



Agenda Item 2.2

<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>27 November 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Policing Together Performance Report Q1&amp;Q2 2024/25</b>
<b>Presented By</b>	<b>Catriona Paton, ACC Policing Together</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	Appendix A – PT Performance Report Q1&Q2 2024/25  Appendix A1 – Policing Together Progress Report.  Appendix A2 – Sex Equality and Tackling Misogyny Summary Paper

**PURPOSE**

The purpose of this paper is to introduce the Policing Together (PT) 6 Monthly Performance Report. The report covers quarters 1 and 2 of 2024/25.

## 1 MAIN REPORT

### 1.1 BACKGROUND

- 1.1.1 The Policing Together (PT) 6 Monthly Performance Report is submitted to the PT Strategic Oversight Board (SOB) on a 6 monthly basis incorporating 2 quarterly cycles.
- 1.1.2 Police Scotland's progress of delivering the PT Strategy has been embedded into the PT 6 Monthly Performance Report (Appendix A). The report will continue to develop going forward based on feedback and evolutions in the data space. It will aim to enable concise, visual, impact-focused reporting supported by key measures.

### 1.2 POLICING TOGETHER PERFORMANCE REPORT – CONTENT

- 1.2.1 The PT 6 Monthly Performance Report at Appendix A together with Appendix A1 and A2, comprises of updates in relation to mainstreaming and delivery against Policing Together and the Joint Equality Outcomes for Policing. It describes progress between April 2024 and September 2024.
- 1.2.2 This six-monthly reporting supplements the updates included in quarterly performance reporting and provides additional detail and focus from an equality, diversity and inclusion perspective.
- 1.2.3 The mainstreaming section of the report provides key strategic updates which are aligned to Policing Together. Key reporting against the Joint Equality Outcomes for Policing are included within the report to ensure ability to comply with legislative reporting requirements.
- 1.2.4 The report is structured to cover
- Police Scotland commitments, (*objectives*)
  - Actions, (*we said we would*)
  - Achievements/impact, (*we did, we achieved*)
  - Next steps, (*we will*).

This method of reporting is consistent with the SPA and Police Scotland's approach to Joint Equality Outcomes for Policing Mainstreaming and progress reporting.

- 1.2.5 Visual representation of progress towards the Policing Together Strategy, under the original 4 Pillars of Policing Together, is presented within the report at Appendix A1 and A2.

### **1.3 GAP ANALYSIS**

- 1.3.1 As Police Scotland enter the final 4 months of delivery of the 2021-2025 Equality Outcomes gap analysis has been carried out by the lead business areas; People and Development E&D, Policing Together Diversity Unit and the Public Protection Unit to understand which 'we will' commitments have been delivered and which still requires attention. This process of gap analysis and identification of priorities is also assisting the development of the SPA and Police Scotland's Equality Outcomes for 2025-29 which are legislatively required to be published by 30 April 2025. An Equality Outcomes Setting Oversight Group runs monthly to monitor the progress in developing Equality Outcomes for 2025-29.

### **1.4 CONCLUSION**

- 1.4.1 This report and Appendix A - PT Performance Report Q1&Q2 2024/25, is provided to the People Committee for discussion.

## **2 FINANCIAL IMPLICATIONS**

- 2.1 There are no current financial implications.

## **3 PERSONNEL IMPLICATIONS**

- 3.1 There are no direct resource implications, however, consultation will be required internally and externally as Equality Outcomes for 2025-2029 are developed.

## **4 LEGAL IMPLICATIONS**

- 4.1 There are no direct legal implications.

## **5 REPUTATIONAL IMPLICATIONS**

- 5.1 The confidence of our officers/staff, partners and the public is likely to be positively impacted by this work being successfully delivered.

## **6 SOCIAL IMPLICATIONS**

- 6.1 The social implications are recognised in the Community Impact and Environmental Implications sections.

**7 COMMUNITY IMPACT**

7.1 There is known public interest in relation to elements of Equality, Diversity and Inclusion, therefore there could be public interest in this work.

**8 EQUALITIES IMPLICATIONS**

8.1 Embedding EDI activities into planning and performance supports mainstreaming and will have a positive impact on equality.

**9 ENVIRONMENT IMPLICATIONS**

9.1 Communications and Engagement will be required internally and externally as Equality Outcomes for 2025-2029 are developed.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this paper.

# **Police Scotland Policing Together Performance Report Quarters 1 & 2 (April to September 2024)**

**DATA YTD (April - September) unless otherwise noted.**

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## Introduction

Our Equality, Diversity and Inclusion Performance Report describes progress between April 2024 and September 2024 towards meeting the commitments in our [Policing Together Strategy](#) and [Joint Equality Outcomes for Policing 2021](#). The report evidences our service wide mainstreaming approach to equality, diversity, and inclusion supported by additional specialist activities as required. It follows on from updates published in our previous six-monthly performance report presented May 2024.

## **Mainstreaming of Equality, Diversity and Inclusion**

This section provides strategic updates that highlight how equality, diversity and inclusion are being mainstreamed throughout Police Scotland.

It provides a brief overview of our refreshed Policing Together Strategy Vision and four Pillars, for the information of the SPA People Committee. This has previously been reported to the SPA Policing Together Oversight Group. Additional mainstreamed activities are also embedded through the delivery of the Policing Together Strategy and Joint Equality Outcomes for Policing which are reported in the relevant sections of this report.

### **Policing Together Division**

In January 2024 Police Scotland merged two portfolios, Preventions, Partnerships and Community Wellbeing (PPCW) and Policing Together. The new Policing Together Division brings to life our internal and external focus of being an inclusive, connected and effective policing service for everyone. The three portfolios within the division are: Culture & Communities, Harm Prevention and Reducing Vulnerability.

### **Policing Together Strategy Vision and 4 Pillar Refresh**

ACC Catriona Paton leads the Policing Together portfolio. ACC Paton took ownership at the midway point of the Policing Together Strategy. This along with the merger provided an opportunity to refresh the Policing Together Vision and Pillars, linking the internally focused activities of Policing Together with the external service delivery activities of PPCW.

Below is the refreshed and endorsed Vision for Policing Together:

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

The four key pillars of the Policing Together Strategy have been refreshed in line with the vision. Combining the previous pillars of 'Training' and 'Preventions' into a 'Learning' pillar has enabled us to maintain a four-pillar structure, while also representing our focus on service delivery through the addition of a 'Communities' Pillar.



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- **Leadership:** Meaningful and sustainable change requires persistent focus and leadership. We recruit and promote people who share our values and behaviours and give officers and the staff the tools and skills they need to lead culture change. Cultural change is everyone's responsibility and will be driven by leaders across the organisation.
- **Learning:** The way we conduct ourselves, both on and off duty, is fundamental to the principles of 'policing by consent'. Whilst we recognise most officers and staff act in accordance with our values and standards, we want to be an anti-discriminatory organisation, with human-rights, learning and improvement at the heart of our service. We also know that to continue to deliver the highest standard of service in an ever-changing world, there is more we can learn about ourselves and others through continuous professional development.
- **Communication:** We will ensure regular, clear, and consistent two-way communication with internal and external audiences. Using modern methods of communications to reach our diverse communities and to re-enforce our standards, values and the expectation of our workforce is an essential component of Policing Together.
- **Communities:** We will connect with our internal and external communities, ensuring the highest standards of service delivery, whilst enhancing trust and confidence.

### **Policing Together Governance Refresh**

Our Policing Together Governance structure has been refreshed and aligned with the SPA Policing Together Oversight Group (SPA PTOG). DCC People and Professionalism will continue to chair the PT Strategic Oversight Board. ACC Policing Together will chair the PT Tactical Group and the PT Tasking and Performance Group. The Tasking and Performance Group now captures the work in respect of Sex Equality and Tackling Misogyny. It will have the responsibility of co-ordinating and tasking based on receipt of focused updates.

In addition, the PT Collaboration Group has been built into the governance structure. The Group is chaired jointly by ACC Policing Together and Head of Human Resources and will bring together all statutory and non-statutory staff associations, and trade unions to facilitate joint understanding of objectives and plans, to utilise resources more effectively supporting the delivery of Policing Together.

## **Policing Together in Practice**

The importance of bringing the strategy to life to demonstrate progress to our people and the SPA is recognised. Progress has been presented visually in:

- [Appendix A1](#) – Policing Together Progress Report.
- [Appendix A2](#) - Sex Equality and Tackling Misogyny Summary Paper.

Progress continues with several key pieces of work on going under the auspices of Police Together. These include:

- The development of the Culture Dashboard which will incorporate, where data is available, the indicators for Policing Together and our work on Sex Equality and Tackling Misogyny.
- Our work in the Human Rights space and the review and development of our EqHRIA process under the EqHRIA Improvement Group.
- A review of our requirements in respect of Independent Advisory Groups and our access to independent advice.
- Our work under the new Communities Pillar whereby various methods are being utilised to connect with and embed workforce and public voices, feedback and influence into our policing practices and decision making.

## Joint Equality Outcomes for Policing - Objectives

Our [Joint Equality Outcomes for Policing](#) were published in April 2021 based on engagement with internal and external stakeholders and consideration of a wide range of evidence.

<p><b>EQUALITY OUTCOME 1. REPORTING HATE INCIDENTS – CONFIDENCE AND SUPPORT</b> Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support</p>		
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.
<p><b>EQUALITY OUTCOME 2. ACCESSIBILITY OF SERVICE AND COMMUNICATION</b> 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</p>		
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.	
<p><b>EQUALITY OUTCOME 3. MEANINGFUL ENGAGEMENT</b> 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>		
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.	
<p><b>EQUALITY OUTCOME 4. VIOLENCE AGAINST WOMEN AND GIRLS – CONFIDENCE AND SUPPORT</b> 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>		
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.	
<p><b>EQUALITY OUTCOME 5. WORKFORCE INSIGHTS</b> We use timely insights from workforce diversity monitoring to support evidence based planning and decision making.</p>		
We have improved systems and processes in relation to EDI monitoring.	We have a suite of accessible monitoring reports with clear EDI insights.	Leaders understand and use insights to inform planning and decision making.
<p><b>EQUALITY OUTCOME 6. LEADERSHIP</b> Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights.</p>		
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.	
<p><b>EQUALITY OUTCOME 7. RETENTION</b> Resignation rates of under-represented groups are proportionate to our current workforce profile.</p>		
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.	
<p><b>EQUALITY OUTCOME 8. RECRUITMENT AND PROGRESSION</b> We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.</p>		
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.	

## Equality Outcomes Progress Updates

Updates on the progress made towards each of our Joint Equality Outcomes in Q1 and Q2 are outlined below. These updates are not exhaustive and aim to provide examples of activities, impacts, and measures.

### Equality Outcome 1

#### 1. REPORTING HATE INCIDENTS - CONFIDENCE AND SUPPORT

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

##### Objectives:

We have engagement approaches in place within local communities and partner agencies to improve trust and confidence 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

##### We said we would:

- Review our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents
- Review and develop ethical information sharing agreements
- Monitor Community Tensions
- Enhance Third Party Reporting Opportunities by delivering training and support for organisations
- Deliver Hate Crime Advisor training to officers
- Work directly with and learn from the experience of people who have experienced hate crime/ incidents
- Lead and participate in national and local campaigns

##### How we will measure progress:

Confidence levels from those who represent/ support victims of Hate Crime

Evaluation of campaigns we deliver or participate in

Learning gathered through use of Hate Crime Advisers and Community feedback

Number of Hate Crimes, detections and incidents

Use of Third Party Reporting Centres

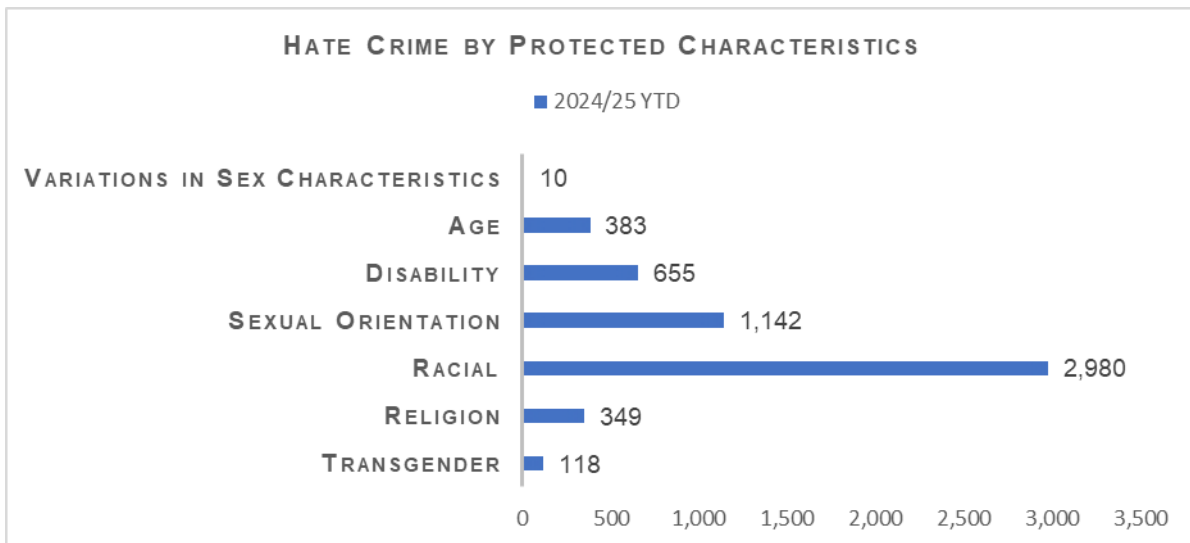
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**We said we would: Review our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents.**

**Hate Crime**

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Non Crime Hate Incidents	643	536	↓ -16.6%	
Hate Crimes	3,321	5,376	↑ 61.9%	
Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Non Crime Hate Incidents	501.6	536	↑ 6.9%	
Hate Crimes	3,943.4	5,376	↑ 36.3%	
Recorded Detection Rate Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Hate Crimes	61.7%	65.0%	↑ 3.3%	

Please note due to changes in legislation introduced on 01 April 2024, direct comparisons to previous years should not be made and are for illustrative purposes only.



Hate crime continues to be predominantly aggravated by racial or sexual orientation, amounting to 55.4% and 21.3% respectively of total aggravators across the reporting period.

Despite the significant increase in recorded hate crimes this year the detection rate has also increased (Up 3.3% from PYTD).

**Dashboard Creation - We have:**

As part of the response to the new recording mechanisms and ongoing development, the Demand and Productivity Unit created a refreshed incident dashboard to inform the analytical community

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and operational policing in relation to Crime, iVPD and Incidents, including hate related data. The Power BI Dashboard is another mechanism for sharing information locally which has been driven by national impetus.

Divisions can review Hate Crime data within their own areas, enabling them to identify trends and direct activity should there be significant increases related to specific aggravators/characteristics. The Equality and Diversity team utilise the dashboard to identify trends and link in with partners and localities, particularly when there is a significant rise in hate crimes linked to specific aggravators. Using a combination of reviewing STORM and COSAINS, the team can assist in identifying issues and cause.

### **Hate Welfare Assessment - We have:**

Following a review of the Hate Welfare Support Assessment Toolkit through the E&D SPOCS forum and the Hate Crime Working Group, it was deemed 'not fit for purpose'. Police officers and staff victims of hate crime are no longer recorded on iVPD, in the absence of additional vulnerabilities where the three-point test is not satisfied. Additionally, a dashboard specific to police officers and staff victims of hate crime has been created to assist in managing welfare support. The dashboard aims to provide a national space for supervisors to monitor police and staff victims of hate crime, and provide the necessary support. E&D SPOCS from five Divisions have been selected to test the dashboard and provide feedback, thereafter updates can be made and presented to EDI SLT.

### **We will:**

Continue to develop mechanisms to identify those at risk of harm through hate crime, and work with partners to provide support and encourage reporting.

### **We said we would: Monitor Community Tensions**

#### **Community Tensions Reporting - We have:**

The Equality and Diversity team have refreshed their weekly Community Tensions Report, which is sent to all Local Policing Divisions. The weekly report provides a national summary on community tensions across the force, providing information on Scottish Community Tensions, Incidents of note, hate crime/hate incidents of note, recent and future protests and overview of hate crime across the characteristics protected by legislation. Various sources of information are utilised to produce the report such as, the Operation Norden Intelligence Assessment, NCTT Operation Element Report, weekly SPOC National Community Tensions Return, daily COSAIN reports, CIA reviews and RICU media summary reports, all of which help inform how we respond to community tensions and rises in hate crime from both a local and national perspective.

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The weekly report assists in directing community engagement and partnership working to provide relevant prevention advice and community reassurance.

Further to this our monthly Equality & Diversity SPOCS meetings provide local policing representatives with information on local issues and national objectives, for dissemination to their respective Divisions, allowing them to direct activity.

Work continues in respect of Operation TARN, the Sheku Bayoh Public Inquiry which recommenced in September 2024. Currently, there have been no incidents, protests or events of note however the team continue to monitor. Operation TARLAC (Operational policing response to events in Israel/Gaza) is still ongoing with daily COSAIN monitoring and CIA updates noted, a national perspective is obtained via the bi-weekly National Community Tension/Hate Crime Gold Group, where it is acknowledged there continues to be an increase in antisemitism UK wide.

Two Community Reassurance Cells have been activated since the last reporting period, Operation Offglide (2024 General Election) and Operation Navette (events in Southport and UK disorder). The Equality and Diversity team continue to monitor tensions relating to Op Navette seeking engagement returns from local Divisions, tasking engagement with relevant communities and partners, providing a Police Scotland picture to the National Community tensions team.

### **We will:**

Continue to develop our tension monitoring facilities and community engagement forums.

**We said we would: Enhance Third Party Reporting opportunities by delivering training and support to organisations.**

### **Thematic Review of TPR - We have:**

Police Scotland continue to carry out a thematic review of current processes, engaging with key partners, including Scottish Government. We have implemented a process for reviewing and identifying good practice across the country to enhance approaches around TPR. The review will be completed by the end of 2024.

We have delivered training programmes across our TPR Centres by way of PowerPoint presentation utilised during Covid-19, training will be developed post review. The Scottish Government held a meeting in June 2024 where the Hate Crime Strategy Delivery was discussed, with proposed activity being developed until January 2025

A discussion paper, shared with members ahead of the meeting, outlined delivery activity for the next six months, including actions to continue to review, refresh and rebrand third-party reporting.

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The implementation of the Hate Crime and Public Order (Scotland) Act 2021, although unconnected to the operational practice of TPR, provided an opportunity to take stock of our joint approach, in respect of the review in terms of improvement of support for centres as well as victims and defining roles/responsibilities/criterion for centres.

### **We achieved:**

Through consultation with Scottish Government (SG) a review has taken place with premises that are currently established as TPR centres. SG continue internal discussion surrounding a strategy for funding, there was a further meeting in September 2024 with the EDI team, Scottish Government and Victim Support Services.

A role profile has been drafted, along with essential criteria for premises and staff outlined.

### **We will:**

We will continue to progress further work around TPR in collaboration with Scottish Government and other key partners to make improvements to current processes, progress with the development of training and consider enhancement of other key partners roles as a proposed structure is developed.



**We Said we would: Deliver Hate Crime Advisor training to officers.**

**Hate Crime Training Suspended - We have:**

Hate Crime Advisor training was suspended for review following the outcome of Operation TARN enquiries. Concerns were raised by management that incorporating offensive language within one of the slide inputs was deemed unnecessary. This has since been reviewed by IAG who have advised the use of language is appropriate and relevant to training purposes, a report was submitted to the PT Senior Leadership Team for decision and authorisation to proceed with training, awaiting a response.

**We will:**

Progress with refreshing the training package to include the Hate Crime and Public Order (Scotland) Act 2021 legislation pending authorisation to proceed with training delivery.

**We said we would: Work directly with and learn from the experience of people who have experienced hate crime / incidents.**

A new User Experience survey for people who report hate crime or incidents to Police Scotland was launched earlier this year. It means that everyone who reports hate to us will receive a text message in the month after their report inviting them to participate in our User Experience survey. The results and feedback provided are accessible to all colleagues in a PowerBI Dashboard to support improvement activities and learning. We are committed to listening, engaging and working alongside communities most affected by hate and we are actively building our approaches to involve people in how we deliver our services in communities across Scotland. For example, in response to the rioting seen around the UK over recent months, we brought together leaders from faith communities to understand the complexities of policing with cultural awareness to ensure we are responding effectively to threat, risk and harm. We will continue to evolve how we build and maintain opportunities for engagement and participation within the delivery of policing throughout Scotland.

## Equality Outcome 2

**2. ACCESSIBILITY OF SERVICES AND COMMUNICATION**  
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.

**Objectives:**

We understand the accessibility barriers and have approaches in place to proactively address them

We have a range of methods and approaches available to access Police Scotland and SPA

**We said we would:**

- Review currently published documentation on our website to improve accessibility
- Make better use of technological tools to improve the range of communication and information formats
- Translate key documentation, messaging and summary points into a format to meet accessibility needs
- Use British Sign Language and subtitling for public messaging
- Develop collaborative and linked messaging with partner agencies into easily accessible formats

**How we will measure progress:**

Updates on progress in improving accessibility mediums

Unified Communications and Contact Platform progress

Overview of standards for publication of documents and communication

User Satisfaction Survey

Your Police and other targeted surveys

**We said we would: Review currently published documentation on our website to improve accessibility.**

**We said we would: Make better use of technological tools to improve the range of communication and information formats.**

**Created video awareness to assist C3 call handlers - We have:**

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

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The E&D team have supported People First Scotland with filming the video and worked alongside C3 representatives who initiated the idea to assist with accessibility and communication.

The team are also working in conjunction with People First Scotland, CJSW, CJSD and PPU to develop Appropriate Adult Services under the remit of the Appropriate Adult (AA) Project. There have been four areas identified for improvement, a review of the current welfare questions in custody, production of a hardback 'book'/'video brochure' (CJSD ongoing work), CPD roll out in CJSD and AA Services toolkit review.

### **We will:**

Continue to offer support to partner agencies and PS departments to review and improve communication and make better use of technological advancements to improve service delivery to all.

**We said we would: Translate key documentation, messaging and summary points into a format to meet accessibility needs.**

### **Translated key information into BSL (British Sign Language) – We have:**

Domestic Abuse Coordination Unit (DACU) continue to work alongside Heriot Watt University (HWU) and E&D Team in two projects; Justisigns2 and Silent Harm. Progress is being made to source approval/funding for translation of Domestic Abuse Questions (DAQ) and of Domestic Abuse landing pages using BSL interpreters. DACU, E&D Team and HWU collaborated alongside partners to create a new, more accessible version of the DAQ.

In February 2024 a workshop was held at which time the DAQ was translated into BSL which was then recorded.

In March 2024 HWU and Police Scotland Equality and Domestic Abuse Coordination Units jointly hosted a Community Information event about Deaf Women's safety. This was a hybrid event taking place at Deaf Action, Edinburgh and on Zoom. The aim of the event was to share information about what was achieved through the Justisigns2 project, and to show the different resources that have been developed to support deaf people and interpreters in BSL, through collaboration by Heriot-Watt University and Police Scotland.

The event was presented in BSL and English and BSL/English interpreters were present at the event to make it accessible to everyone. The event was open to anyone with an interest in this topic – deaf people of any gender, hearing sign language interpreters, professionals who work with deaf people in various support services, police officers.

**We said we would: Use British Sign Language and subtitling for public messaging.**

**British Sign Language (BSL) Interpreting Services – We have:**

The BSL Short-life Working Group (SLWG) are in the process of drafting a national action plan. The group have met with interpreter providers to identify ways of improving provision of interpreting services.

Police Scotland are working with providers on planning an 'interpreter training day' to encourage more interpreters to take on police work. The group have also hosted a number one-day BSL introductory courses which it is open to anyone whom purpose is to improve service delivery and be a more inclusive employer. To date evaluations and feedback have been very positive and a full evaluation is in the process of being collated.

Update September 2024 - The Joint Investigative Interview (JII) Team are hosting a BSL Interpreter Reciprocal Learning Day at Tulliallan in October 2024 – this will be a two-way learning experience in relation to the JII Process. Other areas of business are also interested in doing the same and DACU are attending the event to observe and learn.

Equality Outcome 3

3. MEANINGFUL ENGAGEMENT

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

Objectives:

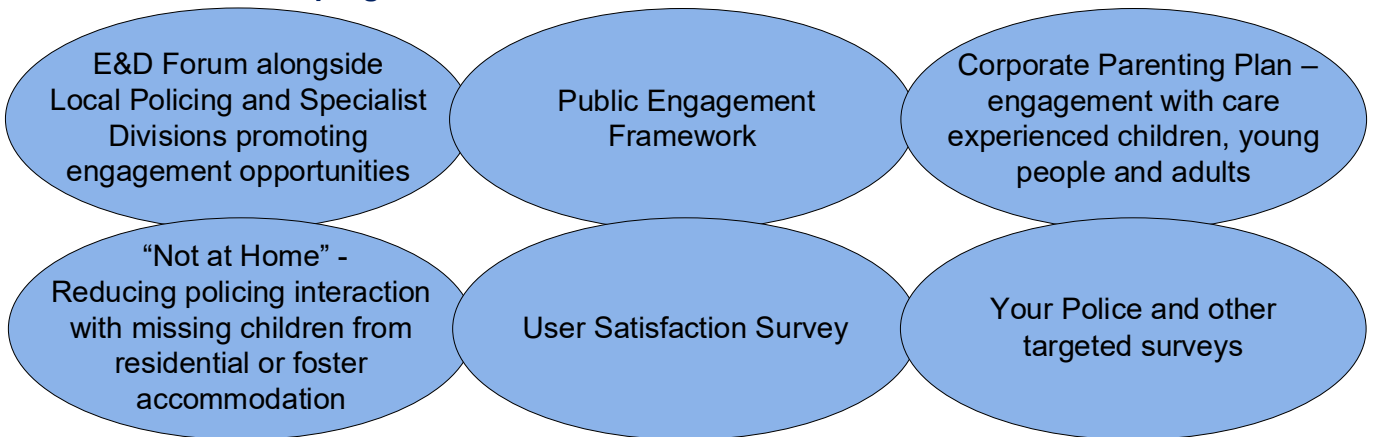
We provide opportunities for people from protected groups to engage with us and participate in local and national decision making

We deliver our services in line with recommendations from people from protected groups and those who represent their interests

We said we would:

- Support and encourage all areas of policing to connect with their diverse communities through relationship building opportunities
- Provide training/awareness opportunities for our officers and staff
- Review our protected group engagement opportunities
- Promote local groups and individuals to contribute at national forums
- Use Community Impact Assessments and Equality & Human Rights Impact Assessments
- Involve and work with members of the community who have lived experience to help foster understanding and awareness
- Include Community Considerations as standard on all Police Scotland meeting agendas / daily activities

How we will measure progress:



**We said we would: Support and encourage all areas of policing to connect with their diverse communities through relationship building opportunities.**

**Community Events held - We have:**

As part of the response to Operation NAVETTE a Police Scotland Community Event took place at Dalmarnock Police Office. Approximately 40 individuals from over 20 community groups and organisations attended including the Muslim Council of Scotland, Scottish Association of Mosques, MEND(S), Glasgow Central Mosque, Scottish Iraqi Society, Scottish Afghan United, Muslim Women's Resource Centre, SABS, Ahmadiyya Muslim Community, African Challenge, Interfaith Scotland, Scottish Refugee Council, National Black & African Organisation, Professional Reference Group and SPMA & PSSA staff association.

Senior officers were in attendance and provided positive engagement, reassuring attendees of increased police patrols and local engagement along with the preparedness of public order provision, should this be required. Concerns expressed by the group were listened to and acknowledged, including consideration and action taken upon suggestion by the Scottish Refugee Council regarding the provision of police reassurance messaging being available in additional languages.

**We will:**

Continue to identify and take opportunities to positively engage and provide reassurance whilst increasing our networking spaces to build positive relationships.

**We said we would: Provide training / awareness opportunities for our officers and staff.**

**Probationer Training - We have:**

The Equality and Diversity team have developed and delivered 'Policing in a Diverse Society' training in conjunction with the Probationer Training Department. The training is in addition to EDI training already delivered to probationers and highlights cultural considerations when engaging with the diverse communities of Scotland and how global issues effect policing in Scotland. Input and discussions are also being held with regards to how global issues can impact community tensions and how the organisation monitors this and engages with communities to better understand the impacts locally. Furthermore, there is an aspect to the training which covers building trust and confidence with communities and why this is important. The training has been delivered on four occasions at SPC and once at Jackton training facility, a condensed version of the training was also provided to the International Academy and visitors.

**We will:**

Continue with the roll out of the training for future probationer intakes, further training dates are set for November 2024 both at SPC and Jackton.

**We said we would:** Use Community Impact Assessments and Equality & Human Rights Impact Assessments

**Review of Current CIA process - We have:**

A review of the current CIA process is underway, Since 01 June 2024, there has been a reduction of 156 CIA's (38% reduction). The Equality and Diversity team have been working with divisions to archive historic CIAs (for example V Div have 33 live CIAs, with 30 raised before 2024). Since this time there has been a further 20% reduction in the total amount of CIAs for the service.

There has now been over a 50% reduction in total CIAs since the audit began in June going from 411 in total to 204, 178 of which sit within local Policing divisions. The actual reduction is higher as there have been new CIAs created within this time.

The current format of the CIA document is under review and as figures become more manageable proposals for the refresh of the document will develop along with training and guidance documents.

**Equality and Human Rights Impact Assessments – We have:**

With regard to Equality and Human Rights Impact Assessments - a recommendations paper was presented to the Policing Together Tactical Group. Several proposals in the paper were accepted and the work will be driven through the newly created EQHRIA Strategic Oversight Group and the EQHRIA Improvement Group.

The review is ongoing and will ensure the effective delivery and ongoing continuous improvement of the Equality and Human Rights Impact Assessment (EQHRIA) document set, training, communication and organisational learning as directed by the Strategic Oversight Group. To scrutinise EQHRIA delivery through proactive engagement with divisions and departments to ensure compliance with the relevant legislative requirements.

**We will:**

There is a review being undertaken by Binder Dijker Otte (BDO) who will look at various aspects of the process and make recommendations. The EqHRIA hub, which will offer support and guidance for officers, is due to be released shortly.

Equality Outcome 4

**4. VIOLENCE AGAINST WOMEN AND GIRLS - CONFIDENCE AND SUPPORT**  
 Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.

**Objectives:**

We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators

Our response remains current and is reflective of victims' needs

**We said we would:**

- Raise awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics through appropriate external media campaigns and internal communications
- Inform and improve the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning
- Increase access to support services for all victims and witnesses, by increasing internal awareness of services available and through continued working with partners
- Engage meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse, through the use of existing multi-agency groups
- Work with local communities and partner agencies to better share information, learning and best practice through establishing appropriate governance and scrutiny arrangements

**How we will measure progress:**

Child sexual abuse by gender

Human Trafficking indicators drawn from performance framework once approved

Number of Domestic Homicide by gender

Domestic Abuse by gender – number of crimes (DASA offences)

Number of DSDAS applications (power to tell/right to ask)

Evaluation of national campaigns

Update on work being undertaken with Victim Support Scotland

Survivor Engagement Strategy – feedback/insight from victims of Sexual violence




The following tables provide the Quarter 2 position of overall sexual crime, rape, online child sexual abuse and domestic abuse. Please note the crimes included are not gender specific however work is underway to provide the overall picture of VAWG crimes going forward




**Overall Sexual Crime**

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Group 2 Sexual Crime	7,385	7,622	↑ 3.2%	
Group 2 Sexual Crime - Recent	5,692	5,782	↑ 1.6%	n/a
Group 2 Sexual Crime - Non Recent	1,693	1,840	↑ 8.7%	n/a



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Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Group 2 Sexual Crime	7,169.0	7,622	↑ 6.3%	
Group 2 Sexual Crime - Recent	5,413.6	5,782	↑ 6.8%	
Group 2 Sexual Crime - Non Recent	1,755.4	1,840	↑ 4.8%	

Recorded Detection Rate/Proportion Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Group 2 Sexual Crime Detection Rate	55.2%	57.5%	↑ 2.3%	
Group 2 Sexual Crime - Proportion Recent	77.1%	75.9%	↓ -1.2%	
Group 2 Sexual Crime - Proportion Non Recent	22.9%	24.1%	↑ 1.2%	


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




Overall sexual crime noted an increase compared to last year, up 3.2%, (237 more crimes) and increased against the five-year mean (up 6.3%, 453 more crimes).

The detection rate of overall sexual crime is 57.5%, an increase of 2.3 percentage points against last year.

Non-recent sexual crime continues to increase with the proportion of non-recent sexual crime recorded increasing from 22.9% last year to 24.1% during the reporting period this year.

**Rape**

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Rape Crime	1,174	1,406	↑ 19.8%	
Rape Crime - Recent	710	849	↑ 19.6%	n/a
Rape Crime - Non Recent	464	557	↑ 20.0%	n/a

Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Rape Crime	1,185.0	1,406	↑ 18.6%	
Rape Crime - Recent	709.6	849	↑ 19.6%	
Rape Crime - Non Recent	475.4	557	↑ 17.2%	

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Recorded Detection Rate/Proportion Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Rape Crime Detection Rate	47.7%	53.5%	↑ 5.8%	
Rape Crime - Proportion Recent	60.5%	60.4%	↓ -0.1%	
Rape Crime - Proportion Non Recent	39.5%	39.6%	↑ 0.1%	

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

Rapes reported to the police have increased compared to last year by 19.8% (232 more crimes) and increased against the five-year mean by 18.6% (221 more crimes). Rape of a female over 16 continues to drive the increase in overall rape (up 16.4% 134 crimes against last year). All crime categories within rape note an increase compared to last year with the exception of females under 13, decreasing against last year and the five-year mean.

**Child Sexual Abuse Online**

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Online Child Sexual Abuse Crime	976	1,029	↑ 5.4%	
Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Online Child Sexual Abuse Crime	943.4	1,029	↑ 9.1%	
Recorded Detection Rate Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Online Child Sexual Abuse Crime	70.3%	69.8%	↓ -0.5%	

Note- Online Child Sexual Abuse Crime includes the following crime classifications - Cause to be Present Sex Act/To Look at Sex Image -M&F (< 13), Cause to be Present Sex Act/Look at Sex Image -M&F (13-15), Communicate Indecently/Cause see/hear Indec Comm - M&F (< 13), Communicate Indecently/Cause see/hear Indec Comm – M&F (13-15), Grooming of children for the purposes of sexual offences, and Taking, distribution, possession etc. of indecent photos of children (from Apr 2011).

Online child sexual abuse crimes increased compared to the same period last year (up 5.4%, 53 crimes) and against the five-year mean (up 9.1%, 86 crimes).

The number of online child sexual abuse crimes recorded each month from April to September have been relatively static.

Overall, the detection rate for online child sexual abuse is 69.8%, a slight decrease compared to last year (70.3%) and an increase compared to the five-year mean (66.3%).

## Domestic Abuse

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Domestic Abuse Incidents	31,132	32,717	↑ 5.1%	
Domestic Abuse Crime	18,243	20,271	↑ 11.1%	
Domestic Abuse of Female (DASA)	915	1,183	↑ 29.3%	
Domestic Abuse of Male (DASA)	58	78	↑ 34.5%	

Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Domestic Abuse Incidents	31,643.8	32,717	↑ 3.4%	
Domestic Abuse Crime	19,524.6	20,271	↑ 3.8%	
Domestic Abuse of Female (DASA) (*three-year mean)	987.3	1,183	↑ 19.8%	
Domestic Abuse of Male (DASA) (*three-year mean)	60.0	78	↑ 30.0%	

Recorded Detection Rate/Proportion Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Domestic Abuse Incidents - Proportion Crimes	42.4%	39.6%	↓ -2.8%	
Domestic Abuse Crime Detection Rate	61.9%	64.0%	↑ 2.1%	
Domestic Abuse of Female (DASA) Detection Rate	74.6%	69.6%	↓ -5.0%	
Domestic Abuse of Male (DASA) Detection Rate	51.7%	48.7%	↓ -3.0%	

Domestic abuse crimes have increased compared to last year, up 11.1% (2,028 crimes) and against the five-year mean (up 3.8%, 747 crimes), Domestic incidents also noted an increase, up 5.1% (1,585 incidents) against last year and up 3.4% (1,074 incidents) against the five-year mean.

Overall DASA crimes increased by 29.6% (288 crimes) with DASA of a female increasing by 268 crimes and DASA of a male increasing by 20 crimes compared to last year.

Two domestic homicides were recorded during the reporting period, both of which were committed in June 2024. Both domestic homicides have been detected.

**We said we would:** Raise awareness and understanding of intersectionality where all individuals including women and girls may also be at risk from crime, through other protected characteristics through appropriate external media campaign and internal communications.

## OCSAE - We have

Police Scotland's Multi Agency Prevent Online Child Sexual Abuse and Exploitation (OCSAE) group continues to meet quarterly where there is focus on new innovation, public safety awareness, as well as recognition of streamlining media activity and campaigns. A key aspect is ensuring Violence Against Women and Girls (VAWG) and Tackling Online Child Sexual Abuse (TOCSA) strategies\outcomes are interrelated into the directive of this group as OCSAE victim profile is predominately female. As such emerging trends and threats realised from Online Child Sexual Abuse and Exploitation can help make informed assessments and decisions regarding VAWG strategies so in July 2024 the Police Scotland Multi Agency Prevent Online Child Sexual Abuse & Exploitation group supported the latest campaign targeting sexual predators who groom and abuse children online was launched. The campaign ran for four weeks and was designed to prevent online child sexual abuse by communicating to offending and potential perpetrators and encouraging contact with Stop It Now! Scotland.

## Campaigns - We have

We continue to ensure our national approach to Rape and Sexual Crime is focused on carrying out thorough and professional investigations in order to target offenders whilst delivering a trauma informed, victim centred approach. To support this the Third 'That Guy' campaign was launched on Monday 28<sup>th</sup> October with a continued focus on reaching out to young males about not being a bystander and to prevent sexual assaults before they start.

Police Scotland's Domestic Abuse Coordination Unit (DACU) have continued to work towards supporting 16 Days of Activism against Gender Based Violence and the festive Domestic Abuse Campaign.

**We achieved:** Stop It Now! developed a short video aimed at perpetrators which was promoted on paid digital channels (Instagram, Facebook, Twitter, Snapchat, TikTok and You Tube) to engage with the campaign audience (18+ males living in Scotland) regarding targeting sexual predators. Part of the campaign strategy included providing information for anyone affected by CSA and the Police Scotland webpage will provide information, guidance and signposting to relevant support services. This was supported through messaging on Police Scotland social media channels. Stop It Now! reported an increase of circa 10,000 visits to the campaign landing site over Quarter 2 of 2024/25.

The explosion of emerging technologies mean children are at more risk of online harm particularly girls/females. Prevention and safeguarding work in this space is essential to ensuring we support and offer guidance to those who inhabit these spaces ensuring they have confidence to engage in the online world without fear of being targeted. PSOS Policing Together programme, via

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Cybercrime Prevention team, supports national campaigns by disseminating alerts, resources and campaign materials via our internal network of divisional SPOCS and extensive external network of web ambassadors. Through engagement with communities, we will strive to promote awareness of these threats and cultivate their ability to identify and manage them safely. This will support us to fulfil our duty to safeguard our communities and take steps to identify and protect those at greatest risk of victimisation. We work continuously with our partners and key charities by developing national campaigns to raise awareness of emerging trends in child online abuse to make sure preventative messages reach young people using platforms and format that is familiar to them.

DACU have been collaborating with CC in relation to the upcoming 16 Days of Activism with the theme for 2024 being 'Ending Violence Against Women & Girls in the context of Climate Change'. CC have numerous materials for this event which will include the BSL DAQ (internal launch) and external BSL Domestic Abuse Landing Pages.

**We will:** Continue to build upon current success of the Multi Agency Prevent OCSAE and off shoot work streams for example; Progress with a new domestic abuse video which has been created alongside CC for this year's Festive Domestic Abuse Campaign which will focus on prevention and a similar theme from #IsThatMe. This video will be replicated with a same sex couple. This remains ongoing.

**We said we would:** Inform and improve the local and national response to domestic abuse and sexual crime through training, guidance and organisational learning.

### **Training - We have:**

DACU have continued to deliver training through various platforms in respect of Domestic Abuse/Honour Based Abuse /Forced Marriage & Stalking and Harassment. DACU continue to provide inputs in relation to Forced Marriage, Honour Based Abuse to Advanced Investigators Course (AIC), Sexual Offences Liaison Officer (SOLO) Visually Recorded Interview (VRI), Joint Investigative Interview (JII) SOLO Courses and SCIM SOLO Courses.

DACU sought and was granted approval to hold a National CPD event for Domestic Abuse Champions (DACs), the aim of which being to enhance the knowledge and skills of the current cadre of DACs across Scotland.

DACU progressed the completion of the 6 CPD Modules created alongside SafeLives.

Domestic Abuse Matters (DAMs) licence with the College of Policing has been renewed and a revenue investment budget was requested for reinstatement of this core one day training which would be jointly delivered with third sector.

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NHTU attended at K Division for a CPD day with partners such as Women's Aid and Rape Crisis. We gave an input on Human Trafficking and had discussions around victims these partners were supporting.

We are working with our colleagues in training to make sure that our investigators are trauma informed and have the training needs available to enable them to conduct their investigations. Participating in the VIA modernisation programme to ensure a more thorough hand over of victim supports between SOLOs and VIA, as having listened to lived experience of women's journeys through the judicial process, this is often the point where victims can feel abandoned, and not sufficiently updated or supported.

### Trauma Informed Approach - We have

The Scottish Government's overall vision of a Bairns' Hoose is that all children in Scotland who have been victims of or witnesses to abuse or violence will have access to trauma informed recovery, support and justice in a single child friendly setting. Bairns' Hoose is a whole-system approach to delivering child protection, justice, and health support and services to child victims and witnesses of abuse and harm. A key aim of the model is to limit the number of times children need to recount their experiences reducing the possibility of re-traumatisation. The principles underpinning the Scottish Child Interview Model (SCIM) for Joint Investigative Interviews are a fundamental aspect of the Bairns' Hoose model. This includes scope for an interview conducted at a Bairns' Hoose to be used as the 'evidence-in-chief' of a child. As such we, Police Scotland, remain committed to achieving the aims of the project.

**We achieved:** DACU have arranged a CPD event arranged due to take place online on 4 October 2024. The theme of the event is the 'Voice of the Child'. There will be inputs from DACU, Domestic Abuse Task Force (DATF), Crown Office and Procurator Fiscal Service (COPFS) and Scottish Children's Reporters Administration (SCRA), along with Children's 1<sup>st</sup> and SCD Child Protection.

All 6 Continuous Professional Development (CPD) modules have now been launched on the intranet; 1. Domestic abuse and the effects of trauma - Responding well to people experiencing domestic abuse, 2. South Asian Women - Diverse experiences of domestic abuse, 3. The Domestic Abuse Scotland Act: Understanding and applying the legislation, 4. Multi-agency tools for keeping people safe, 5. The use of technology and social media in domestic abuse, 6. Domestic abuse and children.

The DAMs revenue investment budget was confirmed for reinstatement of the core training. This training must be concluded by 31 March 2025. DACU have commenced plans for the roll out which includes a 'Train the Trainers' refresher online event and a 'Train the Trainers' face to face

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event. This budget will also cover the CPD event for Domestic Abuse Champions as documented above, which is set to take place on 4 October 2024 aimed to refresh and enhance the knowledge and skills of the current cadre of Domestic Abuse Champions (DACs) across Police Scotland.

DACU attended the launch event for Scottish Government Forced Marriage Statutory Guidance. Police Scotland's Honour Based Abuse and Forced Marriage National Guidance shall reflect Scottish Government's guidance. DACU have also devised a Forced Marriage Protection Order template. Furthermore, DACU have been invited to 'Addressing Violence Against Minority Ethnic Women and Girls Network' in November 2024.

We remain a member of the HORIZON-EU '2PS' (Prevent & Protect Through Support) consortium along with a number of EU law enforcement agencies, academia and other organisations, seeking to increase understanding of the prevalence of CSAE, promote innovative and effective solutions and enhance understanding of offending characteristics.

We remain a member of the group "Indirect Victims" of OCSAE, aiming to improve the multi-agency response to OCSAE and ensure that the voices of those with lived experience contribute to national policies, strategic and operational decision making. The group seeks to reduce poor outcomes for families, communities and children affected by this issue.

Police Scotland are leading on the management and installation of Video Recording Interview (VRI) equipment at each Bairns Hoose site to facilitate the interviews of children. Given the requirement for national consistency in relation to the management and oversight of VRI software, hardware and licences an agreed Pathway was secured in respect of specific funding for the equipment, which has now been transferred direct to the force to allow for direct purchase of equipment and installation prior to March 2025.

Strategy Insight & Engagement (SIE) continue to provide DACU with quarterly Victim Survivor Engagement (VSF) reports which are shared with the Domestic Abuse Working Group (DAWG) leads. Progress and learning is discussed and feedback provided by divisions at the Domestic Abuse Working Group (DAWG).

NHTU received insight into the way partners support victims of sexual exploitation and explained the police process. We took on board opinions and suggestions from these partners and gave our own to them too. This strengthened the relationship between division and these partners. A more thorough and victim centred hand over will take place for every woman whose case progresses to court/trial.

**We will:** Progress with preparation of the CPD event to enhance the skills and knowledge of the current DACs.

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DACU are progressing with plans for the reinstatement of DAMs which includes a 'Train the Trainers' refresher online event and a 'Train the Trainers' face to face event.

Working with the Women's Hub in Dundee to highlight the benefits of this facility, nationally – a safe space for women with multiple disadvantages, with multiple supports under one roof. The hub specialises in providing support for women involved in on street prostitution through their Vice Versa service.

Police Scotland are committed to working towards the installation of VRI equipment within all Bairns Hoose sites by the end of March 2025.

**We said we would:** Increasing access to support services for all victims and witnesses, by increasing internal awareness of services available and through continued working with partners.

### **Child Exploitation Toolkit - We have**

We have developed a Child Exploitation Toolkit for use by all officers and make accessible via our intranet.

Created and delivered a bespoke child protection training presentation for a Domestic Abuse training event focusing on 'The Voice of the Child'

**We achieved:** A well structured Child Exploitation toolkit, currently being reviewed and amended. The aim is to have the toolkit published and ready for use to coincide with the County Lines intensification week in November 2024. The toolkit will have a focus on sexual exploitation of females, how to identify signs and crucially how to disrupt and deter.

We created a 1-hour input regarding the Domestic Abuse training event focusing on 'The Voice of the Child'. The training enhances child protection awareness when dealing with domestic incidents putting the welfare of children at the centre and capturing their views and needs in a trauma informed way and reducing further impact on them. The training will also focus on the child's needs when creating a safety plan ensuring that the non-abusing parent is supported to continue to care and nurture the child during a DA investigation. The input has been added to internal intranet pages as a refresher guide and will be used at future events.

**We will:** Continue to work with our partners to ensure the Child Exploitation toolkit is fit for a multi-agency approach to disrupting exploitation and aim to have the toolkit out for a national consultation process in October 2024.



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We will seek feedback regarding the Domestic Abuse training event focusing on ‘The Voice of the Child’ and make necessary changes and improvements to ensure it meets our goal of reducing the impact of domestic incidents on children.

**We said we would:** Engaging meaningfully with partners to build on our relationships with communities and reduce barriers to reporting abuse, through the use of existing multi-agency groups

### **Working with partners - We have**

We continue to work with our key partners such as Rape Crisis Scotland, Biera’s Place and NHS SARC network, to have safe spaces for women to discuss concerns and provide information about their abuse. A new referral process was recently instigated between Police Scotland and Rape Crisis local centres to expedite the support being offered to women in crisis and offer a more victim centred, immediate support option if required.

**We achieved:** We have worked with a number of survivors of abuse to obtain their lived experience and also invited several of them to a recent CPD event which was held for SIO’s investigating Rape and Sexual Crime. We obtain feedback data from Rape Crisis Scotland about our response which has been sitting at around 80% positive feedback and we have also seen a 19% rise in reporting of rape to Police Scotland which again is positive in terms of confidence to report.

We are in the process of rolling out Operation Begonia Patrols across Scotland (currently live in Aberdeen and Glasgow), with their remit being to engage with women engaged in prostitution and to work with key partners to signpost them for support in attempt to allow them to exit prostitution.

As part of the Operation Begonia patrols, the main focus for the officers is to engage with and arrest men who are in the area to buy sex.

An online form has been created to gather feedback from victim survivors of criminal domestic abuse, rape and sexual crimes has been added to the Police Scotland Website. The purpose of the form is to ask victim survivors about their experience at any stage from the point of reporting to the conclusion of the police enquiry. The feedback will be used to help shape internal training and procedures.

**We will:** We are working closely with Scottish Governments Equally Safe team to have a member of their team seconded to Police Scotland for a year which will allow them to create the hub approach which is mentioned with the SG Strategy to challenge men’s demand for Prostitution. The hub will see key partners all under one roof which will support women and allow them to safely exit prostitution.

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**We said we would:** Work with local communities and partner agencies to better share information, learning and best practice through establishing appropriate governance and scrutiny arrangements.

### Shared skills and messaging - We have

Police Scotland continue to be represented at the Domestic Homicide and Suicide Review Task Force and the Domestic Homicide and Suicide Review Model Development Sub-Group.

Police Scotland has engaged with partner agencies and other police forces to share the message and information regarding Human Trafficking and Exploitation.

**We achieved:** We hosted two Romanian Police Officers in our National Human Trafficking Unit (NHTU) on secondment from April to July 2024. These officers assisted with enquiries supporting and safeguarding PVoTs. They also carried out training with Police Scotland Officers and partners.

We have worked with all key partners such as TARA, SOHTIS and Justice and Care in order to signpost and support women rescued from exploitative situations.

The inputs provided by the Romanian seconded officers gave insight into Romanian Culture and pull factors to Scotland. Partners such as Border Force stated their time working with the seconded officers was invaluable and they have changed processes due to what they have learned from the secondment. It has also strengthened Police Scotland's relationship with Romanian Law Enforcement.

In one case we worked with Justice and Care Victim Navigators who are embedded within our own NHTU to engage with a Romanian Woman who had been exploited through prostitution. When the victim returned home, she was met by Justice and Care Victim Navigators who are based in Bucharest, who were able to provide further support with housing and food to prevent her falling into the hands of the SOCG.

The NHTU has several ongoing investigations into SOCG's that are exploiting women through prostitution. Several of these cases have been reported to COPFS and we await the outcome. We are working closely with law enforcement internationally and recently welcomed 2 Romanian Police Officers at the NHTU who worked with us on secondment. We have built strong links with the Romanian Police and are in the process of working with the Bulgarian Police in connection with a HT investigation.

**We will:** Scottish Government have confirmed that the model will be underpinned by legislation which is currently being drafted. Police Scotland will be represented at all 4 Tasking and Finishing Groups

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Police Scotland will continue to work with these officers through a Joint Investigation into ongoing work NHTU have with Romanian exploitation.

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

Equality Outcome 5

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

**Objectives:**

We have improved systems and processes in relation to EDI monitoring	We have a suite of accessible monitoring reports with clear EDI insights	Leaders understand and use insights to inform planning and decision making
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**We said we would:**

- Outline clear diversity monitoring and reporting requirements and priorities
- Improve data systems and capabilities including addressing systems access issues and developing the use of analytics software.
- Use ongoing communications to build confidence in our monitoring and share insights from diversity monitoring.
- Consider sexual orientation monitoring options and how to record non-binary identities.

**How we will measure progress:**

E&D monitoring reports published in a timely manner

Number of EqHRIAs completed/published

E&D updates in primary/management board papers

Insights from EDI activities & plans

**We said we would: Outline clear diversity monitoring and reporting requirements and priorities.**

**Data and Insights - We have:**

- Developed a Terms of Reference and held two meetings of a new EDI Data and Insights Group. The groups key focus is on developing and improving employment monitoring processes and reporting. The initial two meetings have focused on the remit of the group, legislative requirements, updating on the development of the 2024 employment monitoring report, discussing data availability and gaps, providing an overview of equality outcome 5 (Workforce insights), sharing an update on the development of a cultural dashboard and considering future topics for discussion such as the Organisational People Survey Findings.
- A review of the P&D EDI data matrix highlighting data availability and gaps is now underway to inform further continuous improvement.

**We said we would: Improve data systems and capabilities including addressing systems access issues and developing the use of analytics software.**

**Dashboard development - We have:**


- The National Workforce Monitoring Report as of 31 March 2024 has been developed using the newly developed Powerbi EDI Monitoring Dashboard. An accessible word document has also been created to support accessibility of the monitoring data.
- The powerbi EDI Monitoring Dashboard is also now being used to develop Divisional/Departmental profiles to be shared with local management teams to inform planning and decision making. Once these reports are complete, further consideration will be given to any further improvements and automation that could be progressed in advance of the next monitoring period.
- Work is underway to develop a new Culture Dashboard to enable progress across key culture metrics to be tracked and reported. The early development has been supported by ongoing consultation and engagement to inform the build. Workshops have been held with key individuals to help define central metrics to introduce in the initial roll out (phase 1). More information is available in the mainstreaming section of this report.
- Undertaken work to ensure the EDI data is included where possible within the MyCareer reporting. The reporting of EDI within the MyCareer reporting will commence October 2024.

**We said we would: Use ongoing communications to build confidence in our monitoring and share insights from diversity monitoring.**

**Performance Reporting - We have:**

- Work continues to develop our EDI/Policing Together performance reporting to ensure a focus on outcomes, impact and sharing organisational learning. A sample Policing Together summary report has been developed in a more visual format. Further information is available in the mainstreaming section of this report and in the Appendix A1.

## Equality Outcome 6



### 6. LEADERSHIP

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

**Objectives:**

Leaders will be provided with effective and practical tools to support their peoples' diverse needs	Leaders will be skilled in identifying barriers to equality and inclusion, will be confident to address these and progress opportunities to promote inclusion
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**We said we would:**

- Improve and develop leadership training

**How we will measure progress:**

Number of EDI training days delivered

Insights on managers knowledge and confidence in relation to EDI

Insights on simplified and accessible materials relating to EDI

Insights from EDI activities & plans

**We said we would: Improve and develop leadership training in relation to equality, diversity and inclusion.**

**Staff induction review – We have:**

- A review of the content and presentation style of the staff induction was completed to ensure the course supports colleagues with essential organisational information and setting clear performance expectations. Specific equality, diversity and inclusion content and a Policing Together overview are included as well as the Competency Values Framework (CVF) to define behavioural expectations. Communications were issued to all line managers in July 24 advising of the update and reminding them of the importance of new colleagues completing the learning and the Continuous Professional Development team will monitor completion rates.
- Evaluation data so far is included below but this is based on low numbers to date (11 responses).
  - Confidence to apply knowledge – 92% agree

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- Satisfied with the learning – 86% agree
- Learning outcomes met – 89% agree
- Easy to navigate – 87% agree

### Revised model for Probationer training – We have:

- Changes have been made to improve the probationer constable experience including a review of the content of the programme. The review ensured that equality, diversity and inclusion is covered as a 'golden thread' rather than a one-off learning event. Specific equality, diversity and inclusion content on the history of racism in Scotland has been included and the 1<sup>st</sup> week is now at Division rather than the Scottish Police College to improve the on-boarding experience.

### Values-led tactical communication and de-escalation skills – We have:

- CARES has been developed as a 3-day workshop included in the Probationer Training Programme. The content is underpinned by behavioural science focussing on the skills, knowledge and behaviours required to be adept at Communication, Awareness, Rapport, Empathy and Support which are essential skills for a police officer to be competent and confident in their role.

### Continuous Professional Development – We have:

- The Continuous Professional Development team continue to deliver a suite of learning products monthly to support self-directed learning on subjects linked to mind-set and behaviour (Empower Hours) and continue to support People Management Development Programme (PMDP) with a CPD session on Institutional Discrimination. It is clear from the evaluation feedback that colleagues are still on a journey of acceptance with institutional discrimination. However, the Empower Hours continue to rate high at an average of 9/10 with 350 colleagues booking onto sessions within 1 week of the new schedule being released. These learning experiences invite discussion on institutional discrimination which can be challenging for the trainers involved but are necessary to ensure colleagues can discuss and grow their knowledge on the topic.
- In terms of evaluation, 234 responses have been received since Feb 24 when the CPD team started to deliver this session in PMDP. 41% scored 8/10 or above, 26% scored between 6 and 7/10, 14% scored 5/10 and 19% score 4/10 or below. A range of verbatim comments were also received including:

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- It was an eye opener and I enjoyed and learned from the session.
- The facilitator was excellent at explaining how even questioning institutional discrimination formed part of it, this is something that I will try to do going forward given that I work in a predominantly all-male environment where they often don't feel engaged with this issue or that it even is an issue to begin with.
- A very useful session, it's a large topic and just needed more than an hour.
- Be willing to see discrimination where I couldn't see it before.
- I will 100% tell colleagues about it to educate them also on this course. It was brilliant.
- More aware of things to consider in the workplace relating to institutional discrimination.
- I would like to hear more about why the service is institutional discriminatory and the data that supports this.
- I was pleased that it was acknowledged that officers felt let down and disappointed how the previous Chief Constable raised the issue. Yes, it needed to be raised, but it could have been done in a much better manner.
- The impact on officers being labelled.
- I think the subject area should be taught in a more positive light. Why not focus on the improvements we have made as an organisation and how we are still striving to be better.
- I have never been made to feel so demoralised or offended after a training input. I am proud to say that I always treat people fairly regardless of their background, ethnicity or sexual orientation. Whatever failings the organisation is accused of should be levelled at senior management and not Sergeants and Inspectors.

The feedback received indicated the varying levels of engagement with the topics and is being reviewed to identify any ways to make the learning session even better.

### **Upholding our Values EDI e-learning module - We have:**

- As of 26 September, 8,938 colleagues have completed the 'Upholding our Values' EDI e-learning module which launched in March. This equates to a 38% completion rate so far. The module focusses on ethical policing, our values and institutional discrimination.



**We achieved:**

- 1,676 colleagues completed the course evaluation:
  - Confidence to apply knowledge – 87% agree
  - Satisfied with the learning – 81% agree
  - Learning outcomes met – 86% agree
  - Easy to navigate – 87% agree
  - Content clear and relevant – 86% agree
  - Appropriate duration of programme – 77% agree
  - Appropriate approach to diversity – 87% agree
- Verbatim feedback comments include:
  - The package was well laid out and contained appropriate and relevant information.
  - satisfied that moodle course covered sufficiently the points needed, no requirement for the course to be improved and feel it did meet my expectations.
  - Having scenarios put the objectives in context and was helpful.
  - This was for me a far better way to complete a Moodle course. I actually enjoyed the style and way the course was presented and felt the 'quiz' questions were a lot better than other courses. Well Done whoever designed this course 10/10. Have a good day!
  - Waste of time course yet again. Frontline PC's are under resourced and are tied up in unnecessary calls, doing pointless moodle courses and taking on mental health calls all day whilst being told to bring crime down. We cant field a team to be pro active to tackle crimes as police are going to non police incidents "as a last resort". when in fact other agencies just refuse to come and do their job and get away with it, but no, not the police. I've spent 30 minutes of my shift dong this course when it could be summed up by saying "treat everyone the same"
  - Course feels like a waste of time, it's self explanatory and feels like a tick box exercise to say officers are aware of the values of Police Scotland, when we already know them.

**We said we would: Include equality, diversity and inclusion in leadership development programmes.**

**Your Leadership Matter - We have:**

- Concluded Rotation 2 (of 4) of the First-Level Leader (FLL) programme, further providing the skills and tools necessary for those leaders to build teams which deliver effective policing for all communities.

**We achieved:**

- 76% average participant rating good or better for all programme elements (+6% from Rotation 1), 84% understood how to role model the behaviours in the workplace (+1%), 75% agree they could apply what they had learned (+2%) and 86% found the speakers engaging (+7%).

**Accelerated Leadership Pathways - We have:**

- Committed to positive action to attract applicants from minoritised, under-represented groups within the workforce, working with Diversity Staff Associations to market and attract through briefing sessions and other materials.

**We achieved:**

- A range of data, some positive, from the applicant EDI profile helps us understand views on programme accessibility from some minoritised groups within the workforce. Colleagues who had declared a disability applied in proportionately higher numbers relative to numbers within the workforce profile 31/3/23 and the same applied for colleagues who had classified as LGB, or as being from a BME background. Numbers of female applicants were lower relative to wider workforce profile but had a higher success rate at divisional and national sifts relative to male colleagues. This did not however apply to colleagues with disclosed disabilities or from a BME background, with the same applying to White Scottish colleagues in terms of outcomes linked to ethnicity.

**We will:**

- Undertake a fuller analysis to inform future planning and methodology for the next Cohort selection process and to ensure the programme is inclusive for current pathway members.

**Police Leadership Development Programmes (PLDP) - We have:**

- Carried out a full review of the learning content in respect of all areas featuring EDI (Performance Management, Wellbeing) with the assistance of Subject Matter Experts.

**Police Management Development Programme (PMDP) - We have:**

- Included a Deconstructing Institutional Discrimination Empower Hour within PMDP (as mentioned above). All managers (officers and staff) who have people management responsibilities are required to undertake PMDP.

**We will:**

- The Deconstructing Institutional Discrimination Empower Hour was not available to officers and staff who undertook the initial cohorts of PMDP. There is a delivery plan in place to ensure those who didn't attend will attend before 31<sup>st</sup> March 2025.

**Newly Appointed Chief Superintendent Development Programme - We have:**

- We included the Deconstructing Institutional Discrimination Empower Hour within the Induction week of the programme.

**We said we would: Use lived experiences, case studies, two-way dialogue with diversity stakeholders and reverse mentoring to inform leaders.**

**Anti-racist/anti-discrimination learning - We have:**

- A procurement exercise has been completed to secure an anti-racism and discrimination specialist to design and deliver Anti-racist/anti-discrimination learning. This will be supported by the Continuous Professional Development team and key stakeholders (including the Professional Reference Group (PRG) and staff associations). A project team is being mobilised to deliver this training with priority given to colleagues in non-leadership roles. The start date for delivery is November 2024 and this will be a continuous roll-out plan until all colleagues attend training.

**We have:**

- Completed the second series of Talk Truth to Power sessions with diversity staff associations who sought a further opportunity for their members to share lived experiences and feedback on policing together initiatives with their executive sponsors. Sessions took place with the Christian Police Association, SEMPER Scotland and the Disability and Carers Association. The feedback from Talk Truth to Power sessions across 2023/24 will

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be incorporated into an on-going exercise to understand, map and align culture related feedback, recommendations and actions across multiple, reports, inspections and implementation plans. The Policing Together Implementation Plan will be updated to bring all activity together in one place and provide clarity direction and prioritisation.

### **We said we would: Improve and develop accessible equality, diversity and inclusion Standard Operating Procedures (SOPs), guidance, documents and tools.**

#### **Grievance - We have:**

- Implemented a new Mediation Service and updated Grievance and Resolving Workplace Issues procedure for colleagues across the Service to help support early resolution of workplace issues. These tools are part of the efforts to enhance our workplace culture in line with Policing Together.
- Updated People Management Development Programme (PMDP) training to upskill managers on the topic.
- Established an Implementation Group to support and influence behavioural change across the organisation, using the developed supporting products, as well as identifying and implementing additional activities.

#### **We achieved:**

- Early indications are that mediation requests and informal resolutions are on the increase. Mediations in the first two months of launch are twice the total number in 2023. In addition, 652 Officers and 165 Staff managers have now completed the PMDP course.

#### **We will:**

- Over the next six months we will monitor and review several qualitative and quantitative sources to assess impact. In addition, we will develop our approach to assess the effectiveness and impact of people policies/procedures with the Scottish Police Authority.

**Dignity at Work - We have:**

- Started initial scoping and engagement in relation to revising the Equality, Diversity and Dignity procedures. A review has been conducted to establish current provisions in place as part of the preparatory work for the introduction of the Worker Protection (Amendment of Equality Act 2010) Act.

**Transitioning at Work – We have:**


- A short-life working group has been established to review the stop and search appendix of the Transitioning at Work procedure. This will enable leaders to support any members of their team who identify as Trans specifically in relation to their role in searching members of the public.

**We said we would: Use ongoing communications to support continuous learning.**

**EqHRIA Hub - We have:**

- A communications plan has been developed to support the launch of an Equality and Human Rights Impact Assessment (EqHRIA) Hub for the Intranet. The EqHRIA Hub will launch at the beginning of October and will provide clear information, guidance and tools in relation to the EqHRIA process. The communication plan will highlight the purpose and requirements in relation to EqHRIA and link to the wider policing together communications.
- Events and activities planned as part of the Policing Together Inclusion Calendar continues to provide opportunities for communications which support learning, raise awareness, increase engagement and promote peer learning through discussions and networking opportunities. An intranet accessible version of the Inclusion Calendar is now live on the Policing Together intranet site allowing divisions and departments across the organisation to download information and be involved at local level, based on areas of interest, geography or officer / staff particular interests. This is supported by a corporate communications 'resource-kit' of advice and guidance which has been accessed by colleagues more than 40,000 times this year.

## Equality Outcome 7



### 7. RETENTION

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

**Objectives:**

We understand why individuals from under-represented groups choose to end their employment with police Scotland/SPA.

We have a range of inclusive programmes to address barriers and promote the benefits of working for Police Scotland/SPA.

**We said we would:**

- Identify barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.
- Establish programmes to tackle the barriers to the retention of those from under-represented groups.
- Use ongoing communications to promote an inclusive culture and values.

**How we will measure progress:**

Proportion of leavers who resign that are from under-represented groups

Insights from Exit interviews & People Surveys

Insights from Diversity Staff Associations, Trade Unions and Staff Associations

Insights from EDI activities & plans

**We said we would: Identify barriers to the retention of individuals from under-represented groups including reviewing exit interview feedback.**

**Truth to Power - We have:**

- Completed the second series of Talk Truth to Power sessions with diversity staff associations who sought a further opportunity for their members to share lived experiences and feedback on policing together initiatives with their executive sponsors. Sessions took place with the Christian Police Association, SEMPER Scotland and the Disability and Carers Association. The feedback from Talk Truth to Power sessions across 2023/24 will be incorporated into an on-going exercise to understand, map and align culture related feedback, recommendations and actions across multiple, reports, inspections and implementation plans. The Policing Together Implementation Plan will be updated to bring all activity together in one place and provide clarity direction and prioritisation.

**SEMPER - We have:**

- Engaged with SEMPERScotland to support colleagues whose first language is not English. A workshop was held in May 2024 and promoted as an ideal opportunity for colleagues to enhance language and operational skills.

**Training - We have:**

- Hosted networking events prior to new recruits attending SPC Tulliallan which provides support and guidance in preparation for attendance at the SPC. This event not only affords an opportunity to address fears/apprehensions but allows an opportunity to share contact details implementing their own support network at the start of their 13 weeks at the college. A video has also been produced explaining what to expect at the SPC. These networking events allow the new recruits to meet before SPC and to swap contact details if they wish.
- Held events, attended by a LTD instructor, for all new BME/WME recruits attending the SPC to answer any questions and provide more information on what new recruits can expect on their first day at SPC.

**Exit Survey Dashboard - We have:**

- Continued to produce an exit survey dashboard for all leavers on a monthly basis to allow trends and insights to be identified. A total of 216 leavers completed the exit survey in Quarter 1 and 2. Work has begun to review the process and make better use of the information provided.

**We said we would: Establish programmes to tackle the barriers to the retention of those from under-represented groups.**

**We have:**

- Promoted mechanisms for reporting workplace issues and conduct/integrity concerns as part of workforce communication supporting the Policing Together Values Campaign.
- Established a National Duty Modifications Panel. The panel has visibility of all roles across the service to maximise the effective deployment of officers and staff with temporary or permanent duty modifications whilst increasing the capacity of operational front-line policing. The panel provides an additional layer of support and will review modification requests where it has not been possible to find a suitable alternative post at a local level.
- SWDF hosted an Embracing Neurodiversity: Unlocking Potential and Promoting Inclusion event. This in-person event took place on 27 August 2024. The event was especially

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

- A Policing Together Diversity Staff Association Collaboration Group has been established, made up of a number of key internal stakeholders and representatives from across the statutory and diversity staff associations. The group is a sub-group of Policing Together Strategic Oversight Board and falls under the governance structure that supports PT and its deliverables. The group focused on activity that supports continuous improvement of PT.
- OSD have developed a disability awareness and neurodiversity training for roll out across the Division.
- The HeForShe working group and Ambassador network has continued to expand. The working group will continue to promote and support the ambassador network by overseeing communications and engagement strategies and maintaining relationships with key internal and external partners. Work is currently ongoing to organise the annual HeForShe Ambassadors workshops which will run November 2024.

**We said we would: Use ongoing communications to promote an inclusive culture and values.**

**We have:**

- The Inclusion Calendar continues to support awareness events during Q1 and Q2. Short Life Working Groups have been established to co-ordinate examples of activities which are occurring across Divisions and Departments and with the support of Corporate Communications these have been promoted across the organisation. During Q1 and Q2 this has included Pride, Carers Week, Black History Month.
- Following the publication of the 2024-2027 People Strategy, work has been undertaken by the P&D People Partners to develop a People Plan template. The People plan will be adopted by all Divisions and Departments to help align their priorities and reporting mechanisms to the People Strategy, Policing Together Strategy and the Strategic Workforce Plan.
- Established a Recruitment and Corporate Communications Working Group. Corporate communications are now embedded into the Positive Action Team to develop a wider attraction strategy and focus recruitment communications towards under-represented groups.



Equality Outcome 8

**8. RECRUITMENT AND PROGRESSION**  
We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups.

**Objectives:**

We understand internal and societal barriers to attracting individuals from under-represented to join Police Scotland/SPA.

We have inclusive attraction strategies in place and a recruitment system that supports inclusive recruitment practices.

**We said we would:**

**How we will measure progress:**

- Workforce representation of under-represented groups
- Insights into use of positive action events and activities
- Proportion of new recruits & promotions from under-represented groups
- Insights from EDI activities & plans

**We said we would:** Identify the internal and societal barriers to under-represented groups joining Police Scotland/SPA.

**Community Recruitment - We have:**

- Empowered a group of serving BME officers who are part of our Community Recruitment Advocate Network to feedback to recruitment on their lived experience within the organisation. This supports learning and change to ensure we are in keeping with our equality duty.

**We said we would:** Deliver a recruitment system and processes that supports inclusive recruitment practices.

**Inclusive Recruitment - We have:**

- Provided inputs at all probationer training courses, raising awareness of positive action and what the team aim to do.
- Through the support of business psychologists within the recruitment team reviewed recruitment assessments to ensure that every assessment in Police Scotland is fair and transparent and adheres rigidly to the Equality Act. The processes are reviewed annually,

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and the outcomes audited to ensure there is no adverse effect on any protected characteristics.

- Ran training sessions hosted by the business psychologists within recruitment at the introduction of any new element of the assessment centre process, including unconscious bias training. Unconscious Bias forms part of the training for all staff involved in the Recruitment assessment process during the Business Interviewing Training course.
- Reviewing the need for specific training to be delivered training to Officers within the Positive Action Team (PAT).

### **We said we would: Use inclusive attraction strategies and positive action activities.**

#### **Positive Action - We have:**

- Attracted female, BME and WME candidates in line with the Scottish demographic through positive action initiatives. In using the 2022 census information we are focussing planned activity in specific areas.
- The Positive Action Team continue to collaborate and communicate with Diversity Staff Associations with regards Positive Action events/recruitment events, exploring opportunities to work with partner agencies who support minority communities to assist with the recruitment drive. Our engagement also includes staff referrals to Diversity Staff Associations for additional support where needed.
- Held a significant number of engagement sessions with communities by attending relevant cultural events and working in partnership with charities and organisations who support minority ethnic individuals.
- Adopted an initiative where BME/WME candidates are offered the opportunity to speak directly with a serving officer who speaks the same language or has a similar cultural background to them following a successful pilot.
- Carried out reviews of all ongoing recruitment and pipeline data at governance to ensure we are in keeping with our equality duty.
- Ongoing work with Developing the Young Workforce' (DYW), an employer led organisation, making it easier for employers to connect with young people in schools and colleges across Scotland.
- Ongoing collaboration with external organisations such as Black Professionals UK/ One Community Scotland with regards to inclusive recruitment.

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- Held Focus Events in-conjunction with Police Scotland Inclusion Calendar events i.e. Pride.
- Participated and contributed to Positive Action Practitioner Alliance (PAPA), which supports the National Police Chiefs' Council's strategy on diversity and inclusion, working to ensure all police forces look more like the communities they serve and protect. PAPA affords an opportunity to share information/benchmark and implement change.
- Engaged with Momentum SPK Digital, to develop the best quality talent attraction strategies which will build/develop a creative recruitment brand attracting the best quality talent.
- Adopted a targeted approach to social media platforms/opportunities.

**We said we would: Carryout ongoing development of diversity monitoring and reporting.**

### **EDI Monitoring - We have:**

- Continued to undertake EDI monitoring of recruitment and promotion processes.
- Produced a weekly report and dashboards on eRecruitment (OLEEO) which includes the monitoring of applications from our underrepresented groups.
- Produced SLT Monthly/Quarterly reports to ensure a consistent and progressive approach in support of our objectives is being maintained. All reports incorporate EDI data in order to monitor trends and degree of impact.
- Provided Regional People Board reports to provide an update regarding Recruitment, Selection and Promotion activities. These contain EDI data to monitor trends and degree of impact.
- Used a dashboard on Oleeo which highlights under-represented groups such as BME/WME and Female candidates. The PAT offers support to that these candidates, should they wish to take it, throughout the process.
- Used Candidate survey for feedback to amend process where required. This is broken down by protected characteristics to monitor trends and degree of impact.
- Conduct Adverse Analysis Impact Assessments on a regular basis. This is carried out on the Standard Entrance Test, Fitness Standards, Assessment Day, and Vetting to see if any aspect is having an adverse impact on any of the protected characteristics.

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- Continued to analyse all recruitment data against the protected characteristics. We mitigate against bias when dealing with applicant data, for example, by restricting all EDI data from people who make assessment decisions.

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What our workforce told us prior to the launch of the Policing Together Strategy

Lack of awareness on Equality and discrimination

People need to feel empowered & confident to speak about experiences so we can improve culture.

Lack of courage/skills of supervisors when dealing with behavioural issues.

Middle and senior managers require more compassion and more awareness

People need continuous up to date education and inputs

Probationer training at the collage needs updated

Opportunities should be created for open discussion.

Supervisors need people management training on how to deal with sensitive situations

Need to communicate in a modern way to reach the frontline.

Awareness raising opportunities should be created by PS in partnership with DSA's

Colleagues are not willing to challenge negative behaviour on inappropriate comments for fear of reprisals.

Colleagues don't understand the impact their behaviour can have.

The Executive should lead by example. Go public with positive behaviours and the negative behaviours own them, address them and re-educate.

Need for more acknowledgement and understanding of festivals celebrated by different communities.

We acknowledged:

**Leadership:** Supervisors / Line managers were not provided with the leadership and people management training required to assist them in fulfilling their responsibilities.

**Training:** Officers and staff were not equipped with Equality, Diversity and Inclusion training and awareness, with some officers not having had refresher training since joining the service.

**Preventions:** There was lack of awareness of our Standards of Professional Behaviour and a lack of confidence and knowledge on how to challenge and report inappropriate behaviour.

**Communications:** Modern communications needed for our workforce to gain knowledge. Increased recognition and awareness required of key events which are celebrated by our communities.

We did:

**May 2022**

Commitment to becoming an anti-racist / anti-discriminatory service.

**Sept 2022**

PT Strategy Published. Police Scotland's first EDI Strategy

**May 2023**

First police service in UK to acknowledge Institutional Racism & Discrimination

We identified 4 key Pillars and made commitments in our Policing Together Strategy:

**Leadership**

- Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.
- Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response.

**Training**

- Provide updated anti-discrimination, equality, diversity and inclusion training to all officers and staff at regular intervals, including enhanced training for supervisory and senior roles.

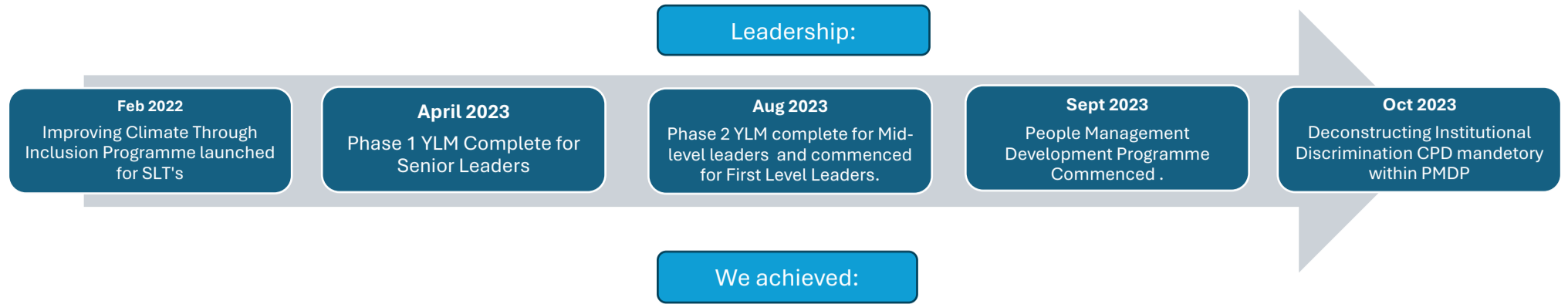
**Preventions**

- Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership.

**Communications**

- Communicating on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations.
- Ensure the Policing Together platform continues to be developed as an accessible equality, diversity and inclusion information portal, providing access to high quality resources and guidance designed to support and grow knowledge and help mainstream activities.

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**Your Leadership Matters (YLM)** - Designed to enhance leadership behaviours, providing the skills and tools necessary to build teams which deliver effective policing for all communities. Following the senior and mid-level leaders' programmes, the first level leader (FLL) programme for approximately 5000 Sergeants, Inspectors and police staff equivalent launched in August 2023. The first rotation concluded end of March 2024. Evaluation elicited much positive feedback with 70% rating it good or better 83% saying they understood how to role model the behaviours, 73% saying they could apply what they had learned and 79% rating speakers as effective and engaging.

Rotation 2 (of 4) for FLLs concluded in July 2024. All data points referenced above increased. 76% average participant rating good or better for all programme elements (+6%), 84% understood how to role model the behaviours in the workplace (+1%), 75% agree they could apply what they had learned (+2%) and 86% found the speakers engaging (+7%).

The results of level 1 and 2 evaluation demonstrate our staff are more equipped with knowledge and understanding. The programme's evaluation plan will link YLM insights through Level 3-4 evaluation (Kirkpatrick model) to Policing Together objectives to understand if longer-term behavioural or cultural change is being affected at the organisational level.

We ran **CPD session to explore the topic of inclusion** in more detail for c400 mid-level personnel, following their completion of the Your Leadership Matters programme between Oct and Dec 2023. Examples of positive feedback received:

'This session was really engaging and was delivered at the right pace. Probably the most effective way of demonstrating unconscious bias and privilege that I've experienced.'

'Excellent and thought-provoking session which was extremely well facilitated and presented. Good range of related topics covered and useful additional learning aids.'

'The facilitator was very good and made the session. Sharing examples and personal accounts made it more interesting.'

'Really enjoyed this session more than any others. I thought the slides were thought provoking and the videos conveyed powerful messages and were very interesting. The session time was not too long either. The trainer was a great presenter too. Some interesting true facts and figures were given along the way too which made it more informative and interesting too.'

The **People Management Development Programme (PMDP)** is designed to ensure leaders have the knowledge required to support their teams and create a positive workplace. The course expands knowledge on key topics such as health and wellbeing, attendance management, duty modification, capability and workplace issues and grievances. The course has been updated to include the 'Deconstructing Institutional Discrimination' Empower Hour. This element is delivered by Learning, Training & Development colleagues within the wider modular programme facilitated by Leadership & Talent.

**PMDP -Deconstructing Institutional Discrimination - Evaluation Feedback:** 234 responses have been received since February 2024. 41% scored the session as 8/10 or above, 26% scored it as between 6 and 7/10, 14% scored 5/10 and 19% scored it 4/10.

It was an eye opener and I enjoyed and learned from the session.

Be willing to see discrimination where I couldn't see it before.

I will 100% tell colleagues about it to educate them also on this course. It was brilliant.

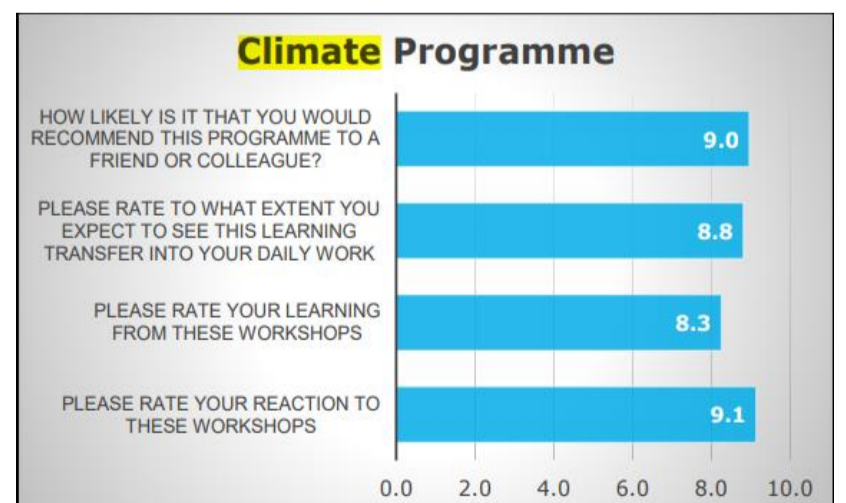
I think the subject area should be taught in a more positive light. Why not focus on the improvements we have made as an organisation and how we are still striving to be better.

I was pleased that it was acknowledged that officers felt let down and disappointed how the previous Chief Constable raised the issue. Yes, it needed to be raised, but it could have been done in a much better manner.

I would like to hear more about why the service is institutional discriminatory and the data that supports

A very useful session, it's a large topic and just needed more than an hour.

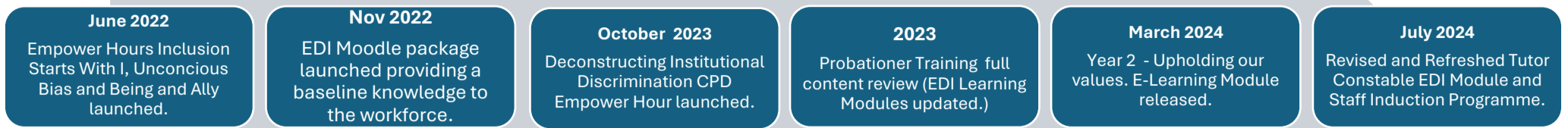
The **Creating an Inclusive Climate programme** provides 15 hours of facilitated group learning and coaching to support senior leadership teams (SLTs) to deliver on the Policing Together commitments. The programme is designed to support the leadership teams taking part to reflect, review and refresh on current knowledge and practices and implement changes required to create and maintain positive working environments.



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Training



We achieved:

**The EDI focussed Empower Hours:** 'Inclusion starts with I', 'Unconscious Bias', 'How to be an Ally' and 'Deconstructing Institutional Discrimination' have achieved independent CPD certification from a professional provider called The CPD Certification Service. The feedback from colleagues is positive and the sessions score an average of 9/10.

Three purple speech bubbles containing feedback quotes:

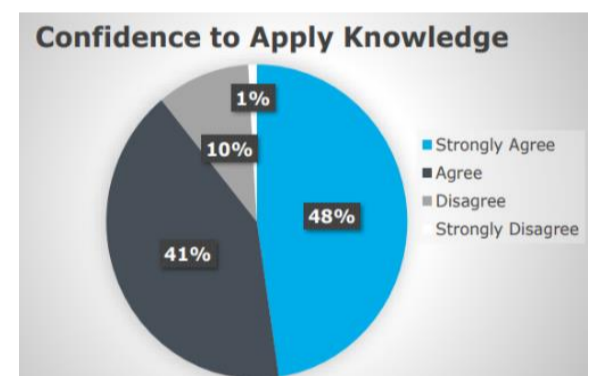
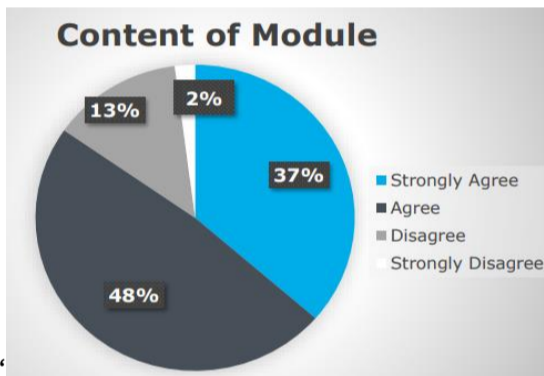
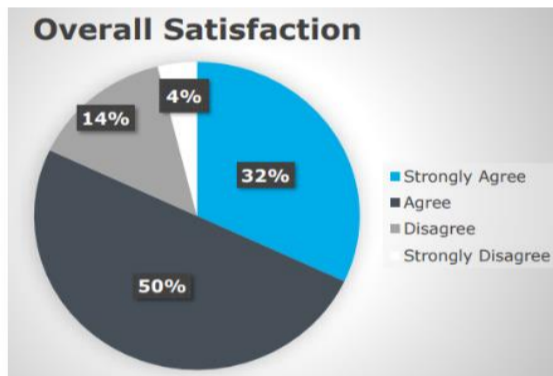
- 'It was extremely informative and well run and gave us food for thought.'
- 'Personally believe that regular consistent training of staff always leads to a more motivated and effective work force not excluding the obvious benefits of an inclusive'
- 'I thought the input was very informative. The trainer was a very good engaging speaker - it was clear to me as an attendee that he's passionate and really believes in the subject matter that he was presenting. I enjoyed the input and definitely learned a thing (or two!) both about myself as an individual and what I can do to manage my unconscious bias.'
- 'I felt the trainer was extremely knowledgeable in the subject & was the presentation style was perfect. There was plenty of opportunity built into the session to allow for audience participation & the trainer provided time to think about questions etc. The videos used throughout the session were thought provoking & excellent examples of challenging unconscious bias. I very much enjoyed the course & am looking forward to my next Empower Hour session.'

**First EDI Moodle Package** completed by 21,502 colleagues which represents 95% of the organisation.

We asked: 'I am confident that I will be able to apply the knowledge gained in the module, into my day-to-day behaviours and actions'.

We asked: 'Overall, I was satisfied with this learning module.'

We asked: 'The content was clear and relevant'.



Three blue speech bubbles containing feedback quotes:

- 'This sort of training is more effective face to face.'
- 'After completing I feel confident in EDI.'
- 'Extremely informative and thought provoking. This has provided me with an opportunity to examine my behavioural traits and ensure that I react appropriately to and apply all the elements of the training module.'
- 'The content was great and relevant, underpinning the values in which we all work under.'

**The Deconstructing Institutional Discrimination** session has been developed for colleagues to explore the statement made by Sir Ian Livingstone QPM and consider the constructs and systems in place that have created institutional discrimination.

**The Tutor Constable Moodle package** now includes Probationer Experiences & Unconscious Bias, Positive Action Team input, Hate Crime input and SEMPER input describing the experiences of black and white minority ethnic officers.

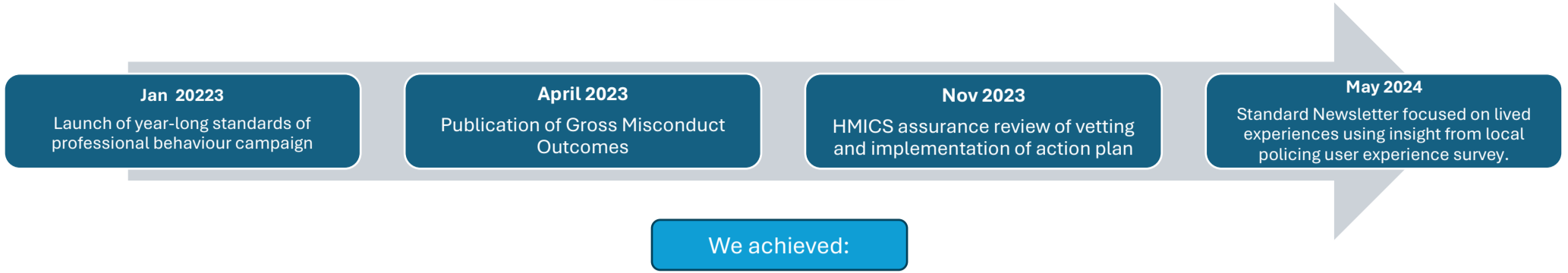
**Second E-Learning Module - Upholding Our Values** - Colleague insights into lived/live experience of institutional discrimination are included in EDI e-learning. (Data correct as of Thurs 19<sup>th</sup> Sept) – 8,426 colleagues have completed the course representing 36% of the organisation. (Completion has a deadline of January 2025). There have been 1,610 feedback responses:

- Confidence to apply knowledge –87% agree.
- Satisfied with the learning – 81% agree.
- Learning outcomes met – 86% agree.
- Content clear and relevant – 86% agree.
- Appropriate approach to diversity – 87% agree.

**Act Don't React** is a tailored program of training underpinned by behavioural science research that teaches us to understand **how and why** we react to certain situations, how to recognise this and how to intervene to regain control of our behaviour. Students learn how to effectively connect, engage and communicate with members of the public and colleagues, so that all our interactions can reach their best outcome to keep everyone safe and increase trust in Policing. The programme was delivered to probationers in J division. Feedback, including from the EDI & HR IRG was overwhelmingly positive. The progress of those trained was mapped to understand and tangibly capture and evaluate the wider impact of the training which has seen reductions in use of force, police assaults and injuries and reductions in complaints against the police in J division. The programme will now be embedded in probationer training meaning all officers joining Police Scotland will be more equipped with these practical skills.

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Preventions



A key element of the Policing Together initiative is the **Professional Standards Department (PSD) led Preventions & Professionalism programme**. This drives prevention and awareness activities intended to influence positive cultures, whilst empowering the workforce to appropriately challenge and report harmful behaviours. It also highlights the key role that leaders and bystanders play in robustly and proportionately addressing concerns at the earliest opportunity, and the support available to do this. Part of this programme includes the **Standards of Professional Behaviour Campaign** which was a focussed yearlong initiative which launched in November 2022. Each month had a spotlight on each of the 10 standards, providing relatable context of the behaviours expected of officers alongside examples of actions that fall below these standards.

A key feature has been the introduction of publication “**The Standard**” and sharing of **Gross Misconduct Outcomes**. These has been positively received and engagement with Intranet publications continues to be strong (data figures from April 2024):

Item	Views
Gross Misconduct Outcome Publication 1	19,646
Gross Misconduct Outcome Publication 2	14,637
Gross Misconduct Outcome Publication 3	13,487
Gross Misconduct Outcome Publication 4	2,929 (January to April 2024)
<b>Gross Misconduct Outcome Publications TOTAL</b>	<b>50,699</b>

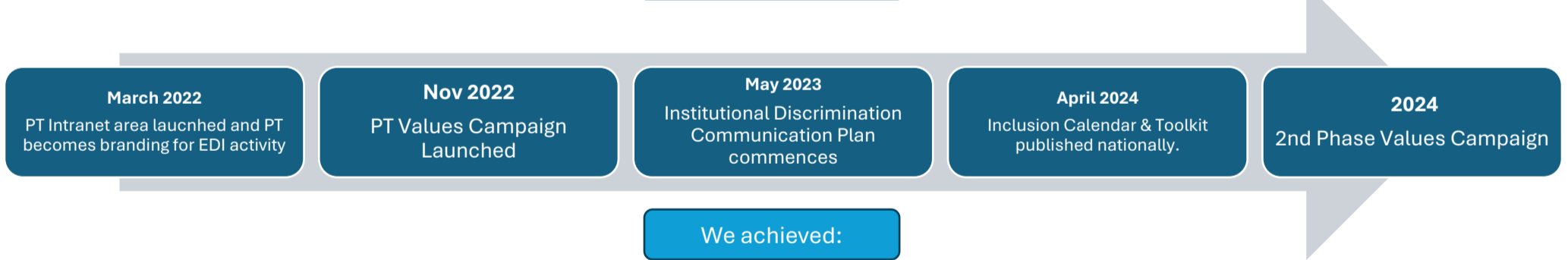
	News Article Views
The Standard issue 1	17491
The Standard issue 2	7918
The Standard issue 3	12442
The Standard issue 4	7726 (Jan to April 2024)
<b>The Standard TOTAL</b>	<b>45577</b>

The **HMICS’ Assurance Review of Vetting Policy and Procedures** within Police Scotland was published in October 2023 and outlined 15 recommendations identifying areas for improvement. An Improvement Plan has been developed to discharge the outstanding recommendations. This work will further strengthen Police Scotland’s vetting processes and inform future development and learning.

In 2024, under the preventions Pillar events and engagement have taken place lead by the Professional Standards Department:

- April 2024 - **Ethical Policing CPD** event took place at the Scottish Police College, Tullialan. A range of speakers from within and outwith policing presented covering topics such as ethical drift in policing, ethics, culture and leadership in the operational context, vetting and the historical data wash, The Police (Ethics, Conduct and Scrutiny)(Scotland) Bill and ethics advisory panels. It was attended by representatives from all ranks and roles across the service. Feedback from the event has been collated and analysed. The event was well received with positive feedback and a desire from attendees to see more events in the future. On reviewing the feedback, the most commented on area was the quality of outside speakers. PSD Learning and Improvement have taken on board all the feedback and are in the early stages of planning another event with an aspirational and practical focus aimed at constables and first and second line managers.
- May 2024 - **Breaking Barriers and Building Understanding** event. - An engagement session with diversity staff associations. The feedback from attendees demonstrated that this was a valuable and worthwhile event and it was well received. The feedback also demonstrates there is an appetite for more events in the future.

Communications



**Policing Together Intranet Area** - A more accessible and modern Policing Together intranet platform was developed to assist with co-ordinating communication activity and sharing action being taken across the Service. The intranet area was activated on 21 March 2022 and has been **viewed by colleagues more than 300,000 times since it launched**.

**Values Campaign** - Following the initial digital communications approach for the Policing Together Values Campaign. The co-ordinated message was supported by printed toolkits and posters across the estate; as well as digital articles and briefings, in-person briefings were also delivered at the Senior Leaders Forum and to inspecting ranks. The first phase values campaign was viewed in large numbers with the **10 standards of professional behaviour content viewed more than 40,000 times**.

**Institutional Discrimination** - A communications plan supported delivery of the messaging internally and externally around Institutional discrimination, including a dedicated intranet page sharing questions and answers and reaction. Internally a toolkit for leaders to have conversations with their people was created, **it was downloaded 15,000 times**.

**Inclusion Calendar** – The Policing Together Inclusion Calendar was developed to recognise key dates which resonate with communities of Scotland, the primary focus is to advance trust and confidence and a feeling of belonging within and outside the organisation. Events and activities planned as part of the Calendar also enable awareness raising, engagement, sharing of lived experiences and promote discussion and networking. The intranet accessible version of the Inclusion Calendar is now live on the Policing Together intranet site . This allows divisions and departments across the organisation to download information and be involved at local level, based on areas of interest, geography or officer / staff particular interests. This is supported by a corporate communications ‘resource-kit’ of advice and guidance which has been **accessed by colleagues more than 40,000 times this year**.





**Quarter 2 2024/25 Summary Paper**

**Culture and Leadership**

Prior to the launch of the Sex, Equality and Tackling Misogyny Action plan our colleague engagement demonstrated negative experience relating to culture and leadership:

Micro aggressions and overt displays of sexist and misogynistic behaviours from peers and management.

“Boys club” culture is certain areas of policing. Female colleagues have often felt isolated, left out and overlooked during team briefings.

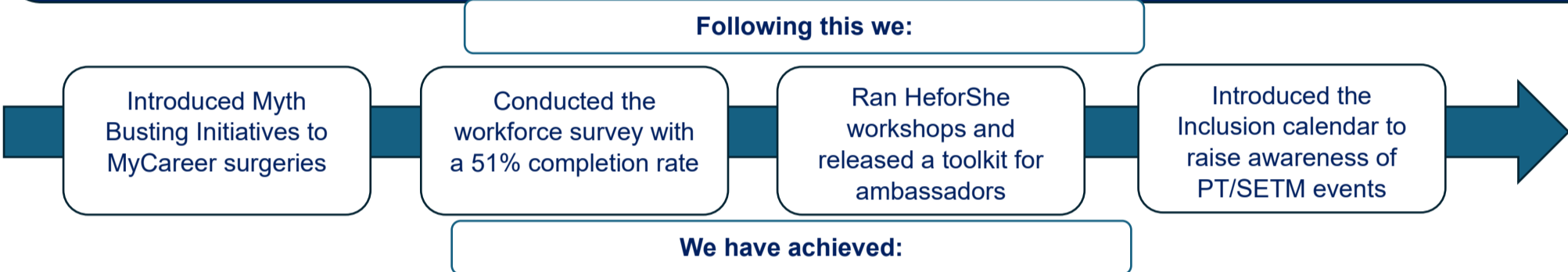
Colleagues have expressed that policing culture does not empower colleagues, particularly those who are young in service, as fear of speaking up against colleagues may leave them isolated or alienated. This is particularly true if these behaviours are being exhibited by more senior ranking officer for fear of calling out may negatively impact their career progression and development opportunities.

We need to be aware of how we lead. Leaders set the tone and facilitate culture, values, and behaviours. We must lead by example, challenge behaviours, and empower teams. Colleagues need to feel safe to call out behaviours and feel supported when they do.

We need to deliver meaningful education and training that focuses on lived experience from real situations and on the wrongdoings of perpetrators as the problem.

**As a result, we said we would:**

Deliver demonstrable cultural change across the service.  
 Equip managers and supervisors with the support, knowledge and skills to tackle sexism and misogyny within the workplace.  
 Enable our people to embark upon leadership roles at all levels and across the organisation.  
 Raise awareness of sexism and misogyny issues amongst all colleagues through promotion of new and existing knowledge sharing resources, lived experience networks and allies.



The **Workforce survey** has closed with a **completion rate of 51%** which is a strong response rate and establish a baseline to measure progress annually. Analysis is ongoing and being carried out by our independent supplier. A dedicated EDI report has been commissioned.

Procurement have been engaged to initiate a sourcing strategy for the colleague engagement platform, supported by an internal short life working group of key stakeholders and enablers. The functionality of the platform will be to enable sustained and substantive dialogue with colleagues, pulse survey capabilities and a means to capture organisational learning from colleagues.

**Results from August 2024:**

I am currently enabled to express myself openly and honestly – 58% agree

Our organisation communicates effectively with the workforce – 36% agree

Senior Management team are visible to me – 37% agree

I feel valued for the work that I do – 38% agree

- **Myth Busting Initiatives** to address belief that men are more successful than women during promotion. This has been progressed during promotions/My Career surgeries. Claire Coleman has completed SETM inputs in OSD Road Policing North with more planned nationally. During these sessions officers have been able to share the impact of cultural topics personal to them and discuss barriers to promotion. Inclusion moment inputs will be delivered in the weeks and months ahead to cover topics relating to promotion barriers. Awaiting EQHRIA document regarding Promotion Policy Review to share with attendees as feedback from some staff associations is that this needs to be more consultative.
- In June 2024, Ayrshire Division piloted the first Police Scotland, **Refresh and Connect Programme** for staff who are returning from extended leave, this programme is a 4 / 12 week rotation to allow staff to be supported to return to their core policing role. This is particularly impacting for operational policing staff who have been away from work for a period of time. The first formal evaluations are in for those who have undertaken and will be updated in the next briefing update. In addition, a national feedback survey / form is being prepared for those who are returning from parental leave to identify additional good or bad practice.
- **Report and Support** is a reporting tool designed to assist organisations to support equality, diversity, and inclusion whilst enabling and supporting employees to provide a safe space to report incidents. The tool will provide access to support for officers and will allow reporting of bullying, harassment and hate related incidents and a means to reporting such incidents that may happen within the workplace, at home or online. This data-based platform can be used to address patterns of behaviour and is used as a measuring tool with various analytical benefits which currently do not exist within Police Scotland. It will be able to highlight areas of concern and provide evidence base for the organisation.
- Creating an inaugural Menstruation toolkit, a first for any UK law enforcement agency. This first started in 2022, and funding was secured by Claire Hussain in her capacity as SWDF chair at the time. Following some really successful workshops, a working group had its inaugural meeting on Wednesday 19th June, whereby actions were agreed in furtherance of the development of the Toolkit.

**Communications and Engagement**

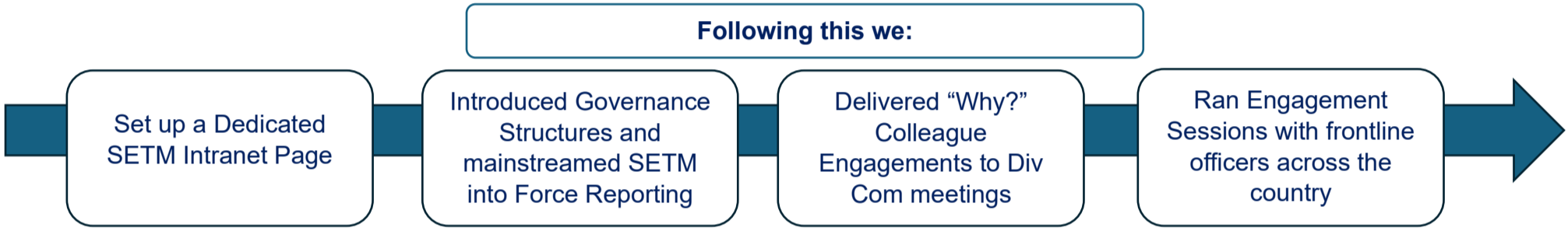
Throughout the engagement process, colleagues shared how much they valued the opportunity to share their lived experiences. For many this was their first opportunity to do so

Colleagues said they often feel that the executive and most senior ranking officers are not accessible to them. It has been expressed that there are barriers that limit or stop their ability to talk to senior officers. This often spans from middle management enforcing the rank culture. Colleagues said managers have told them that they “have to go through the ranks first”, limiting opportunities for colleagues to speak with those of a higher rank. For some this made them feel there was a lack of transparency across the organisation.

Going forward we must consider means of measuring our values and behaviours and how consistently these are applied across the service. Understand how things are changing, how things are getting better, and what we still need to work on. Allowing challenge and accountability, shared learning and recognition of good practice.

The insights emphasised we need to continue the conversation around sexism and misogyny. Colleagues are aware of the change that is required, and many want visible and meaningful engagement to

**As a result, we said we would:**  
 Deliver SETM Communications Strategy.  
 Executive to demonstrate ongoing commitment towards tackling sexism and misogyny within the service.  
 Develop ongoing colleague engagement plan, ensuring opportunities for officers and staff to participate and contribute to the delivery of change.



- We have achieved:**
- Police Scotland have a **dedicated intranet page** regarding Sexism, Equality and Tackling Misogyny. Governance structures are now in place with action and tasking being driven by workstream leads.
  - "Why" events delivered in person on in July and October 2023. Colleague engagement sessions continue via divisional commanders' meetings, local policing forums, and workshops at LP Divisions (aimed at Senior Leaders). SETM has a standing agenda item on the Policing Together Board allowing formal governance around updates and SETM activity.
  - ACC Bond has presented **PODCASTS around SETM** increasing awareness and visibility of SETM in Police Scotland.
  - Engagement and consultation remain ongoing across the organisation. Work is ongoing to capture outcomes from work across all work streams to allow for developments to be communicated across the service.
  - Funding has been approved to procure a dedicated engagement platform - a steering group has been established to define requirements for the platform. The platform will enable a coordinated and consistent approach for accessible engagement reaching all colleagues - keeping engaged and involved with cultural transformation and providing real-time data and emerging themes for action planning and impact measurement.

**In Focus: Menstruation toolkit - Ayrshire/SWDF initiative**

The aim of this initiative is to create an inaugural Menstruation toolkit, a first for any UK law enforcement agency. Police Scotland have partnered with Bloody Good Period (BGP), a UK charity at the forefront of menstruation health advocacy. BGP facilitated a survey across Ayrshire Division colleagues and later SWDF colleagues, to lead stakeholders in a series of workshops covering the following topics.

- Periods 101 - Challenging norms, myth busting & removing stigma.
- Period problems no more - Knowledge, culture and understanding.
- Feeling Bloody Good - Communication and inclusive leadership

Between October and November 2023, BGP facilitated a staff survey. Prior to the go-live date, compliance was ensured with information management and GDPR. The survey was entirely anonymous with no personal information held. The questionnaire contained 19 questions which were agreed in advanced. There were 11 questions which allowed the respondent to provide free text responses.

A number of the questions relate not only to menstrual health but also to the menopause. 108 initial responses were submitted by Ayrshire Division colleagues, of which 84 self-identified their sex as “women”. The SWDF extended the survey to their membership (classified as other business areas within the Survey results) which resulted in a further 64 responses, of which 61 self-identified their gender as “women”.

Following the completion of the workshops and the survey results being received, a working group (headed by CI Judith McGregor) was created with the aim of developing the toolkit. This is ongoing.

**Working Practices and Estates**

Throughout the engagement process, colleagues shared how much they valued the opportunity to share their lived experiences. For many this was their first opportunity to do so.

Feeling of inequity and lack of support around flexible working, maternity leave and paternity leave, and colleagues working part time are treated differently. Colleagues often experienced flexible working plans being denied, and outcome dependent on the authorising manager.

Colleagues have shared experiences of being overlooked for promotion due to maternity leave, and told they forfeit their policing career by having families.

Female colleagues expressed their hope for more consideration into officer uniform. Issues were raised about the trousers and body armour.

Male colleagues also shared feeling like they could not take leave to help with their children, as some peers said it was the “woman’s job”. Some experiences were shared of annual leave requests to spend time with their children being denied.

**As a result, we said we would:**  
 Improve access to the organisation for women considering careers within policing.  
 Deliver fair and equal access to training and development opportunities to all officers and staff.  
 Improve working practices to better support and meet the needs of colleagues across the service.

**Following this we:**



**We have achieved:**

Academic research group formed and included academic critical friends. The aim, to identifying any gender barriers for specialised and national roles through 3 stages. Currently at stage 1 Analysis of job adverts.

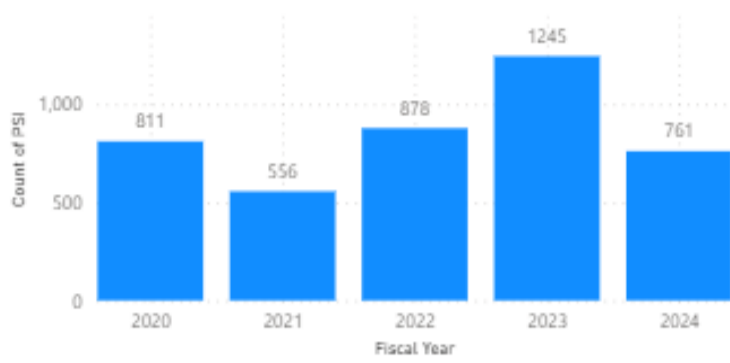
**KEY Findings Female Police Officers – Leavers (Please refer to full paper for detailed analysis)**

- The pattern for female Police Officers leaving the Force is no different to males and follows the same overall trend.
- The most prevalent reason for leaving is retirements. The increase in leavers in 2022/23 is in large part due to the increase in retirements from the 2015 remedy changes.
- Discounting retirements the next highest reason for leaving for all Police Officers is ‘Resignation’. Although much smaller numbers this has been increasing since a low in 2020/2021.
- Both female and male police officers resigning for personal reasons has increased over the five-year period. However, it must be noted that these increases are marginal.
- From the exit survey for both men and women there is no significant outlier influencing people’s decision to leave. For women the most prevalent factors are lack of resources, career change and family circumstances. For men it is lack of resources, career change and lack of recognition.
- Female police officers with 3-5 years’ service resigned more than their male counterparts. This contrasts with all other lengths of service groups.
- When considering just resignations. Those aged between 25-34 have the highest number of leavers over the last 5 years. Although relatively low numbers there is an increasing trend for both males and females aged 25-34 resigning.
- Looking at female resignations geographically, there is no discernible pattern.
- The vast majority of female Police Officers who resign, do so at Police Constable rank
- The section with the highest number of resignations for female police officers is response policing.
- The vast majority of female officers who have resigned in the past 5 years are White Scottish

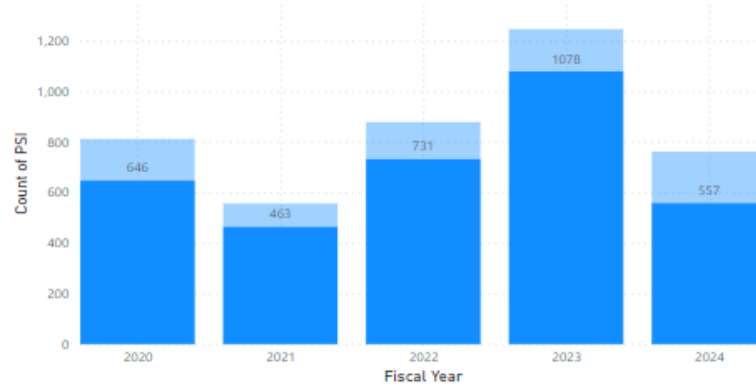
Below is a selection of graphs that illustrate some of the key points from the SETM Female Leavers paper.

Leavers All (Both Male and Female Police Officers)

Count of Leavers by Fiscal Year - All

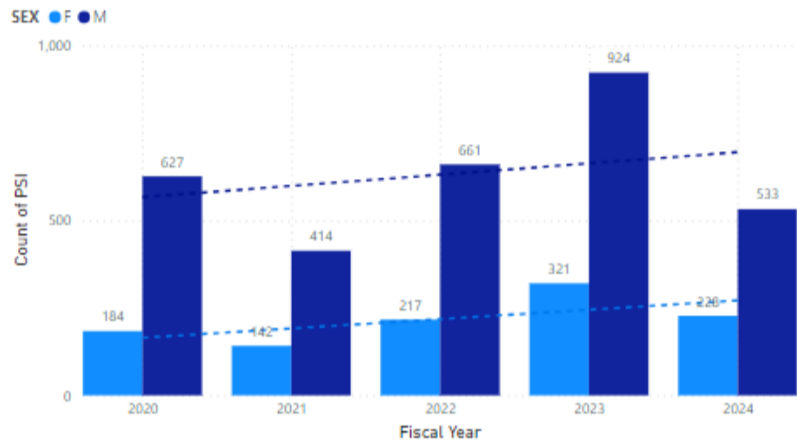


Count of Retirements by Fiscal Year - All

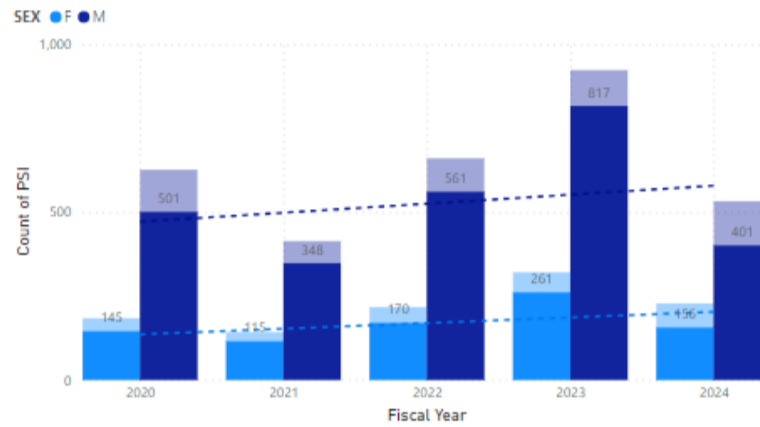


Since 2019/20 there has been a total of 4,251 leavers (both male and female). The most prevalent reason for leaving is retirements. The increase in leavers in 2022/23 is in large part due to the increase in retirements from the 2015 remedy changes.

Count of Leavers by Fiscal Year - Female/Male

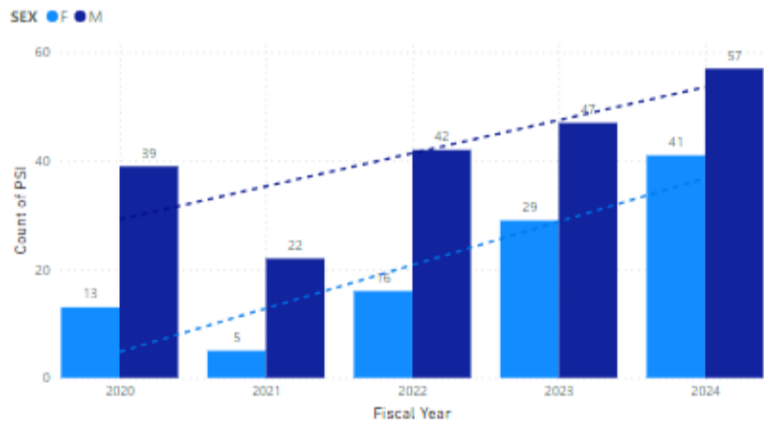


Count of Retirements by Fiscal Year - Female/Male

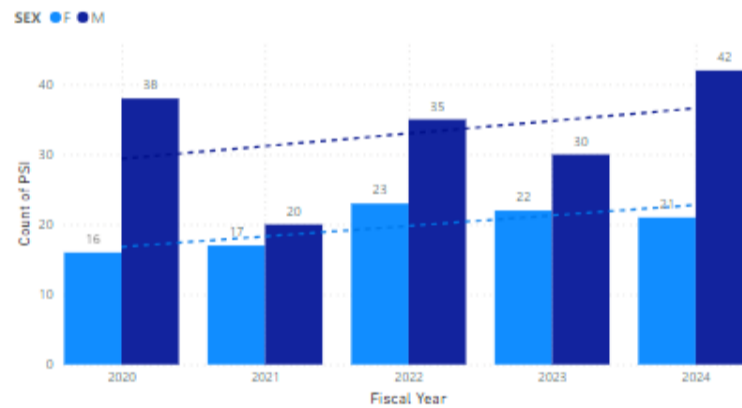


The pattern for female Police Officers leaving the Force is no different to males and follows the same overall trend. In 2023/24 female Police Officers made up 29.9% of all leavers. This is slightly lower than the establishment proportion of female Police Officers that is 34.0%. For 'Retirements' the percentage of female retirees in 2023/24 is 28.0%. It must be caveated however that although the establishment figure is 34.0% in 2023/24; it was likely much lower 25-30 years ago when these officers joined, therefore less are now eligible for retirement.

Count of Resignations Other Employment - Male/Female



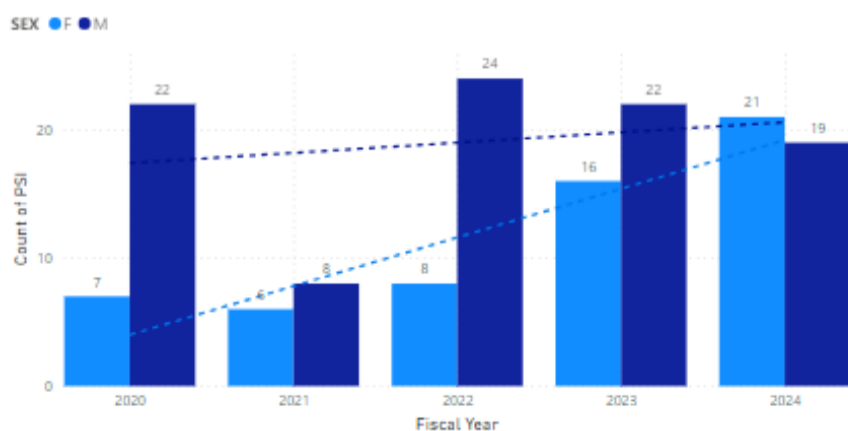
Count of Resignations Personal - Male/Female



Resignations' overall have increased (includes Other Employment / Personal / Education) since 2020/21. The most common type of resignation is for 'other employment'. Although numbers are relatively low, this is showing an increasing trend over the past 5 years. Females made up 41.8% of officers that resigned for other employment. Although above the establishment figure of 34.0%, numbers are relatively low and thus would be difficult to correlate any real pattern that females are more likely to resign for other employment than men at this stage.

Both female and male police officers resigning for personal reasons has increased over the five-year period. However, it must be noted that these increases are marginal.

Count of Resignations 3-5 Years Service - Male/Female



The chart to the left illustrates that last year for the first time; female police officers with 3-5 years' service resigned more than their male counterparts. It should be noted that male resignations in this service bracket have stayed fairly consistent, even declining slightly where females have increased consistently since 2020/21.

**Governance and Reporting**

Colleague insights:

Colleagues feel there is 'no point' in reporting behaviours as they go unchallenged, unchecked and the perpetrator received no consequences. This has been explained from colleagues witnessing what fellow colleagues and peers have gone through when going through the reporting system.

By holding colleagues, of all levels including leadership, to account, show that these behaviours will not go unchecked, it will encourage and empower colleagues to come forward and also challenge behaviours in the future.

We need to provide safe spaces for reporting and for colleagues to provide ways to feedback and raise concerns anonymously and/or confidentially.

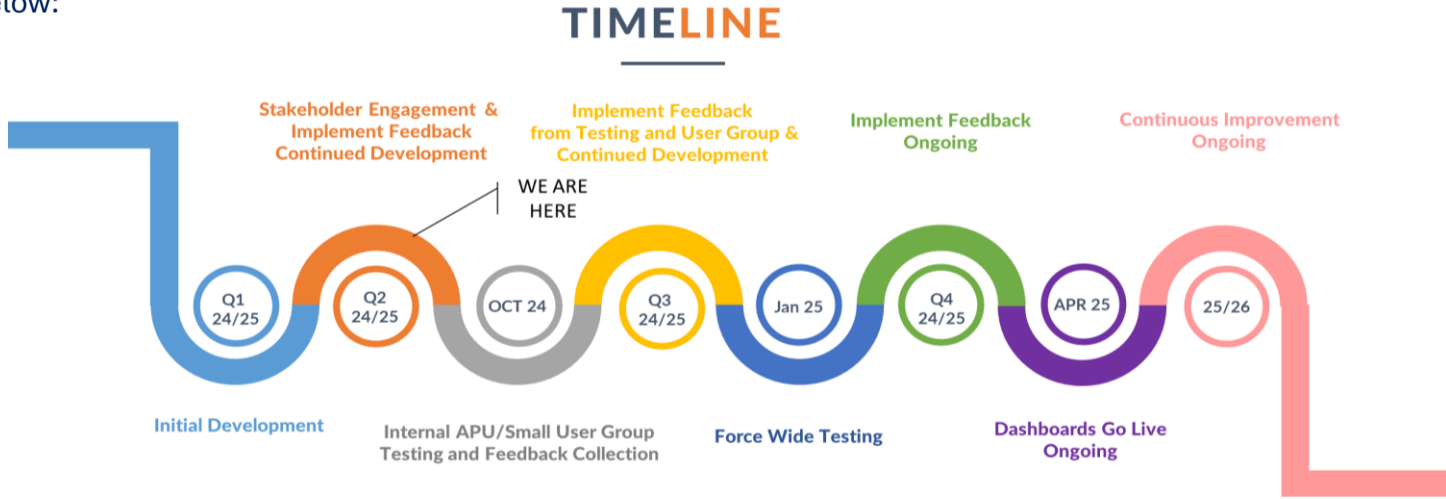
We should consider an informal mediation process that could involve coaching or training. Colleagues felt this would be beneficial for resolving issues without raising formal grievances

**As a result, we said we would:**

Develop appropriate performance reporting mechanism to track progress of deliver group commitments  
 Demonstrate progress and impact of delivery group to Police Scotland Executive and Scottish Police Authority.  
 Ensure effective internal and external reporting mechanisms are in place to report inappropriate conduct.



Key Performance Indicators are under development with SETM Oversight Group. Policing Together and SETM, Analysis and Performance are collaboratively creating a Culture dashboard which will inform both workstreams and incorporate KPIs where data is available. See Timeline for Culture Dashboard below:



- A short-life working group to discuss specific data and metrics that will be in the cultural dashboard continue to meet on a regular basis to refine measures for reporting in line with the above timeline.
- Comms plans in relation to highlighting the various reporting mechanisms have now been implemented. Issue 6 of 'The Standard' was dedicated to highlighting the various reporting mechanisms available to all officers and staff and the 6-month anniversary of the Crimestoppers National Anti-Corruption & Abuse Line has been highlighted on the force intranet an LM Briefings.
- In line with the forthcoming new legislation on workers protections the organisational response to the legislative requirements to take all reasonable steps is being gathered currently and a further update is awaited. Systems such as Integrity Matters are in place and further work to establish if this will continue to be suitable for the further requirements will need to be looked at PSD/P&D. (Who is best to link in with on this – we need to establish if a further system is needed or if IM will give all the real time reporting, confidentiality etc as required within the updated legislation.
- Comms on workers protections is currently being updated and a draft of the comms and comms plan is being circulated currently. P&D are also undertaking work on creating a positive workplace.
- Mediators are now fully trained and operational. An increase in requests for mediation is already being notices and monitored monthly.