EqHRIA Improvement group as requested.	• Ensure officer and staff undertake EqHRIA training appropriate for their role. • Feedback on training and available development tools to support continuous improvement.	• Reference EqHRIA guidance set as required. • Seek further information or support as required. • Feedback on guidance to support continuous improvement.	• Circulate and highlight EqHRIA comms as appropriate. • Seek further information or clarity as required. • Feedback on communications to support continuous improvement.	• Identify current EqHRIA completion gaps. • Develop EqHRIAs (with support as required).	• Identify current publication gaps. • Develop summarises for EqHRIAs requiring publication. • Publish EqHRIA summaries as appropriate.
Outcome	Effective governance and accountability in relation to EqHRIA.	Officers and staff are skilled appropriately in relation to EqHRIA.	A clear, accurate, fit for purpose and accessible EqHRIA guidance set.	Key officers and staff at all levels informed of EqHRIA requirements.	All policies and practices have proportionate EqHRIAs in place.	All policies and practices have EqHRIA results published internally and externally.

Appendix C - POLICE SCOTLAND EQUALITY & DIVERSITY WORKFORCE PROFILES - 2019 SUMMARY REPORT (v1.0)

OFFICIAL

The data provided is at 31/03/2019 and is compared to data at 31/03/2018 to identify any change. Police staff figures do not include SPA staff.

AGE (most common age group)

Police Officers (PO)	Police Staff (PS)	Special Constables (SC)
35 – 44 years old	45 – 54 years old	25 – 34 years old

SEX

Police Officers	Police Staff	Special Constables
31% female ↑	37% male ↔	31% female ↓
(from 30%)		(from 32%)

SC – overall decrease for males and females.

RACE

Black Minority Ethnic Profile

Police Officers	Police Staff	Special Constables
1% ↔	1% ↔	2% ↔
(245 to 254)	(75 to 78)	(no change)

White Minority Ethnic Profile

Police Officers	Police Staff	Special Constables
2% ↔	1% ↔	2% ↑
(287 to 319)	(56 to 76)	(8 to 9)

WME SC – the increase in proportion is likely to be linked to the reduction in SC numbers overall.

BME - most common ethnic origin category

Police Officers	Police Staff	Special Constables
Mixed or multiple ethnic group	Indian	Indian and Pakistani

WME - most common ethnic origin category

Police Officers	Police Staff	Special Constables
White other	White other	White other

RAG Descriptors

- **RED** – regressed
- **AMBER** – no change
- **GREEN** – progress made

TRANSGENDER IDENTITY

All Staff <1% identify their transgender identity as Yes

SEXUAL ORIENTATION

Police Officers	Police Staff	Special Constables
3% ↔	3% ↔	4% ↔
(542 to 568)	(133 to 158)	(28 to 23)

For police officers and special constables a higher proportion of females identify as LGB. For police staff the proportion is equal. Those who identify as LGB are a younger demographic than those who identify as Heterosexual.

RECORDED DISABILITY

Police Officers	Police Staff	Special Constables
3% ↔	1% ↔	2% ↔
(542 to 510)	(333 to 342)	(no change)

Police Officer – The reduction in number is likely to be linked to the proportion that Ill Health retired.

NOT RECORDED

18% of Special Constable are not recorded for Race, Disability, Religion or Belief and Sexual Orientation which is linked to limited access to systems.

RELIGION OR BELIEF (most common)

Police Officers	Police Staff	Special Constables
46% None	42% None	38% None
	(from 40%)	(from 36%)

'None' is the most common religion/belief category for all staff groups, which reflects the trend in the 2011 Census for Scotland. The proportion identifying as 'None' is higher than the Census. Muslim is the most common religion for those who select "All Other Religions" for all staff groups.

CHOOSE NOT TO DISCLOSE

	Disability			Race			Religion or Belief			Sexual Orientation			Transgender Identity		
	PO	PS	SC	PO	PS	SC	PO	PS	SC	PO	PS	SC	PO	PS	SC
	↓	↓	↓	↔	↔	↓	↓	↓	↔	↓	↓	↓	↓	↔	↓
	10%	7%	2%	8%	5%	1%	15%	11%	5%	13%	11%	6%	7%	5%	2%

The number that choose not to disclose is reducing for all characteristics across all staff groups.

OFFICIAL

PART-TIME WORKERS

Police Officers	
6% ⇧	The number of part-time male officers is increasing despite being <1% since 2014.
(18% of females, <1% of males)	

Police Officers Sgt & above	Police Staff
3%	20% ⇧
(11% of females, <1% of males)	(28% of females, 7% of males)

PROMOTED RANKS (Sgt & above)

Sex	Race	Disability
25% female ↑ (from 24%) (22% for Supt+)	BME & WME reflects the PS profile	2% have a recorded disability (PS profile = 3%)

Age	Religion or Belief	Sexual Orientation
Most common age = 45-54 years (52%)	36% = None 31% = Church of Scotland	LGB profile reflects the PS profile

GENDER PAY GAP

Police Officers	Police Staff Pre SPRM	Police Staff Post SPRM
3.9% ↓	12.3% ↓	10.8% ↓
(5.7% inc allowances)	(12.8% inc allowances)	(11.4% inc allowances)

The Staff Pay and Reward Modernisation (SPRM) project was implemented on 01/04/19 and has had a positive impact on the gender pay gap for police staff.

Appendix D - POLICE SCOTLAND EQUALITY & DIVERSITY RECRUITMENT MONITORING - 2019 SUMMARY REPORT (v1.0)
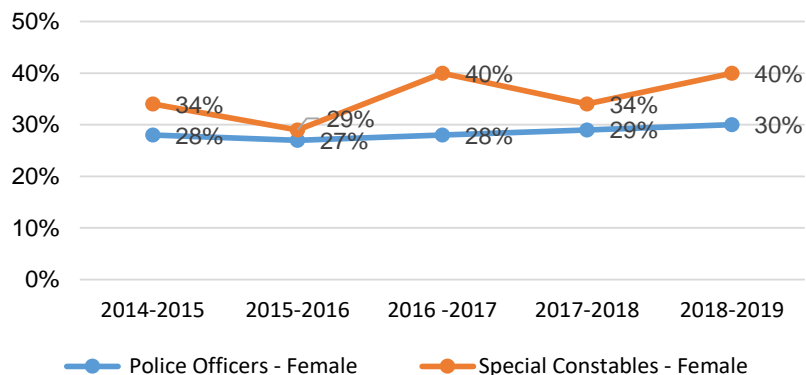
OFFICIAL

The data provided is for applications received between 01/04/18 and 31/03/2019 and is compared to the same period for previous years.
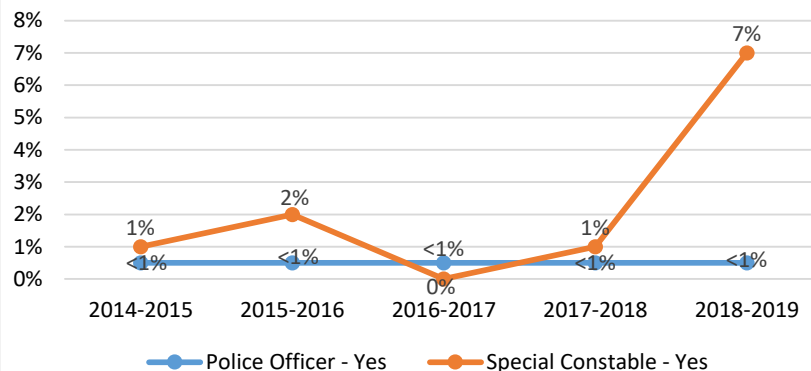
APPLICATIONS RECEIVED

SEX

Police Officer 30% (from 29%)
Special Constables 40% (from 34%)

Police Officers - The proportion of applications from females continues to increase slowly.
Special Constables - There is a higher percentage of applications from females for the role of special constable.

Chart (SEX): Police Officers - Female vs Special Constables - Female
- 2014-2015: 28%, 34%
- 2015-2016: 27%, 29%
- 2016-2017: 28%, 40%
- 2017-2018: 29%, 34%
- 2018-2019: 30%, 40%

RECORDED DISABILITY

Police Officers <1%
Special Constables 7% (from 1%)

Police Officer - The application rate from candidates with a disability remains low. It is likely that there is under-reporting of disability at application stage given the known levels of probationers with disabilities such as dyslexia.

Chart (RECORDED DISABILITY): Police Officer - Yes vs Special Constable - Yes
- 2014-2015: <1%, 1%
- 2015-2016: <1%, 2%
- 2016-2017: <1%, 0%
- 2017-2018: <1%, 1%
- 2018-2019: <1%, 7%

AGE

	Police Officers	Special Constables
18-24	52%	56%
25-34	39%	29%
35-44	8%	8%
45-54	1%	6%
55-64	<1%	1%

A higher proportion of applications were received for the role of special constable from the 45 – 54 age group compared to the proportion received for the role of police officer. This is likely to be linked to the voluntary nature of the role.
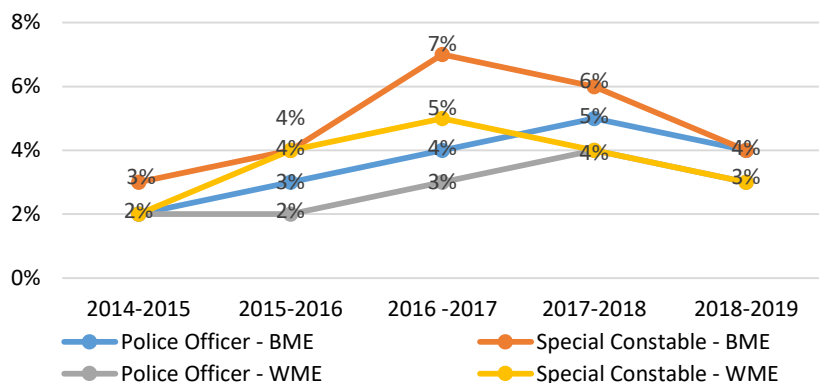
RELIGION OR BELIEF

Police Officers 67% = None (from 66%)
Special Constables 56% = None (from 62%)

'None' is the most common religion or belief category, which reflects the trend in the 2011 Census for Scotland linked to age. The proportion of those identifying as 'None' is higher than the Census and current Police Scotland Profile. This is likely to be linked to the high proportion of applications received from those in younger age groups.
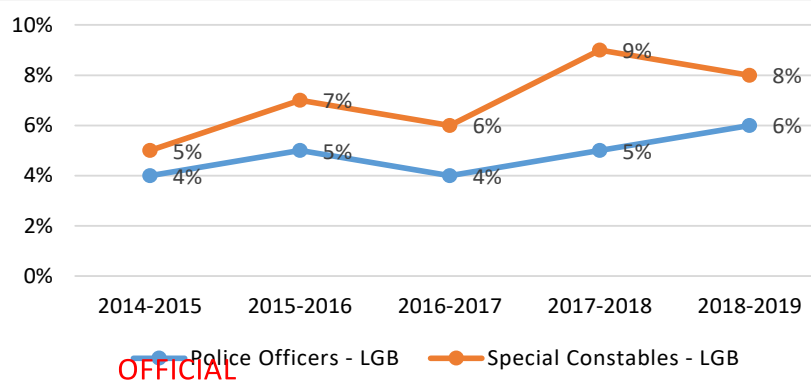
RACE

Police Officers BME = 4% (from 5%), WME = 3% (from 4%)
Special Constables BME = 4% (from 6%), WME = 3% (from 4%)

The proportion of applications received for those who identify as BME reflects the 2011 Census for Scotland. However, the proportion for White Minority is lower.

Chart (RACE): Police Officer - BME, Special Constable - BME, Police Officer - WME, Special Constable - WME
- 2014-2015: 2%, 3%, 2%, 2%
- 2015-2016: 3%, 4%, 2%, 4%
- 2016-2017: 4%, 7%, 3%, 5%
- 2017-2018: 5%, 6%, 4%, 4%
- 2018-2019: 4%, 4%, 3%, 3%

SEXUAL ORIENTATION

Police Officer 6% (from 5%)
Special Constable 8% (from 9%)

The proportion of those identifying as LGB is higher than the current Police Scotland profile. This is likely to be linked to the high proportion of applications received from those in younger age groups.

Chart (SEXUAL ORIENTATION): Police Officers - LGB vs Special Constables - LGB
- 2014-2015: 4%, 5%
- 2015-2016: 5%, 7%
- 2016-2017: 4%, 6%
- 2017-2018: 5%, 9%
- 2018-2019: 6%, 8%

TRANSGENDER IDENTITY

Police Officers Yes <1%
Special Constables Yes 0%

OFFICIAL

POLICE SCOTLAND EQUALITY & DIVERSITY RECRUITMENT MONITORING - 2019 SUMMARY REPORT (v1.0)

OFFICIAL

The data provided is for those newly appointed between 01/04/18 and 31/03/2019 and is compared to the same period for previous years. These figures will not necessarily reflect all the candidates reported in the Applications Received data due to the length and timing of the recruitment process.

NEWLY APPOINTED

NOT RECORDED

Police Officers	Special Constables
38%	45%

There is a high proportion of those newly appointed who have not completed the E&D monitoring questionnaire at the time of reporting. This has an impact on the profiles reported but is due to a lack of systems access during initial time at SPC or the role of Special Constables rather than choosing not to provide details.

TRANSGENDER IDENTITY

All Staff
<1% identify their transgender identity as Yes

SEX

Police Officer	Special Constables	Police Staff
40% ↑	40% ↑	44% ↑
(from 33%)	(from 34%)	(from 36%)

This is higher than the current Police Scotland profile for all staff groups and shows progress in attracting and recruiting female police officers and special constables and male police staff.

POLICE STAFF - GRADE PROFILE BY SEX

Grade Profile split by Male and Female

Grade	% of Female by Grade	% of Male by Grade
A	76%	24%
B	69%	31%
C	52%	48%
D	38%	62%
E	39%	61%
F	33%	67%
G	39%	61%
H	40%	60%
I	33%	67%
J	60%	40%
K	0%	100%
L	33%	67%
M	50%	50%

Overall % female · Overall % male

The proportion of females is higher for grades A and B while the appointment of males is proportionately high for grade C and above with the exception of grade J.

AGE

Police Officers	Special Constables	Police Staff
25 – 34 years old	18 – 24 years old	25 – 34 years old
(50%)	(45%)	(31%)

Newly appointed females for all staff groups are proportionately younger than newly appointed males.

RECORDED DISABILITY

Police Officers	Special Constables	Police Staff
<1% ↓	2% ↑	4% ↑
(from 2%)	(from 0%)	(from 3%)

The proportion of newly appointed police officers is lower than the current Police Scotland profile. This may be due to the high levels of not recorded data or candidates that disclose a disability after recruitment.
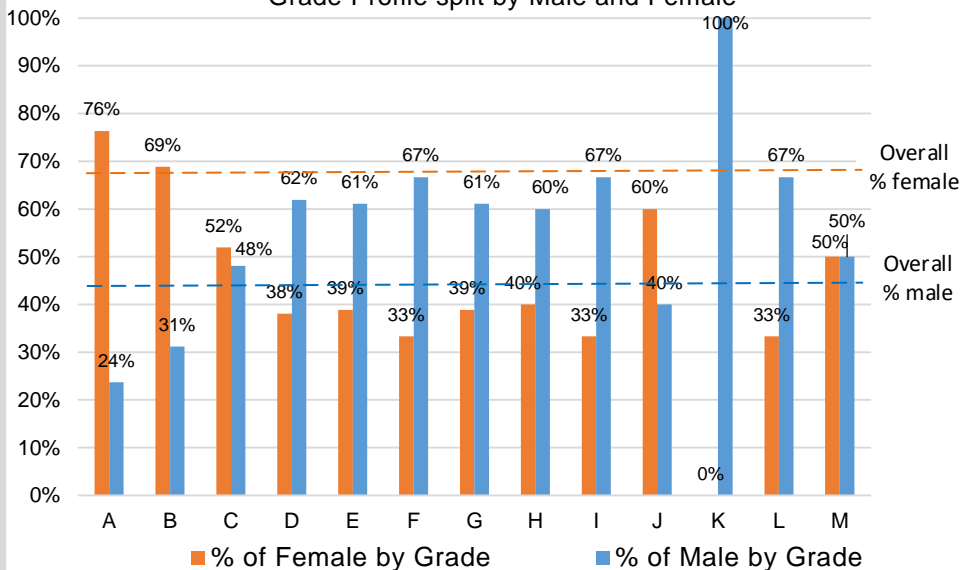
RACE

Black Minority Ethnic Profile

Police Officers	Special Constables	Police Staff
1% ↓	2%	2% ↔
(from 5%)	(from 1%)	

White Minority Ethnic Profile

Police Officers	Special Constables	Police Staff
3% ↓	2% ↔	4% ↑
(from 4%)		(from 3%)

The percentages may be impacted by the timing of intakes and the high level of not recorded data. A higher proportion of males identify as BME for police officers and police staff whereas for those identifying as WME it's a higher proportion of females.

BME - most common ethnic origin category

Police Officers	Special Constables	Police Staff
Mixed or multiple ethnic group	No common ethnic origin categories - low numbers	Indian and Pakistani

WME - most common ethnic origin category

Police Officers	Special Constables	Police Staff
Polish	No common ethnic origin categories - low numbers	White Other

RELIGION OR BELIEF

Police Officers	Special Constables	Police Staff
43% = None	33% = None	57% = None

Muslim is the most common for those who identified as 'All Other Religions' for police officers and police staff.

OFFICIAL

SEXUAL ORIENTATION

Police Officers	Special Constables	Police Staff
4% ↔	5% ↑	5% ↓
	(from 1%)	(from 6%)

Newly appointed female staff are more likely to identify as LGB compared to newly appointed male staff for all staff groups.

Appendix E - POLICE SCOTLAND EQUALITY & DIVERSITY PROMOTION MONITORING - 2019 SUMMARY REPORT (v1.0)

OFFICIAL

The data provided is for police officers promoted/in the promotion pool between 01/04/18 and 31/03/19 and is compared to data for the same period in previous years.
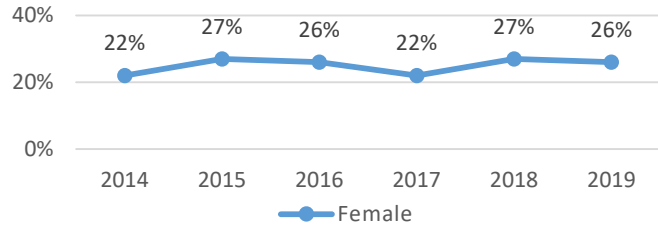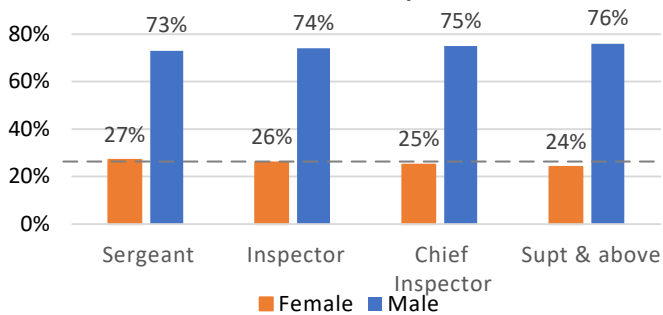
SEX

Female
26%

Temporary = 26%
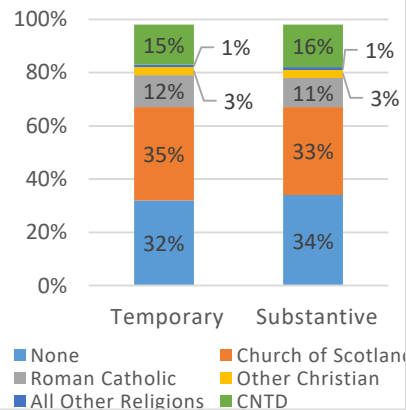Substantive = 26%
Promotion pool = 26%

The proportion is slightly below the current profile of 31% female but there is no variation between temporary and substantive promotions. It is notable that the proportion is also consistent across all ranks for this reporting period.

Female trend line: 2014: 22%, 2015: 27%, 2016: 26%, 2017: 22%, 2018: 27%, 2019: 26%

Promotions by Rank

Rank	Female	Male
Sergeant	27%	73%
Inspector	26%	74%
Chief Inspector	25%	75%
Supt & above	24%	76%

AGE

Age stacked bar:
- Temporary: 25-34 = 20%, 35-44 = 48%, 45-54 = 31%, 55-64 = <1%
- Substantive: 25-34 = 10%, 35-44 = 48%, 45-54 = 41%, 55-64 = <1%

Legend: 25-34, 35-44, 45-54, 55-64

The average age on promotion to sergeant was 39. A higher proportion of those in the 25-34 age group were temporarily promoted compared to the 45-54 age group. This is likely to be linked to the higher proportion of temporary sergeant roles when compared to other more senior ranks.

RECORDED DISABILITY

Recorded Disability
2%

Temporary = 2%
Substantive = 3%
Promotion pool = 2%

The proportion is lower than the Police Scotland profile of 3%. 12% of those promoted have chosen not to disclose if they have a disability which is higher than the Police Scotland profile of 10%.

Recorded Disability / Choose not to disclose trend:
- 2016: Recorded Disability <1%, Choose not to disclose 5%
- 2017: 2%, 9%
- 2018: 1%, 10%
- 2019: 2%, 12%

RACE

BME
1%

Temporary = 1%
Substantive = 1%
Promotion pool = 1%

WME
1%

Temporary = 2%
Substantive = <1%
Promotion pool = <1%

Race stacked bar:
- Temporary: White Scottish = 79%, Other White British = 8%, WME = 2%, BME = 1%, CNTD = 10%
- Substantive: White Scottish = 83%, Other White British = 8%, WME = 1%, BME = <1%, CNTD = 8%

Legend: CNTD, BME, WME, Other White British, White Scottish

The proportion of BME officers promoted is reflective of the current profile. The proportion of WME officers promoted is lower than the current profile of 2%. The proportion of those who choose not to disclose is 9% which is slightly higher than the current profile of 8%. There are no notable trends with both BME and WME sitting at approximately 1% since 2016.

AVERAGE LENGTH OF SERVICE TO SERGEANT (YEARS)

A graph identifying the average length of service for promotion to the rank of Sergeant will be developed for the 2019/202 reporting period. This aims to provide further context to the promotion data.

Monitoring under development

RELIGION OR BELIEF

Religion stacked bar:
- Temporary: None = 32%, Church of Scotland = 35%, Roman Catholic = 12%, Other Christian = 3%, All Other Religions = 15%, CNTD = 1%
- Substantive: None = 34%, Church of Scotland = 33%, Roman Catholic = 11%, Other Christian = 3%, All Other Religions = 16%, CNTD = 1%

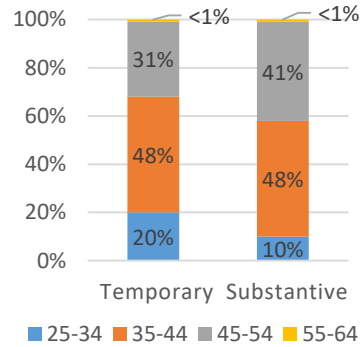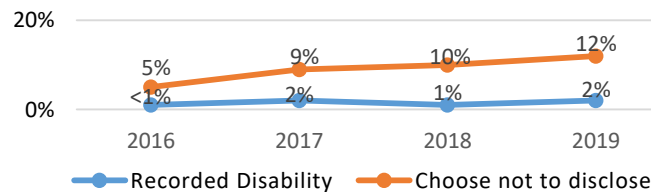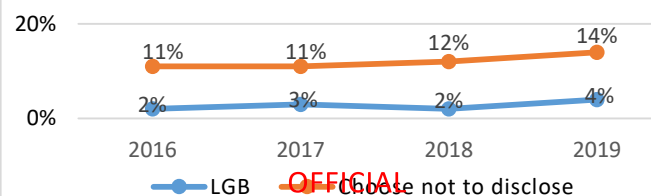Legend: None, Church of Scotland, Roman Catholic, Other Christian, All Other Religions, CNTD

There is a higher proportion of those identifying as Christian religions when compared to the Police Scotland profile where 'None' is the most common category. This follows the trend of the 2011 Scotland Census findings linked to age. There are no notable trends since 2016.

SEXUAL ORIENTATION

LGB
4%

Temporary = 4%
Substantive = 4%
Promotion pool = 4%

The proportion of LGB officers promoted is higher than the Police Scotland Profile of 3%. 14% of those promoted chose not to disclose their sexual orientation which is higher than the Police Scotland profile of 13%.
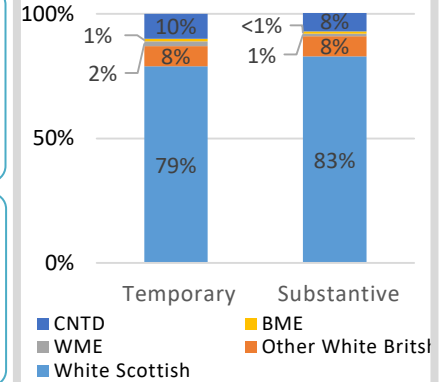
LGB / Choose not to disclose trend:
- 2016: LGB 2%, Choose not to disclose 11%
- 2017: LGB 3%, 11%
- 2018: LGB 2%, 12%
- 2019: LGB 4%, 14%

Legend: LGB, Choose not to disclose

OFFICIAL

Appendix F - POLICE SCOTLAND EQUALITY & DIVERSITY LEAVERS MONITORING - 2019 SUMMARY REPORT (v1.0)

OFFICIAL

The data provided is for leavers between 01/04/18 and 31/03/19 and compared to the workforce profile as at 31/0319. Police staff figures do not include SPA staff.
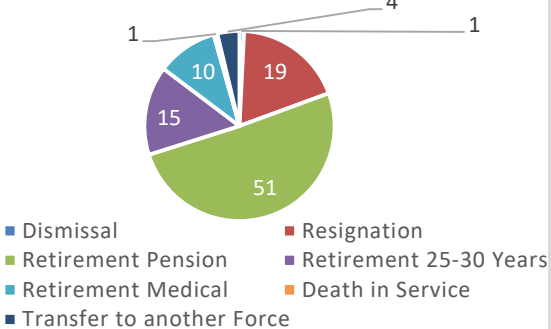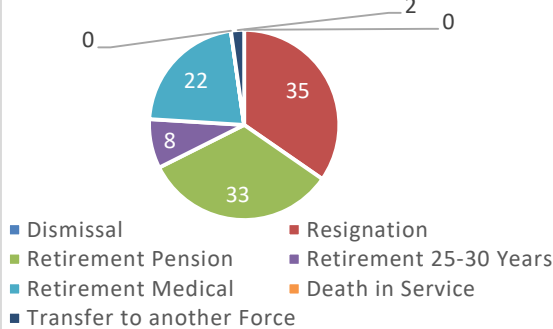
POLICE OFFICERS

SEX

The graphs below show the reasons for leaving profile for male and female police officers.

- The reasons for leaving are impacted by the service profile of males and females, where males are more likely to have longer lengths of service when compared to females.
- Retirement (Pension & 25-30 Years combined) was the most common reason for leaving for both males and females for the second year running.
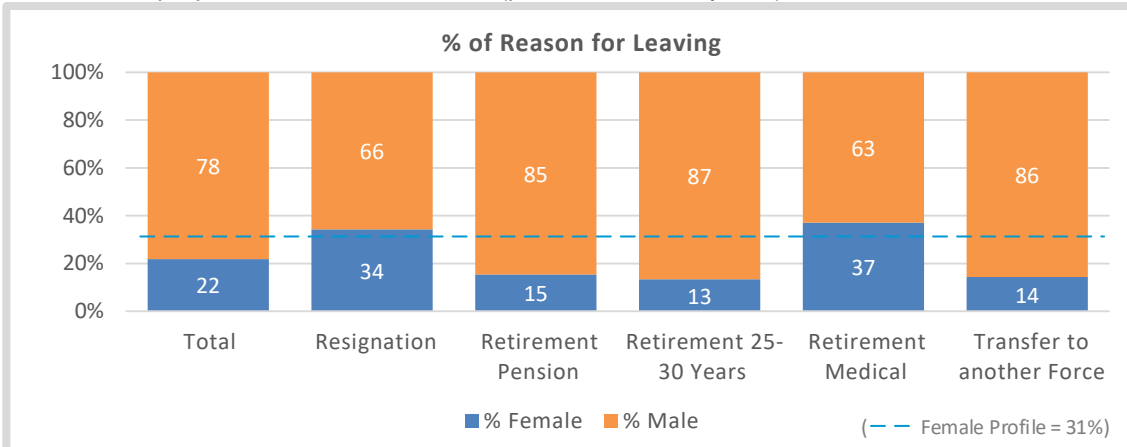
Reason for Leaving % of Males

4
1
1
19
10
15
51

- Dismissal
- Resignation
- Retirement Pension
- Retirement 25-30 Years
- Retirement Medical
- Death in Service
- Transfer to another Force

Reason for Leaving % of Females

2
0
0
35
22
8
33

- Dismissal
- Resignation
- Retirement Pension
- Retirement 25-30 Years
- Retirement Medical
- Death in Service
- Transfer to another Force

The graph below shows the overall reasons for leaving by sex and compares to the overall workforce profile for female police officers (31%).

- A slightly higher proportion of females left through Resignation and Ill Health Retirement.
- A lower proportion of females retired (pension & 25-30 years) or transferred to another force.

% of Reason for Leaving

	Total	Resignation	Retirement Pension	Retirement 25-30 Years	Retirement Medical	Transfer to another Force
% Male	78	66	85	87	63	86
% Female	22	34	15	13	37	14

(— — Female Profile = 31%)

The average length of service on resignation was six years' for both males and females.

The 0-2 years' service band was the most common followed by the 6-10 service band.

- 37% of probationary constables at 31/03/2019 were female.
- The profile for probationary constable leavers was 32% female and 68% male.
- 95% of female probationers who left resigned compared to 91% of male probationers.

OFFICIAL

AGE

There are no unexplained trends linked to age for police officers.

- The average age on resignation was 33 years old.

RECORDED DISABILITY

Recorded Disability

10%

(up from 6%)

The proportion of leavers with a recorded disability is higher than the overall Police Scotland profile of 3%.

- Ill Health Retirement was the most common reason for leaving for those with a Recorded Disability compared to Retirement (Pension & 25-30 years) for those with No Recorded Disability.
- 14% of leavers choose not to disclose if they have a disability

SEXUAL ORIENTATION

LGB

2%

(down from 3%)

The proportion of leavers who identify as lesbian, gay and bisexual is lower than the overall Police Scotland profile of 3%.

- Resignation was the most common reason for leaving for those who identified as LGB compared to Retirement (Pension & 25-30 years) for those who identified as Heterosexual.
- 15% of leavers choose not to disclose their sexual orientation

RACE

BME

2%

(up from 1%)

The proportion of leavers who identify as Black Minority Ethnic (BME) is higher than the overall Police Scotland profile of 1%. There were a low number of BME leavers (16).

The proportion of leavers who identify as White Minority Ethnic (WME) is lower than the overall Police Scotland profile of 2%.

WME

1%

(down from 2%)

- Resignation was the most common reason for leaving for those who identified as WME and Other White British.
- Retirement (Pension & 25-30 years) was the most common reason for leaving for those who identified as White Scottish.
- There was a similar number of BME leavers who left due to Resignation and Retirement (Pension & 25-30 years).
- 10% of leavers choose not to disclose their ethnic origin.

RELIGION OR BELIEF

There are no unexplained trends linked to Religion or Belief for police officers.

There are links with age and religion or belief as identified within the 2011 Census for Scotland, which appear to be reflected in the leavers profile for police officers.

- Resignation was the most common reason for leaving for those who identified as 'Other Religions'.
- Retirement (Pension & 25-30 years) was the most common reason for leaving for all classifications except 'Other Religion'.
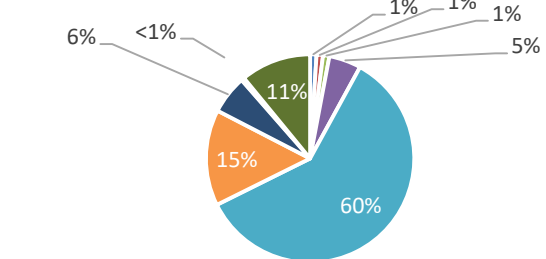- 17% of leavers choose not to disclose their religion or belief
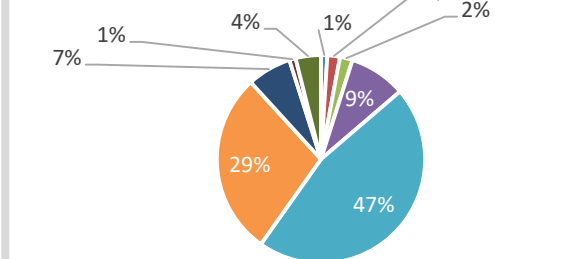
POLICE STAFF

SEX

The graphs below show the reasons for leaving profile for male and female police staff.

- Resignation was the most common reason for leaving for both males and females.

Reason for Leaving - % of Females

6%, <1%, 1%, 1%, 1%, 5%, 60%, 15%, 11%

Legend:
- Death in Service
- Dismissals
- End of Temp Contract
- Transfer to Police Force
- Resignation
- Retirement - Pension
- Retirement - Medical
- Transfer to another Force
- Redundancy - Voluntary

Reason for Leaving % of Males

7%, 1%, 4%, 1%, 2%, 2%, 9%, 47%, 29%

Legend:
- Death in Service
- Dismissals
- End of Temp Contract
- Transfer to Police Force
- Resignation
- Retirement - Pension
- Retirement - Medical
- Transfer to another Force
- Redundancy - Voluntary

The graph below shows the overall reasons for leaving by sex and compares to the overall workforce profile for male police staff (37%).

- A higher proportion of males retired (pension) or transferred to be a police officer.
- A higher proportion of females left through Redundancy - Voluntary.

% of Reason for Leaving

	Total	Transfer to Police Force	Resignation	Retirement - Pension	Retirement - Medical	Redundancy - Voluntary
% Female	58	44	64	42	56	80
% Male	42	56	36	58	44	20

(— — Male Profile = 37%)
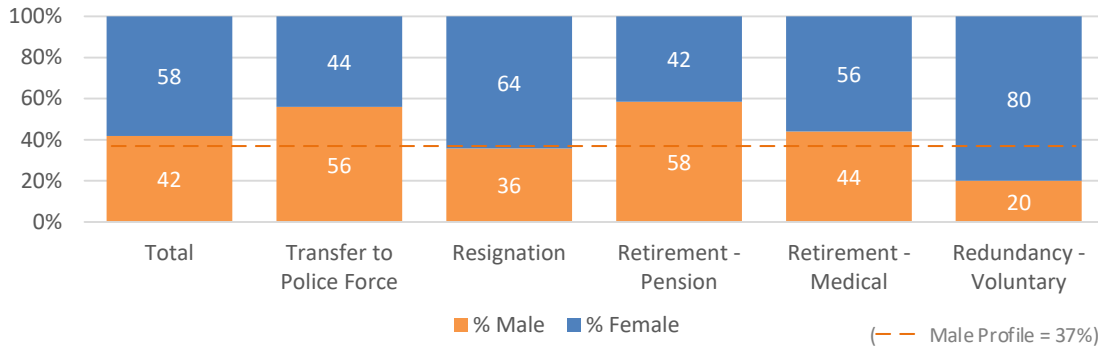
The average length of service on resignation was five years' for both males and females.

AGE

There are no unexplained trends linked to age for police staff.

- The average age on Resignation was 40 years old.
- The average age on Redundancy – Voluntary was 53 years old.

RECORDED DISABILITY

Recorded Disability 9% (up from 6%)

The proportion of leavers with a recorded disability is higher than the overall Police Scotland profile of 7%.

- Resignation and Retirement (Pension) were the most common reasons for leaving for those with a Recorded Disability compared to Resignation for those with No Recorded Disability.
- 8% of leavers choose not to disclose if they have a disability.

SEXUAL ORIENTATION

LGB 2% (no change)

The proportion of leavers who identify as lesbian, gay and bisexual is lower than the overall Police Scotland profile of 3%.

- Resignation was the most common reason for leaving for both those who identify as LGB and Heterosexual.
- 8% of leavers choose not to disclose their sexual orientation

RACE

BME 3% (up from 1%)

The proportion of leavers who identify as Black Minority Ethnic (BME) is higher than the overall Police Scotland profile of 1%. There were a low number of BME leavers (10).

WME 1% (no change)

The proportion of leavers who identify as White Minority Ethnic (WME) reflects the overall Police Scotland profile of 1%.

- Resignation was the most common reason for leaving for those who identified as BME, White Minority, White Scottish and Other White British.
- 3% of leavers choose not to disclose their ethnic origin.

RELIGION OR BELIEF

There are no unexplained trends linked to Religion or Belief for police staff.

- Resignation was the most common reason for leaving for all Religion or Belief categories.
- 8% of leavers choose not to disclose their religion or belief.

SPECIAL CONSTABLES

Reason for leaving: 53% of Special Constable leavers left to join as a police officer and 46% resigned. **Not Recorded:** 18% of data was Not Recorded.

Sex: 43% of those who resigned were female which is higher than the profile of 31%. The most common reason for leaving for females was Resignation compared to Joining as a Police Officer for males.

Disability: <1% had a recorded disability which is lower than the current profile of 2%.

Race: All BME and WME leavers left to join as a police officer, this was also the most common reason for White Scottish. Resignation was the most common reason for Other White British.

Religion of Belief: None is the most common category which reflects the special constable profile.

Sexual Orientation: The most common reason for leaving for those who identify as LGB or Heterosexual was Joining as a Police Officer.

Appendix G - POLICE SCOTLAND EQUALITY & DIVERSITY MONITORING - 2019 TOP PRIORITIES REPORT

This report outlines four key priorities from the 2019 E&D Monitoring Summary Reports (based on data from 01/04/2018 -31/03/2019) and supports progress towards Police Scotland Equality Outcome 6 – We have a workforce that is more reflective of the communities we serve.

It should be used by service wide stakeholders to improve mainstreaming of equality, diversity and inclusion into the delivery of Police Scotland priorities and plans such as strategic Delivery Plans, Local People Plans etc. The ownership for progress on these priorities is shared across all Divisions/Departments and at all levels of seniority.

It aims to encourage further engagement and partnership working on potential National and local activities that support inclusion and is the start of a conversation around what our data tells us and what we need to do next. The E&D team in P&D are available to support National and local priorities and are interested to hear thoughts, suggestions, barriers and achievements to support future monitoring, reporting and priorities. Contact us at hr.equalityanddiversity@scotland.pnn.police.uk.
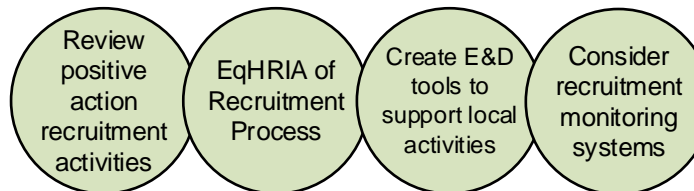
It is noted that the high levels of not recorded data and choose not to disclose responses may impact on the E&D monitoring data used to create this report.

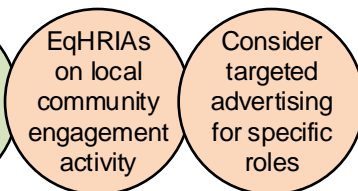## INCREASE RECRUITMENT OF UNDER-REPRESENTED GROUPS

Key Finding: Officer application rates are lower than the population for females and those with a disability and have also dipped for BME and WME. Officer appointment rates have also dropped for both BME and WME.

Context: Workforce numbers are slowly increasing for all under-represented groups but proportions for most groups have stayed static and are still under-represented. Low levels of recruitment will also limit the rate of improvement.

National Activities:
- Review positive action recruitment activities
- EqHRIA of Recruitment Process
- Create E&D tools to support local activities
- Consider recruitment monitoring systems

Local Activities:
- EqHRIAs on local community engagement activity
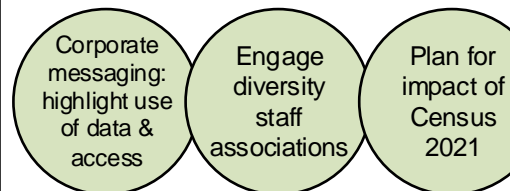- Consider targeted advertising for specific roles

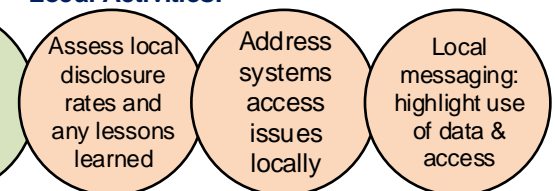## REDUCE UNKNOWN AND CHOOSE NOT TO DISCLOSE FIGURES

Key Finding: E&D data is not recorded for a high proportion of newly appointed officers and special constables. Choose not to disclose figures also remain high for Disability, Religion or Belief and Sexual Orientation (this has started to reduce slowly).

Context: Access to IT systems is limited for new officers during probationer training and Special Constables. Confidence in use of data and confidentiality may impact upon disclosure rates.

National Activities:
- Corporate messaging: highlight use of data & access
- Engage diversity staff associations
- Plan for impact of Census 2021

Local Activities:
- Assess local disclosure rates and any lessons learned
- Address systems access issues locally
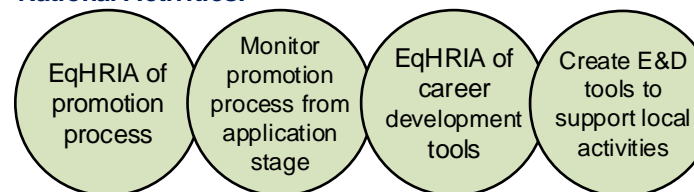- Local messaging: highlight use of data & access

ENSURE INCLUSIVE CAREER DEVELOPMENT & PROMOTION PROCESSES
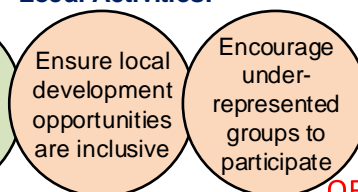
Key Finding: A lower proportion of female officers, white minority officers and officers with a recorded disability were promoted. The profile of those who apply for promotion is not available for the period 01/04/2018 -31/03/2019.

Context: The profile of under-represented groups tends to be lower in service. The average length of service on promotion to sergeant is 13 years. There is also potentially a high level of under recording of disability.

National Activities:
- EqHRIA of promotion process
- Monitor promotion process from application stage
- EqHRIA of career development tools
- Create E&D tools to support local activities

Local Activities:
- Ensure local development opportunities are inclusive
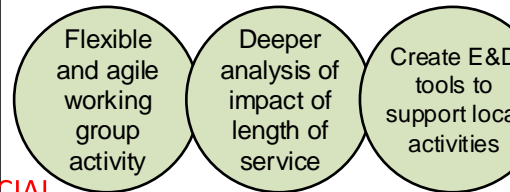- Encourage under-represented groups to participate

UNDERSTAND AND IMPROVE RETENTION ISSUES

Key Finding: A slightly higher proportion of officers who resign and retire through ill health are female. A higher proportion of male police staff retire or transfer to be a police officer. A higher proportion of female police staff leave through Redundancy - Voluntary.

Context: The service profile of under-represented groups impacts on the reasons for leaving due to the connection between age/length of service and retirement. Part-time working is increasing. Data is unavailable for other flexible working types.

National Activities:
- Flexible and agile working group activity
- Deeper analysis of impact of length of service
- Create E&D tools to support local activities
- Consider qualitative data to understand findings

Local Activities:
- Assess local retention rates
- Identify local lessons learned and priorities