

Equality and Diversity Mainstreaming & Equality Outcomes Progress Report 2021



SCOTTISH POLICE
AUTHORITY

Contents	Page
<u>Foreword</u>	<u>3</u>
<u>Introduction</u>	<u>4</u>
<u>Section 1 – Progress in Mainstreaming Equalities</u>	<u>5</u>
<u>Section 2 – Equality Outcomes Progress</u>	<u>15</u>
<u>Section 3 – Next Steps</u>	<u>26</u>
<u>Appendix A – Equal Pay Statement 2021</u>	<u>27</u>
<u>Appendix B – Board Diversity and Gender Representation</u>	<u>29</u>

Foreword

The Scottish Police Authority (SPA) is the primary oversight body for policing in Scotland. The Authority has an important role to play in supporting policing to maintain and enhance the safety and wellbeing of people, places and communities across the country.

A police service that represents and reflects the communities it serves is central to this aim and to progressing and delivering on our commitments to equality, diversity and inclusion.

This Equality Mainstreaming Report covers the period April 2019-March 2021. It demonstrates that progress has been made in ensuring equality considerations are increasingly embedded into the way the Authority, Forensic Services and Police Scotland works. It shows a focus on continuous improvement to people, polices and processes that seek to embed an equality and diversity of thinking and approach in all we do.

There is no doubt that there is more to be done to address equality, diversity and inclusion within policing, but I am confident that we are moving in a direction that will make policing even more responsive and representative in the future.

A key enabler on this journey is the development in 2021 of joint Equalities Outcomes for the Authority and Police Scotland. These outcomes aim to ensure that both organisations are aligned and working towards the same equality, diversity and inclusion priorities and outcomes across policing in Scotland. They are core to the work of both organisations and act as an enabler to the delivery of the Strategic Police Plan, the SPA Corporate Plan and the Forensics Strategy.

Lynn Brown, Chief Executive

Introduction

The purpose of this report is to fulfil a number of the SPA's specific requirements under the public sector equality duty. This ensures that public authorities consider how they can positively contribute to a more equal society through advancing equality and good relations in their day to day business. The report provides a two yearly update on:

- Progress made to make the general equality duty integral to the exercise of our functions, commonly referred to as mainstreaming
- Progress made against our equality outcomes for 2017-2021 prior to them being refreshed from 2021 onwards.

The report also outlines an updated Equal Pay Statement for SPA and Police Scotland (Appendix A) along with an update on board member diversity and gender representation (Appendix B). This report follows the publication of the [SPA Equality Outcomes in 2017-2021](#) and the [Equality and Diversity Mainstreaming and Outcomes Progress Report in April 2019](#).

As we move into the next phase of our plans we aim to make further progress in these areas as well as looking at those areas featured in our equality outcomes for 2021-23.

Our new and refreshed equality outcomes for 2021-2023 can be found [here](#).

We will continue to work towards mainstreaming equality into all that we do as an organisation. We recognise there are still areas for improvement and mainstreaming equalities is a priority that we will continue to focus on and develop.

Section 1 – Progress in Mainstreaming Equalities

Mainstreaming means integrating equality considerations into the day to day working of the SPA. In other words, making sure equality is part of everything the SPA does.

This helps ensure that equality, diversity and inclusion becomes part of our structures, behaviours and culture, supporting our ability to deliver our strategic objectives and ultimately resulting in practical improvements in life chances for the workforce and communities.

SPA and Police Scotland have worked jointly to develop a strategic approach to equality mainstreaming, which has resulted in clear improvements since the last reporting period.

The [April 2019](#) update focused on the need to:

- jointly consider any steps needed to further mainstream equality outcomes into strategic planning for policing
- incorporate equality mainstreaming and equality outcomes into corporate/business planning
- work towards fully embedded equality measures within performance frameworks and to then use existing public performance reporting systems to report progress.

This section highlights progress made and plans for further improvement.

While our mainstreaming approach runs through everything we do, this section focuses mainly on key strategic improvements to mainstreaming. There are some clear tactical level activities which we have undertaken. However updates on these activities are described in more detail in section two, where appropriate, in relation to progress against our Equality Outcomes for 2017-2021.

Strategy, Planning and Performance

We recognise the alignment between our strategic outcomes and equality outcomes for policing. In 2019, when reporting on progress we committed to exploring further activity which would improve the mainstreaming of equality considerations into strategic planning.

Since that commitment, key improvements have been made and further areas for planned improvement are in place. We are working to ensure equality, diversity and inclusion is described through strategy development, delivered through normal business planning and reported through our performance frameworks. Where a more specific focus is required, separate equality and diversity plans and reports are, and will be, developed to complement the organisational planning and performance mechanisms already in place.

Policing for a safe, protected and resilient Scotland

2020 saw the launch of a new Joint Strategy for Policing, [Policing for a safe, protected and resilient Scotland](#), which sets out the kind of police service that should be in place and describes how SPA and Police Scotland will jointly work towards this.

ClassificationMarking

This strategy reflects a commitment to equality, diversity and inclusion and provides a strong platform to continue to build a fairer and more inclusive police service. The strategic outcomes, described in this strategy, were developed to align to the existing Equality Outcomes as shown in the table below:

Strategic Outcome 2020 – 2023	Equality Outcome 2017 – 2021
Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<p>Equality Outcome 2 - All incidents involving harassment of people based on their protected characteristics are recorded and subject to a holistic assessment of wellbeing concerns and needs to influence wider multi-agency investigation, intervention and support tailored to individual needs, and to prevent repeat victimisation.</p> <p>Equality Outcome 3 - Victims of gender-based violence/abuse are safer and are confident that the police are responsive to their needs.</p>
Outcome 2 – The needs of local communities are addressed through effective service delivery	Equality Outcome 4 - People from and across protected groups are meaningfully engaged with us and their views contribute to service improvements.
Outcome 3 – The public, communities and partners are engaged, involved and have confidence in policing	Equality Outcome 1 - Victims, witnesses and partner agencies feel more confident in reporting hate incidents through a variety of methods.
Outcome 4 – Our people are supported through a positive working environment enabling them to serve the public	<p>Equality Outcome 6 - We have a workforce that is more reflective of the communities we serve.</p> <p>Equality Outcome 7 - We have a workplace where officers and staff feel valued and respected and have their needs met appropriately.</p>
Outcome 5 – Police Scotland is sustainable, adaptable and prepared for future challenges	Equality Outcome 5 - Everyone accesses services, communication and information from Police Scotland in ways or methods that best suit their needs

This alignment ensures that the strategic priorities for policing both drive progress in relation to equality, diversity and inclusion and pave the way for effective mainstreaming through planning and performance mechanisms.

Area for Planned Improvement

We intend to align the equality outcome and strategic planning cycle in 2023 to ensure that refreshed equality outcomes and strategic outcomes are considered in tandem.

Annual Police Planning

The Annual Police Plan (APP) supports delivery of the strategic outcomes from the Joint Strategy for Policing, describing how Police Scotland will prioritise resources and activity towards those issues which cause the most harm to people and communities.

Mainstreaming into this plan therefore ensures that equality, diversity and inclusion remains an organisational priority. In this regard the APP 2020-21 included four over-arching actions relating to equality and diversity:

- Embed our engagement standards and principles, built around inclusion and accessibility, across Police Scotland
- Using high quality Equality and Human Rights Impact Assessments (EqHRIA) to ensure that policy and practices in policing proactively consider the potential impact on equality and human rights
- Promoting equality, diversity and inclusion both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty
- Strengthen the diversity of our workforce by continued positive action initiatives to support people from under-represented groups to consider and begin a career in policing.

Embedding the above statements across all service delivery and employment planning processes reinforces shared ownership and ensures that equality, diversity and inclusion are at the heart of policing. The SPA provides oversight and assurance through the variety of forums outlined in the governance section.

Enabling Strategies

Underpinning the APP are a range of enabling strategies at business area level. The approach to their development ensures that equality, diversity and inclusion is a key consideration and that an assessment is made on their potential impact. These assessments are also used to inform the development of supporting delivery/implementation plans and actions. This work is an ongoing journey and is gradually improving as each of the enabling strategies are developed or reviewed.

CASE STUDY – ENVIRONMENTAL STRATEGY 2021

The Strategy highlights key areas to improve working practices that will deliver environmental benefits, while also supporting the recruitment, retention and development of a diverse workforce.

“We will prioritise the wellbeing of our officers and staff as we explore how we can balance operational and organisational priorities with the flexibility and agility expected from a modern workforce.”

With regards to the impact of the strategy on communities, a recognition is made on the importance of the natural environment for the overall wellbeing of communities.

“We will support and advocate with partners and communities for additional investment to ensure local green spaces remain safe and accessible to all”

Our oversight of this will seek to ensure the supporting delivery/implementation plans will demonstrate clear connections are made between the commitments in this strategy and the refreshed Equality Outcomes.

Area for Planned Improvement

Our approach to governance and oversight will proactively consider how enabling strategies contribute towards equality outcomes and general mainstreaming of equality considerations.

Performance Reporting

The joint Performance Framework aligns performance measurement and reporting on the strategic outcomes and objectives set out in the Joint Strategy and APP. The Equality Outcomes are aligned to the Strategic Outcomes within the Strategic Police Plan ensuring equality, diversity and inclusion activities are embedded as business as usual within delivery plans. This alignment enables the mainstreaming of equality activity to be included in routine performance reporting practice.

Work is still required to improve and fully embed specific equality, diversity and inclusion performance measures in the performance framework to ensure that all relevant performance updates are included in quarterly performance reporting considered by the SPA Policing Performance Committee and SPA Board.

Case Study

A commitment was made to mainstream relevant employment equality and diversity reporting into performance reports in the Quarter One Performance Report 2019-2020.

Example - The Quarter Two Performance Report 2019-2020 included:

- Workforce profiles in relation to sex, race, sexual orientation and disability,
- Scottish Women's Development Forum (SWDF) hosted their annual Awards and Conference
- SWDF pregnancy & maternity research (look forward)
- Gender Neutral Hats
- LGBTI Recruitment Event (look forward).

Since then a number of equality and diversity updates have been included throughout performance reports including a full update on equality outcomes in the [Chief Constable's Assessment of Policing Performance 2019-2020](#) (Pg 68 – 77).

In addition the quarterly performance reports make regular reference to volume of sexual crimes, domestic abuse, online sexual abuse and hate crime along with actions being taken by Police Scotland in these areas.

Area for Planned Improvement

While work has started on the alignment of equality, diversity and inclusion measures into the performance framework, there is more to be done. The development of the new Equality Outcomes has included an exercise to identify key performance indicators and supporting baselines, to allow robust measurement and reporting of relevant equality, diversity and inclusion data through the framework in future.

SPA Corporate Planning

The [SPA Corporate Plan 2020-2023](#) commits to mainstreaming equality and human rights considerations across the work of the Authority. Underpinning this is an annual business plan, which includes detail on how the commitments of the corporate plan will be delivered. We have committed to embedding a robust, and consistent approach to how we consider human rights, ethics, data privacy and equalities across SPA. This includes understanding the potential impact of new strategies/plans/operational policies through consideration of comprehensive equality & human rights impact assessments (EqHRIA).

Areas for Planned Improvement

For the first time since the creation of the SPA, the Business Plan will be supported by the People and Organisational Development Plan. This will be developed by ensuring a clear focus on the continued development of an inclusive workplace and will play a clear role in mainstreaming the delivery of equality outcomes into our delivery plans.

A greater focus will also be placed on team delivery plans and EqHRIs to proactively ensure that equality, diversity and inclusion considerations are embedded into plans at all levels of the organisation in order to deliver the objectives/activities set out in the business plan.

SPA Forensics Services Planning

Forensics Services are in the process of developing a refreshed Forensic Services Strategy, which will place a key focus on ensuring continued and improved alignment between Equality Outcomes and Strategic Outcomes. This will then inform the development of the business plan that will ensure steps are taken to mainstream equality considerations and equality outcomes in the delivery plans.

Forensics Services have also developed a People Plan that seeks to embed the employment related equality outcomes for 2021.

Governance

SPA Governance

Equality, diversity and inclusion has been a key area of focus for the SPA Board, supported by detailed scrutiny, consideration and oversight from specific committees. The development of new Equality Outcomes in 2021 has allowed SPA to agree, in partnership with Police Scotland, priorities in relation to the oversight of and commitment to equality, diversity and inclusion.

Area for Planned Improvement

Consideration of Equality Implications contained in board and committee papers will be a focus over the next year. Specifically, work will be done to ensure paper authors are consistent and detailed in completion of this section, allowing effective oversight and an understanding of possible equality, diversity and inclusion implications of proposals along with transparent reporting on what has changed and/or risks mitigated specifically as a result of the EqHRIA.

ClassificationMarking

Forensics Services have also recently set up a Forensic Services Equality and Diversity Group to support the delivery of their Equality Outcomes and People Plan. This group will focus on:

- developing and leading on the implementation of the equality and diversity delivery plan for Forensic Services
- monitoring progress against equality outcomes
- using data analysis to identify areas for improvement (e.g. identification of underrepresented groups) and to monitor against equality outcome measures
- embedding early development of meaningful EqHRIA considerations across all activity within planning processes.

The intention is that this sub-group will drive key improvements in mainstreaming that can then be reported as part of the next mainstreaming report in 2023.

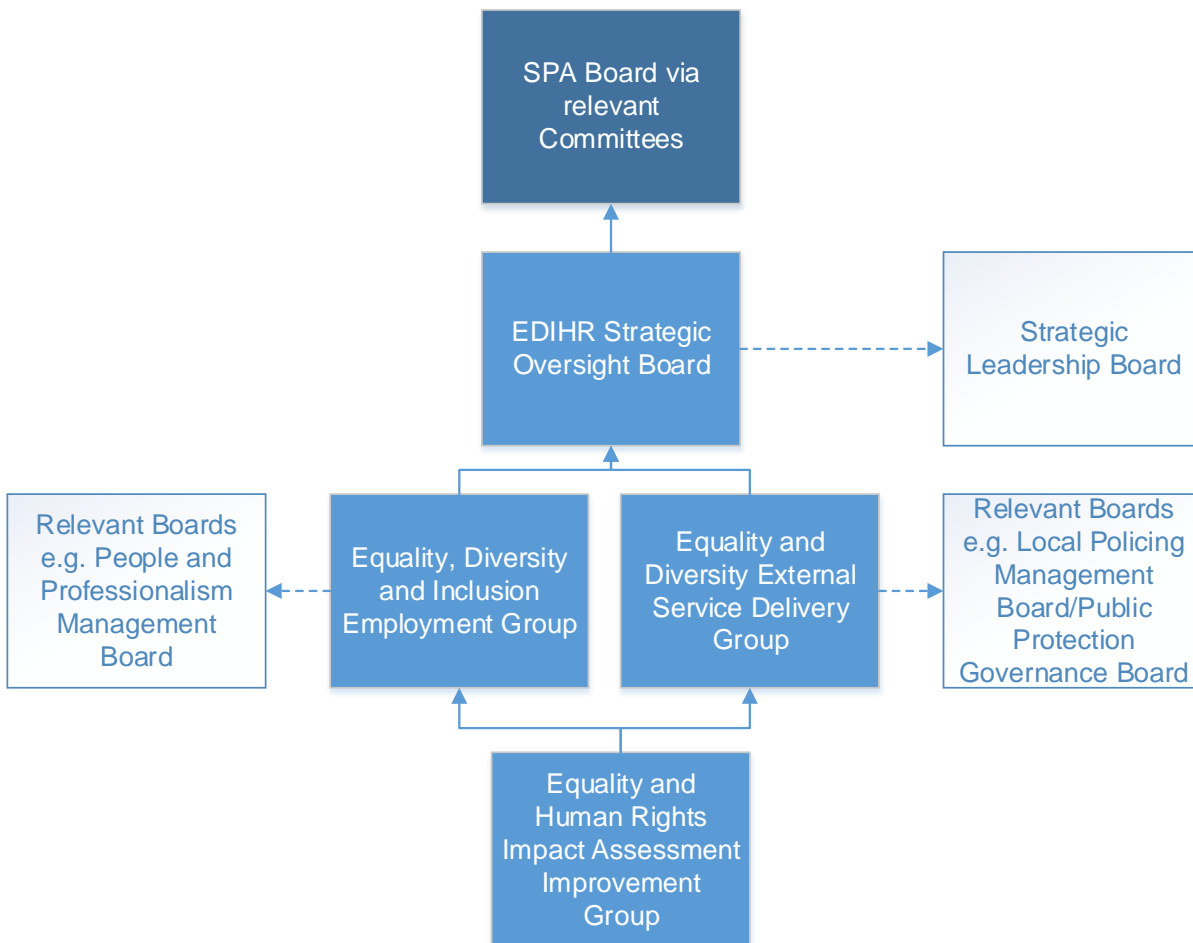
Area for Planned Improvement

With the recent appointment of new roles into the SPA structure, the opportunity will be taken to ensure a more co-ordinated approach across SPA Corporate and Forensics. This co-ordinated approach is intended to drive forward the planned areas for improvement in mainstreaming while monitoring and ensuring progress on the equality outcomes.

Police Scotland Governance

SPA provides both challenge and support to Police Scotland's approach to equality, diversity and inclusion through involvement and attendance in strategic governance structures. The overarching Strategic Oversight Board, and supporting groups for service delivery and employment matters (as shown in the chart below) are chaired at executive level and provide forums to focus on key equality, diversity, inclusion and human rights priorities aligned to organisational priorities. This gives a clear line for escalation to relevant governance boards, ensuring mainstreaming, EqHRIA and reporting remain a key focus across all agendas.

ClassificationMarking



Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board

A new Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board, chaired by Deputy Chief Constable (People and Professionalism) met for the first time on 1 March 2021. The Board replaces the previous Equality and Human Rights Strategy Group and is made up of Assistant Chief Constables and Directors, Equality and Diversity Specialists, SPA, HMICS and statutory and diversity staff associations.

Reporting to the Strategic Leadership Board of Police Scotland and SPA Committees/Board, the Board will:

- draw together current activity and close identified gaps
- focus on prioritising and giving effect to identified actions
- oversee delivery of the Equality Outcomes and the Equality and Diversity Action Plans being developed
- deliver on the current Equality, Diversity and Inclusion (Employment) Framework
- Engage with external partners or critical friends and agreeing appropriate, ethical and deliverable measurements to ensure delivery against all of the above.

Equality, Diversity and Inclusion Employment (EDIE) Group

In October 2019, the EDIE Group Terms of Reference were reviewed to ensure a strategic focus that drives mainstreaming and is aligned to current policing priorities. To support this, the EDIE group membership now includes senior representatives from Crime and Operational Support, Local Policing and Corporate Services to ensure a link into divisions. In addition the group now escalates to other relevant primary/management boards including the People and Professionalism Management Board and Strategic Leadership Board in addition to the Equality, Diversity, Inclusion and Human Rights Strategic Oversight Board.

The EDIE standing agenda now covers:

- Strategic Employment Priorities - which allows relevant organisational activity to be considered from an equality, diversity and inclusion perspective and appropriate recommendations provided to the activity owner.
- Data, Insights and Ideas – which includes the review of workplace monitoring, research results, benchmarking and environmental scanning. This supports the identification of new and emerging trends, best practice and potential risks and helps to drive an innovative and evidence based approach.
- Communications and Engagement – which supports effective mainstreaming across the service through sharing of data findings, priorities, lessons learned and best practice etc.

Equality & Diversity External Service Delivery Group

The Equality & Diversity External Service Delivery group provides a link between the Equality, Diversity, Inclusion & Human Rights Strategic Oversight Board and the public service delivery functions of Police Scotland. Its primary responsibility is to gather evidence of work undertaken to meet Police Scotland's service delivery focused equality outcomes, and where necessary to drive progress to assist in meeting these equality outcomes, building an evidence-based understanding of quality of service to diverse communities.

The group promotes consistency of policy and practice across Police Scotland in matters relating to equality and diversity service delivery to the public, and identifies areas of good practice across Scotland and encourages implementation for all appropriate divisions.

The group also examines and draws on findings of EqHRIAs, external research studies (by universities and other agencies), and Police Scotland's own management information and research, to identify areas for improvement in E&D service delivery to the public.

All matters regarding equality and diversity business are discussed and if appropriate, escalated to the Equality, Diversity, Inclusion & Human Rights Strategic Oversight Board and/or other appropriate governance boards. The SPA now has the capacity and capability to meaningfully contribute to this group.

Procurement

SPA and Police Scotland continue to undertake procurement in accordance with the Scottish Government guidelines and requirements. As part of the procurement process, we utilise a sourcing strategy for each project. Within this strategy, specialists and client departments examine any requirements or necessity for EqHRIAs relating to the goods or services we are procuring. This has helped to ensure that equality considerations are an integral part of the procurement decision-making process and that the needs and impact of relevant groups are fully considered. Further stages of the procurement process are planned in advance to ensure equality and diversity implications are considered.

Community benefits can be a scored criteria within the tender whereby an offer can be evaluated by evidencing community benefits that could be provided or realised over the course of the contract. Contract supplier management is used to monitor and encourage the delivery of any community benefits. Communities are not just considered to be a geographic area but can encompass communities that are identified by protected characteristics.

EqHRIA – A Tool for Mainstreaming

EqHRIA is an evidence-based assessment that ensures the potential equality and human rights impacts are identified, understood and managed as part of a decision making process. It is a key tool to support mainstreaming of equality and human rights considerations into all policies, processes, practices and decisions.

In recognition of this, the SPA and Police Scotland work to continuously improve EqHRIA practices and tools to ensure the organisational approach to EqHRIAs evolves – moving from process to mindset. The focus is on ensuring organisation wide use of proportionate and effective EqHRIAs to support mainstreaming.

While EqHRIAs are routinely used to support the development of more inclusive policies and practices, gaps have been identified in relation to the development and publication of EqHRIAs (outwith policy) and work is ongoing to improve this.

This work led by our EqHRIA Improvement Group includes:

- an EqHRIA Assurance Review to identify areas of strength and areas for improvement
- Pilot of an EqHRIA form for strategy and change
- development of EqHRIA 'quick guides' to support training
- development of EqHRIA Employment Tools for common employment activities such as organisational change
- inclusion of an EqHRIA risk on the local policing risk register
- benchmarking and dip sampling of EqHRIAs.

Area for Planned Improvement

SPA and Police Scotland will introduce an EqHRIA Framework. The purpose of this framework will be to define and then evaluate the success of the EqHRIA process. The framework includes success criteria aligned to the Scottish Human Rights Commission Good Practice Building Blocks.

The success criteria will help to drive improvement in current approaches in relation to training, guidance and communication to ensure continuous improvement towards recognised good practice.

Section 2 – Equality Outcomes Progress

In March 2017, the SPA Board approved the SPA Equality Outcomes for [2017-2021](#). These equality outcomes recognised the multiple roles that the SPA plays in relation to governance, employment, service provision and budget setting. This section of the report provides progress made against the seven SPA Equality Outcomes by looking at what we said we would do and what we have done. This follows a progress update in [April 2019](#).

The first two Equality Outcomes are so interlinked that the assessment of evidence is considered collectively.

Equality Outcome 1 – SPA is assured that Police Scotland is delivering positive outcomes for diverse communities when dealing with crime incidents, gender based violence and young people.

Equality Outcome 2 - SPA is assured that Police Scotland engages meaningfully with diverse communities/groups, whilst also providing evidence of improved accessibility to the public in relation to services, communication and information in ways and methods that best suit their needs

We said we would: seek assurance on Police Scotland's delivery of its own equality outcomes in relation to both operational policing, and its communication and engagement with the public.

HMICS: Strategic Review of Police Scotland's Response to Online Child Sexual Abuse

In 2020, the SPA received assurances from Police Scotland that recommendations in the HMICS review of Police Scotland's response to online child sexual abuse were being delivered. Two reports were presented to the Policing Performance Committee on 28 May 2020 and 26 August 2020 detailing actions and progress in this area.

Members agreed that the Committee should be able to understand:

- if there were any delays or barriers in progressing improvements in policing performance
- the impacts of actions that have been taken to ensure a dynamic approach to those not making effective use of resources or not having the desired/required impact.

Members also supported the expectation from HMICS that all operational reports and highlight reports on high risk or high interest recommendations would be presented to the Committee.

Quarterly Performance Reporting

The quarterly policing performance report provides an overview of policing performance across a range of priority areas (public confidence and experience of policing, measures of progress towards strategic outcomes and the Police Scotland Covid-19 response). This includes reporting on the volume of sexual crimes, domestic abuse, online child sexual abuse, and hate crime along with actions being taken by Police Scotland in these areas.

Since 2019, there have been significant improvements made to the content and presentation of these reports, ensuring detail is provided on the areas of improvement to both the Policing Performance Committee and the SPA Board.

The SPA Board noted, at its meeting on 24 March 2021 that these improvements in reporting have enabled a focus on impact through the data and analysis highlights. This creates a strong foundation to enable the SPA to seek assurances in Police Scotland's approach to hate crime, gender-based violence and crimes against young people.

In addition a significant focus has been placed on developing SMART objectives that can easily and appropriately be embedded into the performance framework for the refreshed Equality Outcomes for 2021 onwards.

Equality Outcome 3: SPA is assured that Police Scotland have a workforce that is valued, respected and more reflective of the communities it serves.

We said we would: seek assurance on the delivery of the People Strategy, including elements of the strategy that seek to ensure the workforce is valued, respected and more reflective of the communities it serves.

Introduction of People Committee

On 25 November 2020 the SPA Board approved the introduction of a new People Committee to allow for a more detailed focus on key workforce issues. The Terms of Reference include:

- seeking evidence of an organisational culture which values diversity
- ensuring that equality considerations are mainstreamed into workforce strategies, policies and plans
- assurance on approaches to attract, develop and retain a workforce which is representative of the communities which the SPA/Police Scotland serves.

The People Committee will meet for the first time on 27 May 2021 with discussions taking place on a six monthly basis in relation to equality, diversity and inclusion, including progress against equality outcomes.

People Strategy Update

The Resources Committee has received regular updates in relation to the delivery of the People Strategy along with six monthly updates in relation to Equality, Diversity and Inclusion since June 2020.

In December 2020 the Committee received an assurance on progress to increase promotion opportunities for under-represented groups. This included an update on the Raise, Improve, Support, Empower (RISE) Programme which is a development programme, run by Police Scotland with support from Scottish Women's Development Forum (SWDF). The programme has been developed to address barriers leading to under-representation of BME colleagues across policing and aims to:

- Inspire a diverse cross-section of BME officers and staff to lead their lateral and promotion career progression aspirations
- Build on existing work from the SWDF, Positive Action Team, staff associations, and Leadership Training and Development to further embed opportunities to develop and progress
- Create a network and facilitation group which will provide an opportunity to support each other.

In addition the Committee were assured that workforce data is also leading to the development of initiatives to address the fact that females are underrepresented in the most senior posts within Police Scotland through the introduction of the 'Springboard Development Plus – Senior Women in Policing Development Programme'.

ClassificationMarking

The programme aims to:

- Build skills and confidence of senior women in Policing to overcome the invisible barriers that can prevent them from rising to senior positions in the organisation
- Create a network of senior women which will provide an opportunity to support each other
- Build the profile of each participant through delivery of a Work Project, which will be presented to Senior Management.

Equality, Diversity and Inclusion (Employment) Framework

Police Scotland worked in partnership with SPA and diversity staff associations to develop an Equality, Diversity and Inclusion (Employment) Framework. The framework is fully aligned to both the People Strategy and wider organisational strategies. It is being supported by mainstreaming key actions into normal planning and reporting mechanisms across Police Scotland.

Data

A particular area of focus for the Resources Committee has been the need to oversee improvements in relation to Equality and Diversity employment data with the focus being on:

- Seeking to minimise the need for significant manual processing of data
- Improved local communication and engagement in relation to the data, what it tells us and what action is required to support improvement
- The development of an Equality and Diversity Monitoring Framework, which aims to ensure a shared clarity in relation to the way that workforce data is collected, analysed and reported. Assurance was provided that this work would be based around legislative requirements, best practice, benchmarking data and would link to the Performance Framework.
- The need for this data to be used as evidence to inform the refresh of Equality Outcomes for 2021
- Improvements in the Exit Interview process.

Since 2018, the following progress has been made:

- workforce Equality and Diversity data now presented to management and relevant stakeholders in a more visual summary report
- workforce profiles are analysed at a divisional level and provided to local management to support local planning decision making
- national summary reports were also developed for rank/grade profiles, recruitment, promotion and leavers
- Equality and Diversity employment monitoring is now carried out for all police officer promotion processes
- implementation of the Staff Pay Reward Modernisation (SPRM) programme has enabled reporting to be carried out in relation to police staff who have been promoted to a higher grade
- a top priorities report has been developed and includes potential national and local actions to support improvement
- Equality and Diversity monitoring measures have been embedded into the Performance Framework & Directors monthly dashboard
- processes have been established to ensure probationers and special constables can access & update monitoring on SCoPE to reduce data gaps
- pay gap reporting has been extended to include race, disability and sexual orientation as well as sex.

ClassificationMarking

Data insight and the need for this to inform evidence-based decision making and planning was recognised as a key area for progress and has since been identified as the focus of a specific Equality Outcome for 2021.

It is positive to note that the percentage of officers and staff who chose not to disclose information through the equality and diversity monitoring process has been gradually falling since 2017. That said, there is still some work to do to ensure a continued reduction, particularly in relation to disability and sexual orientation.

Equality Outcome 4 – SPA effectively supports Police Scotland and other Criminal Justice partners, through the delivery of our services, enabling each partner to progress their own Equality Outcomes.

We said we would: commit to enhance the role of the Complaints and Conduct team, Forensic Services and Independent Custody Visiting Scheme in supporting Criminal Justice Partners (including Police Scotland) to meet their Equality Outcomes.

Forensic Services

Forensic Services works in partnership with Police Scotland and COPFS. This partnership approach is being refined through the introduction of a Memorandum of Understanding. This will outline arrangements in respect of the provision of forensic services with the aim of ensuring effective delivery to the communities we serve and the criminal justice process in Scotland.

A good example of where Forensic Services has added real value, aligned to Equality & Diversity-related service delivery outcomes, relates to the Chief Medical Officer's Taskforce for the improvement of services for survivors of sexual assault. Forensic Services input to the Taskforce has resulted in and continues to seek to contribute to further improvements in the forensic medical response to survivors of sexual assaults and rape (which are predominantly women and girls), thus improving public confidence.

Forensic Services continue to collaborate with Criminal Justice partners to understand the true value of forensic science within the Criminal Justice System.

Complaints

As part of the development of the new SPA website consideration is being given to making the process for supporting the completion of the Equality and Diversity Monitoring Form more straightforward. This should support the ability to more meaningfully identify trends or key learning.

The Complaints team also intend to work with Police Scotland to improve the collection and analysis of data in relation to complaints about the police to undertake demographic modelling and gain a better understanding of different groups and communities' experience of the police service.

Independent Custody Visiting Scheme (ICVS)

While healthcare provision has improved, which has an impact on victims of sexual crime who require to undergo forensic medical examinations, ICVS are still proactively working to seek to ensure the impact of lack of health care provision in remote areas is mitigated.

Engagement also continues with the service to seek to improve data in relation to those in custody that can support an ability to assess trends, impacts and meaningful actions that can be taken to address issues that disproportionately impact on particular groups.

Equality Outcome 5: SPA have a workforce that is valued, respected and more reflective of the communities it serves

We said we would: commit to address any issues that contribute to under-representation within SPA Corporate and Forensic Services, as well as seeking to address data gaps in relation to employment monitoring.

Equality and Diversity Monitoring Data

We publish an annual Equality and Diversity Employment Monitoring and Analysis Report with the latest report available on the [SPA website](#).

Key findings from the most recent data show:

- There is disproportionately higher representation of women in the lower salary grades
- The workforce profile of BME staff remains at 2%
- There continues to be an under representation of young people with only 24% of the workforce being between 16 and 34
- Staff who declare a disability has increased from 3% to 5% in the annual reporting period. This continues to be very low in terms of the Scottish Government's figures reporting that 32% of the adult population in Scotland had a long-term limiting mental or physical health condition or disability in 2017.
- The workforce profile remains at 5% in relations to those that are Lesbian/Gay / Bisexual (LGB)
- Data was not available in relation to pregnancy and maternity therefore a focus will be in implementing any improvements based on qualitative research
- Work needs to be progressed to seek to identify the causes of pay gaps and any inappropriate barriers that can be removed to support improvement in this area
- Percentage rates for choosing not to disclose protected characteristic continue to reduce, however work will continue to increase understanding and confidence ensuring as many staff as possible are comfortable to confidentially disclose their protected characteristic information.

Our collective People related plans will seek to align to the employment related Equality Outcomes through:

- improved systems and processes in relation equality, diversity and inclusion monitoring

ClassificationMarking

- Supporting leaders to have the confidence to identify and address barriers to equality and inclusion and promote inclusion
- Understanding why individuals from under-represented groups choose to end their employment with SPA
- Developing a range of inclusive programmes to address barriers and promote the benefits of working with SPA
- Understanding internal and societal barriers to attracting individuals from under-represented groups to join the SPA
- Inclusive attraction strategies and a recruitment system that supports inclusive recruitment practices
- Ongoing communications to promote an inclusive culture.

The data suggests the key focus of this work for SPA should relate to:

- seeking to address barriers to access more senior roles for females
- representation in relation to BME, disability, LGBTI and younger people
- the development of an inclusive workplace where more individuals feel comfortable in confidentially disclosing their protected characteristics.

Terms and Conditions

When SPA and Police Scotland were formed approximately 6,700 staff came together on ten different sets of Terms & Conditions and associated policies. The Staff Pay and Reward Modernisation (SPRM) Programme was therefore undertaken to establish a common set of terms and conditions of employment (including Pay and Benefits) and policies for all staff.

As part of this work a significant number of EqHRIA's were carried out to assess all proposed Terms and Conditions of employment and ensure that the proposals did not negatively impact on any protected groups. In addition, an external independent EqHRIA was undertaken for all pay related proposals associated with the SPRM programme.

New Pregnancy and Maternity Toolkit

A new Pregnancy and Maternity Toolkit was launched in response to a recommendation from pregnancy and maternity research undertaken by the Scottish Women's Development Forum (SWDF) in 2015 and refreshed in 2018. The toolkit provides all people managers with the information and tools required to fully support pregnant women and those on maternity leave or returning from maternity leave. It includes information on legislation, risk assessments and Keeping In Touch (KIT) days.

National Process for the Provision of Reasonable Adjustments

A National Process for the Provision of Reasonable Adjustments (NPPRA) has been piloted to ensure a clear, consistent and effective process to identify and implement reasonable adjustments for staff who have a disability. The pilot has involved significant consultation and the development of various guidance documents and resources including line managers guides, flow charts and checklists. This includes updating the reasonable adjustment form based on feedback from individuals and the Disability and Carers Association. The form now includes a section that allows individuals to describe how their disability affects them on a daily basis and what reasonable adjustments they believe may assist them. The pilot also includes the creation of a new centralised budget for reasonable adjustments. The pilot is currently being reviewed and the final updated NPPRA process is due to be implemented shortly.

Agile and Flexible Working

We recognise the need for a more agile and flexible workforce and understand that flexibility is key to supporting staff in achieving a balance between personal and professional commitments. We have a number of flexible and agile working practices in place and participate in a SPA/Police Scotland Smarter Working Short Life Working Group to develop these further and build on some of the progress achieved through our response to Covid-19. A smarter working toolkit has already been launched as part of this work.

87% Digital Wellbeing and Mobile Fitness Platform

We introduced the availability of the 87% digital wellbeing and mobile fitness platform in December 2020. The 87% app provides staff with a mental health self-check-up tool. The assessment is completely confidential and only shared between 87% and the individual user. The app provides wellbeing advice, fitness enhancing programmes, life coaching and coping strategies, all from a team of clinical psychologists, as well as a full range of professional support. High level anonymised data will also be used to identify emotional trends and behaviours which will inform the development of further wellbeing strategies to prevent mental health issues.

Training and Development

We strive to ensure that all our training, leadership and talent products promote equality, diversity and inclusion. An EqHRIA is initiated in the design stage of new and reviewed products to ensure equality, diversity and inclusion considerations are at the forefront of developments.

The Staff Induction and Equality and Diversity Course has also been refreshed and redesigned as a one day online training package. This provides a more flexible learning opportunity and allows easier access to the course for those outside the immediate geographical area of Regional Training Centres or for whom personal circumstances make it difficult to access traditional training methods. The new course consists of pre-recorded lectures which are broken into manageable sections to allow staff to learn at a pace that suits them. It includes virtual classroom lectures, videos and supporting PDF downloads. A question and answer forum is also available.

We are also currently piloting a new appraisal process called [MyCareer](#). As part of the proof of concept, briefings were provided to educate leaders and colleagues on the appraisal system. A number of measures were in place to ensure the training was inclusive:

- the Moodle training is available 24/7, making it easily accessible
- a voiceover was provided on the Moodle package to meet the needs of colleagues who have any difficulties with their sight
- transcripts and notes were provided for those with hearing difficulties and software options to allow subtitles are being sourced for the full rollout
- a paper version is available for those who are unable to use the System
- system guidance has been reduced from 43 pages down to three pages to ensure it is more consumable and easy to follow
- paper copies of all documentation are available on request.

An action plan has also been recently created to address recommendations from a [HMICS inspection on leadership, training and development](#). The actions include work to review the diversity content across all leadership, training and development leadership courses, identify gaps in provision and develop a plan to ensure the provision of diversity training for all senior staff. An EqHRIA tool is also being progressed to support the development of all new courses and programmes.

Exit Interview Survey

In 2019 the findings from the Exit Interview Survey were analysed by protected characteristics to identify any themes or concerns in relation to why people choose to leave Police Scotland/SPA. The analysis focused on age, disability and sex as there was little variance or low numbers of responses for the other protected characteristics. This analysis identified that further work was required to improve the exit process with a view to encouraging more leavers to complete the exit survey and ensure that more value insights can be extracted. The work to review and improve the exit interview survey is now ongoing.

Despite the low numbers of leavers in other areas it is recognised from other evidence and research, including the recent review carried out by Dame Elish Angiolini, that there needs to be a focus beyond age, disability and sex. Therefore the new Equality Outcomes ensure this by placing a focus on disproportionate resignation rates for under-represented groups.

Internal Communications

We have worked to improve our internal communications to support equality, diversity and inclusion by undertaking EqHRIAs in relation to key pieces of communications to identify any barriers or opportunities to improve communications.

For example, Equality, Diversity and Inclusion Quick Guides have been developed and used to support officers, staff and line managers in developing an inclusive workplace. The guides cover topics such as mainstreaming, EqHRIAs and legislation. The quick guides have been well received and have proved particularly popular as a reference guide following participation in training or mentoring sessions.

Equality Outcome 6 – SPA engage meaningfully with diverse communities/groups, providing evidence of improved accessibility to the public in relation to the services, communication and information in ways and methods that best suit their needs.

We said we would: commit to develop approaches and processes to support engagement and contact methods with diverse groups.

Forensic Services

As part of the strategy re-fresh exercise associated with Forensic Services 2026, multiple stakeholders are being meaningfully engaged in order to provide feedback and inform potential improvements. However, it is anticipated that the main engagement with the public in relation to the overall service to the public will be facilitated through partnership with Police Scotland.

It is intended to consider how the public-facing website could be improved in terms of accessibility and also to review the current processes for communicating with the public.

Complaints

The SPA Complaints process has been updated to confirm to members of the public that complaints can be made verbally with a written record being taken by staff and agreed with the individual.

Further improvements in relation to accessibility will be considered as part of the development of the new website.

British Sign Language (BSL)

During 2020 it was recognised that BSL interpreting was not available through existing agreements for the Justice Sector in Scotland. The main interpreting agreement for public sector by Scottish Government did not include BSL and various local agreements were being used. Therefore a Framework for the Provision of Services in relation to BSL has been developed. The Framework has been established by the SPA on behalf of:

- Police Scotland
- the Scottish Courts and Tribunals Service (SCTS)
- the Scottish Legal Aid Board (SLAB)
- the Crown Office and Procurator Fiscal Services (COPFS)
- the Scottish Prison Service (SPS), the Scottish Children's Reporter Administration (SCRA)
- Social Security Scotland
- Forestry and Land Scotland.

The contractor will be required to cover both the visual and tactile forms. They will also be required to provide other forms of communication for Deaf communities including Lip speakers, Sign Supported English (SSE), Speech-to-Text Reporting, Electronic Note takers, Deaf Relay and Deaf Blind Guide Communicators.

Equality Outcome 7 – SPA supports the delivery of positive outcomes for diverse communities/groups by considering their needs and making financial decisions in a fair, transparent and accountable way.

We said we would: commit to ensuring financial procedures are progressed in line with best value principles, which includes due regard to equal opportunities.

Budget settlement discussions focus on the need to ensure that budget provision supports the delivery of the Strategic Police Priorities, the relevant strategies for policing and the annual police plan.

By embedding equality, diversity and inclusion considerations into our strategic planning and delivery plans, this ensures that financial decision making and the prioritisation of equality outcomes are aligned. The delivery of this outcome will be articulated as mainstreaming activity through future reports as a result of the progress made and the refresh of the equality outcomes for 2021 no longer including an outcome related to this.

It is also ensured that the equality implications, as a result of the EqHRIA, for any investment is provided to the SPA Board as part of any business case. Although already recognised in this report, the process to report Equality Implications needs further improvement to ensure it is more meaningful.

Section 3 – Next Steps

This report concludes the public reporting of the 2017-2021 Equality Outcomes prior to the outcomes being refreshed and implemented on 30 April 2021. Section two of this report demonstrates progress has been made however there are still areas for improvement. The SPA now has increased capacity and capability to embed equality, diversity and inclusion through its work and this is confirmed by our ambitious and refreshed equality outcomes that can be found [here](#).

As part of the development of the new outcomes, it was recognised that Police Scotland and SPA's Equality Outcomes were separate but entangled in a way that led to confusion. As a result SPA and Police Scotland worked in partnership to develop [Joint Equality Outcomes for Policing](#). The aim of this is to ensure that both organisations work towards the same equality, diversity and inclusion priorities and outcomes across policing in Scotland.

In forming the new Joint Equality Outcomes for Policing, extensive engagement with internal and external stakeholders has taken place. In addition, a significant evidence review has also been undertaken to ensure that the new outcomes are based on current evidence.

The new Equality Outcomes in relation to service delivery continue to place a focus on hate crime, accessibility of services, meaningful engagement with the public and gender based violence (although is more specific on violence against women and girls). With regards to employment the very broad equality outcomes have been replaced with a specific focus on workforce insights, leadership, recruitment, progression and retention.

APPENDIX A

POLICE SCOTLAND/SPA EQUAL PAY STATEMENT 2021

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

We are dedicated to promoting and embedding equality of opportunity and diversity into our employment practices including those that impact on pay such as training, development, promotion, overtime etc. This includes equality regardless of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race (including colour, nationality (including citizenship) ethnic or national origins), religion or belief (including a philosophical or no belief), sex and sexual orientation.

We are committed to the principle of equal pay on the grounds of sex, disability, race and sexual orientation for all our police officers and SPA/police staff and aim to ensure equal pay for like work, work rated as equivalent and work of equal value.

To achieve equality of financial reward for police officers and SPA/police staff, we aim to operate reward systems that are transparent, based on objective criteria and free from sex, disability, racial or sexual orientation bias.

It is important that police officers and SPA/police staff have confidence in our processes so we will continue to work with the recognised trade unions, staff associations and diversity staff associations to ensure equality within our reward policy and practice.

A new employment package for SPA/police staff was implemented on 1 April 2019 and all previous legacy and interim pay and grading models, terms and conditions of employment, supplementary terms, and associated policies have been superseded. This programme of work has been undertaken to ensure fairness and equity for terms and conditions of employment including a standard working week, standard leave and public holidays and a common approach to pay and the grading of roles.

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

Objectives and Actions

We continue to review our pay gaps and occupational segregation to assist in identifying objectives and actions in relation to equal pay. SPA/Police Scotland's [equal pay review and occupational segregation information](#) is published separately.

Our objectives are to:

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

In support of this commitment to equal pay, we will:

- Continue to evaluate each job role using a single analytical job evaluation scheme in establishing pay for members of staff.
- Consider, and where appropriate, undertake a planned programme of equal pay audits.
- Identify, examine and address occupational segregation where it is found.
- Provide training and guidance for those involved in determining pay and the job evaluation process.
- Continue to engage with 'Close the Gap', a partnership initiative working in Scotland on sex equality.
- Continue to improve communications through the use of the intranet and roadshows, informing police officers and SPA/police staff of how reward practices work and how their own reward is determined.
- Respond to grievances and other concerns on equal pay.
- Continue to consult with trade union representatives to discuss and agree changes to reward policy, where appropriate.
- Continue to develop suite of metrics to allow meaningful benchmarking and trend analysis.

APPENDIX B

BOARD DIVERSITY AND GENDER REPRESENTATION

Introduction

This section fulfils our duties as outlined below:

Public Duty	Requirement
Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016	This duty requires the SPA to publish the number of men and women who have been members during the period covered in the report and the way in which the information has been used.
Gender Representation on Public Boards (Scotland) Act 2018	The “gender representation objective” for a public body is that it has 50% of non-executive members who are women. As a public body the SPA must publish reports on the carrying out of its functions in taking steps to achieve the overall objective and encouraging applications from women

Membership - 1 April 2018 to 1 April 2021

The Police and Fire Reform (Scotland) Act 2012 allows for Scottish Ministers to appoint up to 15 members to the SPA (minimum 10). The terms and appointment dates of members vary and therefore gender representation can change throughout the year. For the purpose of this report, the gender representation has been noted in the table below at 1 April for 2018, 2019, 2020 and 2021.

Year	Total Members	Female	% of Female
1 April 2018	12	4	33%
1 April 2019	13	6	46%
1 April 2020	11	5	45%
1 April 2021	13	7	53%

The Authority can confirm that as at 1 April 2021, the Gender Representation Objective of 50% female non-executive members is met.

Resignations/Vacancies – 1 April 2018 to 31 March 2021

Since 1 April 2018, there have been a number of members step down at the end of their term or resign from post early. These are listed in the table below:

Financial Year	Total Member Resignations /End of term	Female Resignation / End of term	% of Female
2018-2019	3	0	0%
2019-2020	2	1	50%
2020-2021	4	1	25%

Member Recruitment – 1 April 2018 to 31 March 2021

Three recruitment processes have been run by Public Appointments Scotland since 2018 to fill member vacancies. In October 2020, a Public Appointments campaign was launched seeking a new Chair for the Authority. This was followed by a separate process seeking six new members launched in November 2020. Details of the appointments made and the female gender breakdown of appointees is listed in the table below:

Recruitment Round	Appointments made	Female Appointments	% of Females Appointed
2018	7	3	43%
2020 (Chair)	1	0	0%
2020 (Members)	6	3	50%

ClassificationMarking

In addition to the appointments made, between 1 April 2018 and 31 March 2021, three members had their appointment terms extended, two of which were female.

The recruitment process for appointing members to the Scottish Police Authority is entirely independent of the Authority and rests with the Scottish Government's Public Appointments team. Information in relation to the number of applications received, the number of successful female applicants or details of any positive action steps taken to encourage applications from women will be held by the Scottish Government's Public Appointments team.

The Authority does play a supporting role throughout the recruitment process with communication support and engagement activity to promote the vacancies and the work of the Authority.

As part of the most recent recruitment process for SPA Members, the Interim Chair raised the issue of diversity as one requiring to be actively addressed with the Public Appointments Team and the Cabinet Secretary for Justice.

In addition, and with the support of all Authority members, the Interim Chair made considerable effort to promote the advertised member vacancies to a range of organisations and individuals with a view to enhance the interest and applications from a more diverse range of candidates. This included reaching out to organisations representing BME, women, young people and disability groups. The Public Appointments Team promoted the vacancies in a similar fashion.

The Authority is committed to positively engaging with the Public Appointments team in seeking to address any barriers to the appointment of a diverse Board.

Compliance with Legislation

We have used the data available to confirm that current representation means that we have met the "gender representation objective". In terms of encouraging applications our focus has been on encouraging applications from diverse groups rather than focusing solely on female appointments.