



Meeting	Authority Meeting
Date	27 June 2024
Location	COSLA, Edinburgh
Title of Paper	Workforce Annual Report
Presented By	DCC Professionalism and Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Workforce Dashboards Appendix B – Wellbeing Year-End/Look Forward Report Appendix C – Health and Safety End of Year Report Appendix D – Policing Together Six Monthly Report

PURPOSE

To provide Members with annual sight of relevant reports from the People Committee in relation to workforce data, wellbeing, health and safety and equality diversity and inclusion.

1 BACKGROUND

- 1.1 On 30 November 2023 the Police Authority approved both the 'People Strategy 2024-2027' and 'Strategic Workforce Plan 2024-2027'. Both the People Strategy and Strategic Workforce Plan (SWP) had comprehensive implementation plans to ensure focus on the actions, milestones and timelines of delivery of commitments.
- 1.2 On 30 May 2024, the People Committee received an update on year one priorities for the delivery of these plans with a recognition and commitment for future work to integrate wider workforce related strategies, plans, recommendations into the implementation plan.
- 1.3 The plan over the three-year cycle is being developed to consider and support:
 - The three-year service and organisational transformation programme
 - Steps required to streamline activity across Policing Together, People Strategy and SWP
 - The need for future iterations of the SWP
 - Updated Equality Outcomes (due for review in April 2025)
 - Responses to audits/inspections
 - The ability to respond to insights from Workforce Dashboards
- 1.4 Following the delivery of the People Strategy and SWP the approach to reporting into People Committee is being reviewed with a focus on ensuring it is streamlined and outcome focused. At present People Committee receives various quarterly, bi-annual and annual reports with a commitment for the following to be reported to the Authority Board on an annual basis:
 - Workforce Data
 - Wellbeing
 - Health and Safety
 - Equality Diversity and Inclusion (Policing Together, mainstreaming and Equality Outcomes)
- 1.5 The approach to future annual reporting to the Authority Board will be considered as part of the ongoing review of reporting of the approach to People Committee reporting.

2 WORKFORCE DATA

- 2.1 The first iteration of Workforce Dashboards (Appendix A) have been developed with the key focus of aligning relevant measures to the People Strategy objectives and SWP outcomes.

- 2.2 Compared to previous reporting this approach places greater focus on outcome focused analysis and insight and will ensure the ability to report and track progress and impact.
- 2.3 As part of an iterative approach to improvement the key next steps are to ensure full alignment between the dashboards and workforce metrics contained within the Performance Framework and to seek to address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.
- 2.4 The following key insights were highlighted to the People Committee on 30 May 2023:
- Working days lost to absence remains higher than pre-COVID levels at 6.1% (up from 5.1% in 2018/19)
 - Psychological absences continue to rise for officers and staff
 - The Your Leadership Matters' programme is receiving positive feedback. While it is too early to assess the impact fully, key indicators will be monitored.
 - Abstractions from duty have slightly increased and are expected to rise further due to changes in annual leave entitlement and training commitments.
 - There has been an increase in officers requiring duty modifications, which while not directly affecting availability, raises concerns about overall resilience.
 - Efforts to reduce TOIL and Re-Rostered Rest Day banks have been successful, but this has impacted officer availability.
 - The reduction in workforce numbers, increased abstractions, and reduced overtime have added pressure on the remaining staff and officers.
 - There was a clear increase in officer and staff resignations in 2023/24, though no clear pattern for the cause has emerged. Factors include lack of resources, job satisfaction, development opportunities and personal reasons.
 - Overall turnover has decreased from the previous year's high, as a result of retirements influenced by changes to pension entitlements. Turnover remains below levels seen in other UK police services.
 - Training attendance and completion rates remain high at around 90% for all employees. The slight reduction from the previous year is due to fewer probationer training sessions following a recruitment hold in January 2024.

3 WORKFORCE WELLBEING

- 3.1 The report included at Appendix B is a summarised version of two reports that went to People Committee on 30 May 2024. Combining these two reports allows the Authority Board to see activity and progress over 2023/24 as well as an outline of plans for improvement.

4 HEALTH AND SAFETY

- 4.1 The Health and Safety End of Year report (Appendix C) details matters such as enforcement activity, proactive preventative work and accident statistics, which include assaults and incidents during arrest/custody. The report also provides updates on current and emerging health and safety issues and updates regarding the development of policy and practice.

5 EQUALITY, DIVERSITY AND INCLUSION

- 5.1 The Policing Together six-monthly performance report (Appendix D) was presented to the People Committee on 30 May 2024 and is provided to the Authority Board to outline progress in relation to
- Policing Together,
 - Joint Equality Outcomes for Policing
 - Mainstreaming of Equality, Diversity and Inclusion
- 5.2 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.

6 FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications in this report.

7 PERSONNEL IMPLICATIONS

- 7.1 There are no personnel implications in this report.

8 LEGAL IMPLICATIONS

- 8.1 There are no legal implications in this report.

9 REPUTATIONAL IMPLICATIONS

- 9.1 There are no reputational implications in this report.

10 SOCIAL IMPLICATIONS

10.1 There are no social implications in this report.

11 COMMUNITY IMPACT

11.1 There are no community implications in this report.

12 EQUALITIES IMPLICATIONS

12.1 There are no equality implications in this report.

13 ENVIRONMENT IMPLICATIONS

13.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss this report and associated appendices.



Police Scotland Strategic Dashboard

2023/24

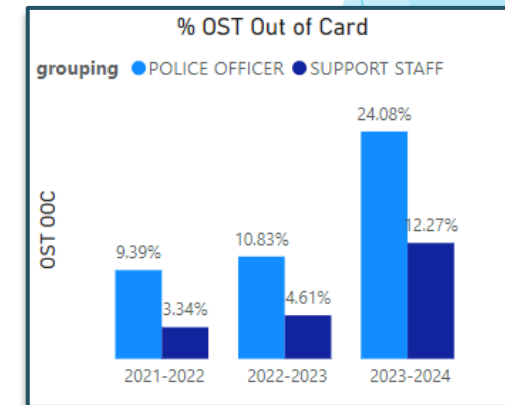
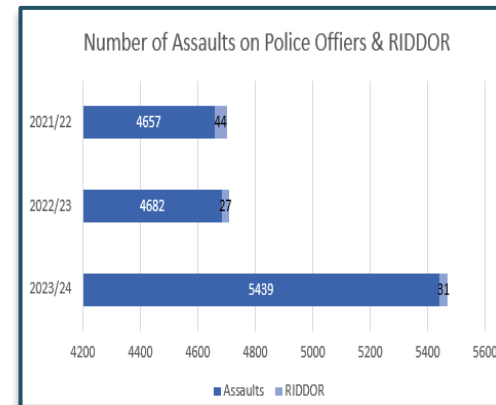
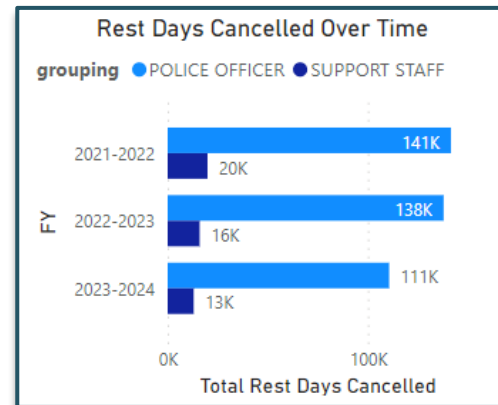
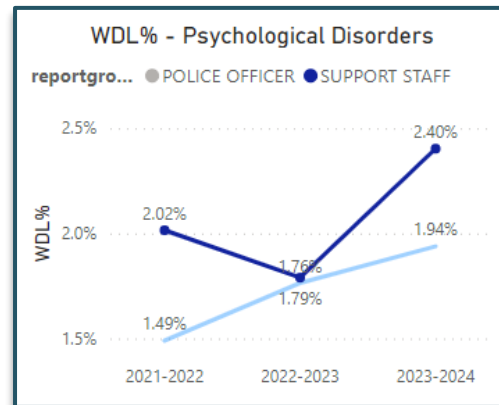
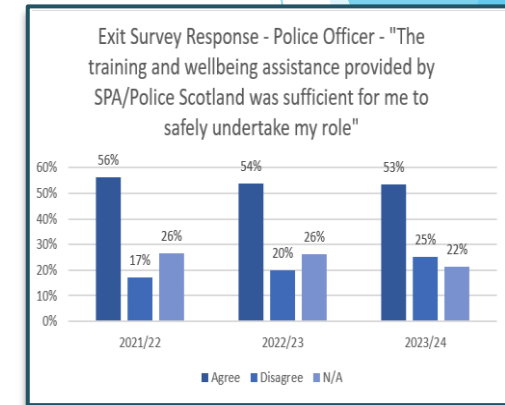
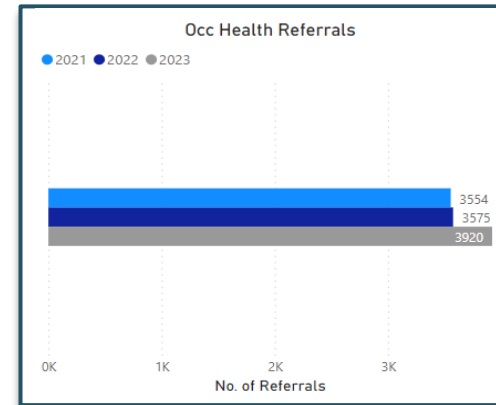
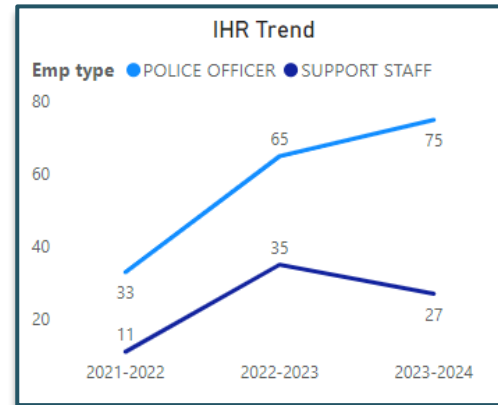
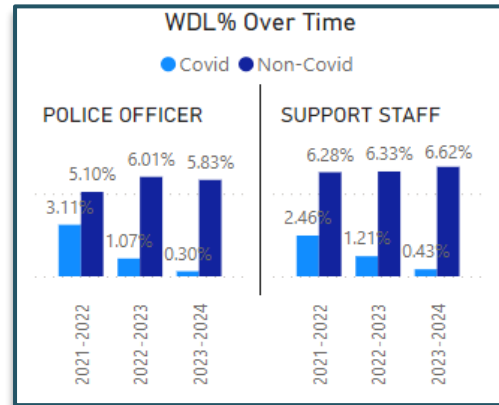
At a Glance 2023/24

Employees	Hiring	Leavers	Availability	Training	Wellbeing
Officers FTE 31/3/2024 16,355.71	Police Hires 606	Voluntary Leavers Officer and staff Officers - 854 Staff - 425	Absence AWDL and WDL% AWDL - 13.59 WDL% - 6.37%	Average Training Days Officers - 13.17 Staff - 2.91	Total new Grievance Officers - 81 Staff - 34
Staff FTE 31/3/2024 5,183.69	Staff Hires 343	Turnover Officer , staff and combined 5.64%	Cost of Absence £74M	Completion rates Officers - 88.63% Staff - 91.95%	Assaults on Officers 2023/24 5439
Special Constable numbers 31/3/2024 384	Number of promotions Officers - 751 Staff - 144	Main reasons for leaving Officers Retirement - 2.15% Staff - Other Employment - 2.61%	Abstractions Avg Remaining Hours Officers - 69.97% Staff - 76.68%	Attendance Rates Officers - 88.98% Staff - 92.12%	Rest Days Cancelled 2023/24 Officers - 111K Staff - 13K
Post Occupancy Rate Officers/Staff Officers - 95.74% Staff - 97.47%		Exit Survey 37% Of leavers completed.	% employees on Flexible Working Officers - 17.69% Staff - 40.67%	OST out of card Officers - 24.08%	Duty Modifications at 31 March 2024 Officers - 1,996 Staff - 120

OFFICIAL

People Strategy Objective 1 - We prioritise wellbeing and keep our people safe, protected and well-equipped

Key Data, Trends and Benchmarks



People Strategy Objective 1

Key Activity Update

Occupational Health

Optima Health continue as providers of occupational health services from 1 April 2024. New innovations within the service will be introduced over the coming months, including:

- A new online occupational health portal, accessible 24/7, 365 days a year. The portal will offer an interactive solution for recording, assigning, and tracking all occupational health activities in real-time. It will aid in the return-to-work process, enable instant online appointment scheduling, and ensure the delivery of high-quality outcome reports.
- A personalized workplace wellbeing platform, offering guidance and assistance through various formats like videos, podcasts, and infographics, as well as a live chat function.
- An interactive digital assessment routing tool - an alternative to physiotherapist-led triage, allowing individuals to access a safe and efficient clinical assessment that guides them to the most suitable care pathway.

Employee Assistance Programme

Vivup are the new providers of our Employee Assistance Programme from 1 April 2024. Improvements in services will include:

- Qualified health professionals available via a 24/7/365 helpline where staff and officers can phone at any time for advice, support, and signposting on a wide range of topics.
- Specialist advice and counselling on a range of topics including, trauma/crisis support; PTSD; bereavement; relationship difficulties; mental health, including low mood, depression, and anxiety; work-related issues; achieving a positive work/life balance; addiction; and financial advice (Citizens Advice level). Also, a specific focus on menopause.
- A 'stepped care model' system of delivering and monitoring mental health interventions, and treatments, so that the most effective, less intensive treatment is delivered to our staff and officers first; only 'stepping up' to intensive/specialist services as clinically required.
- 24/7-line management support, advice, and signposting for difficult or complex people cases they are managing.
- Lifestyle management telephone support and advice line including debt and legal advice support services. Experienced advisors assist on a broad range of issues

Wellbeing, health & safety

- The new network of wellbeing champions are now in place. As outlined at the outset, the ratio that has been worked towards is one champion to every 100 officers and staff; this ensures that there is proportionate representation across all divisions and departments. 226 are now in their roles.
- Work continues with the health and safety team to identify the most appropriate arrangements for out of hours services post-pandemic to ensure the needs of the business are balanced with those of the staff who undertake the call out rota, in an attempt to reduce the service to essential-only disruptions out of hours

People Strategy Objective 1

Key Activity Update

Ill Health Retiral (IHR)/Injury on Duty (IOD)

75 officers retired on ill-health during 2023/24 and increase in 10 officers from 2022/23 when 65 retired on ill-health.

In March 2024, seven police officer IHR cases were finalised with the Scottish Police Authority (SPA); four IOD cases were also finalised and approved by the SPA. There are currently 59 officers actively in the IHR process, a decrease of one since February. Of those 59 cases, 28 have either had their appointments with the Selected Medical Practitioner (SMP) or have one booked; 31 require an appointment and await receipt of GP or specialist reports to progress same. Of those who had an SMP (IHR) appointment in March the average wait for SMP appointment was five months, an increase of one month from February, due in part to some longer-term cases being finalised.

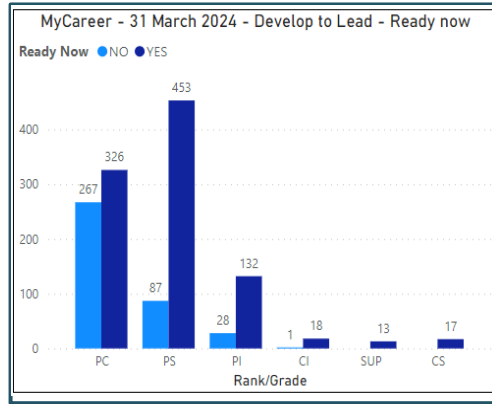
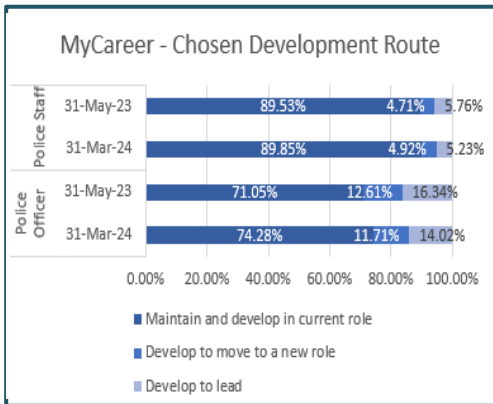
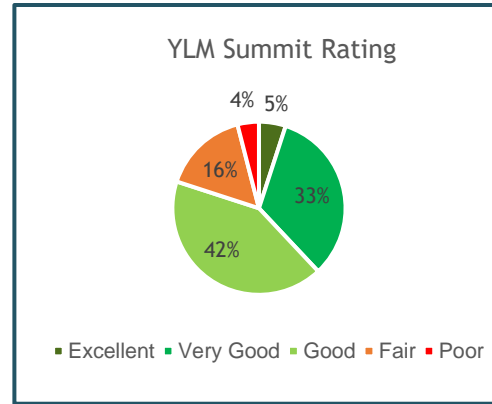
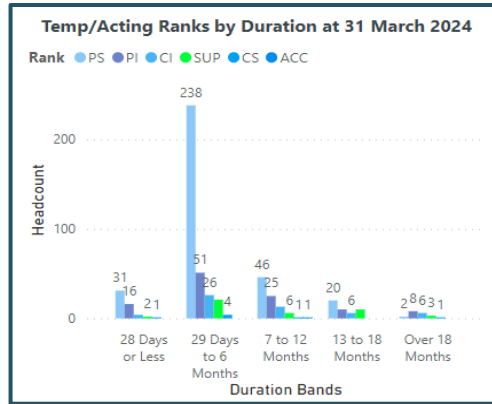
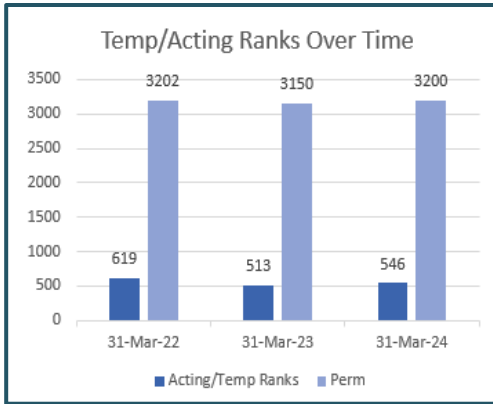
The average length of time for those officers approved for IHR by the SPA in March 2024 was 11 months from start of the process. This is an increase of four months from February, but it should be noted that two of the cases required Police Medical Appeal Board decisions. Of those who had an SMP (IOD) appointment in January the average wait for SMP appointment was five months, a two-month increase from February (though last month's figure only featured one case). The average length of time from start of process to approval of IOD by SPA was 11 months. This was three months longer than February and was also due to a case finalising that had been progressed through the Police Medical Appeal Board

Respiratory Protective Equipment

A Respiratory Protective Equipment (RPE) sub group has been established to examine the issues and options regarding future requirements for this equipment. This presents an opportunity to ensure considerations take into account organisational learning from previous decisions and employee relations case outcomes. This may impact on future clean shaven policy.

People Strategy Objective 2 - We support our people to be confident leaders, innovative active contributors and influencers

Key Data, Trends and Benchmarks



- ### YLM Summit
- 81% of respondents agreed that they can **apply what they have learned**
 - 63% of attendees agreed that the duration of the summit was appropriate
 - 89% of participants agree that they **understand what is expected** of them in role modelling the summit behaviour
 - 99% of respondents agreed that within the Summit they were provided with the opportunity to contribute

People Strategy Objective 2

Key Activity Update

Your Leadership Matters (YLM)

YLM commenced rotation 2 of the First Level Leader (FLL) programme in early March, with three of 10 Summit 1 sessions being delivered by the end of March. Evaluation for rotation 1 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.

Less positive feedback was received on willingness to advocate the programme to others, overall programme duration, and length of events. This feedback continues to inform enhancements to the programme. 31 sessions have now been delivered in total, with 58% of the 613 participants who were eligible booked onto a session. Additional sessions planned mid-April.

- A trial/upskill of the YLM 'Amplify Your Impact' session, which will be delivered by Divisional SPoCs/champions, has been carried out. Module 3 professional practice assignments for Cohort 1 of the Police Leadership Programme (Stage 5)- Executive Leaders (PLPEL) have been reviewed by the assessors and submitted to the College of Policing (CoP). Module 4 has been completed, with a review meeting with the Force Executive carried out at the end of March 2024.

Police Leadership Development Programme (PLDP)

106 learners on the PLDP, who commenced the Sergeants qualification in February 2024, have completed the first stage. 57 learners in the north/rural cohort have completed to date, with the remaining four due to complete between June and September 2024.

Newly Appointed Chief Superintendent Development Programme (NACSDP)

The launch event for cohort 2 of the Newly Appointed Chief Superintendent Development Programme took place from 26 to 28 March with 10 of the 11 newly appointed Chief Superintendents able to attend. Content included Force Executive and Professional Development inputs, the delivery of a mentoring session and an Executive Coaching input, and a strong focus on leadership style and transitioning into their newly appointed rank.

People Strategy Objective 2

Key Activity Update

People Management Development Programme

The mandatory PMDP commenced delivery to sergeants and staff grade 4-7 with people management responsibilities on 26th September 2023. The PMDP operated from 26th September 2023 until 29th November 2023, prior to the strategic training pause. Delivery recommenced on 6th February 2024. The PMDP two-day training is currently scheduled on a weekly basis. 177 participants completed the PMDP pilot programme from several organisational areas. This included PS to CI ranks and staff equivalents, and a specific pilot for Superintendent Ranks. The overall number trained has now reached 306 following post-pilot go-live. Work has been ongoing with members of the Continuous Professional Development (CPD) team and the Professional Standards Department (PSD) on further enhancements to the programme. This is with the aim of providing additional benefit to people managers and the overall organisation. The impact of the enhancements will be measured as part of ongoing evaluation.

Mediation

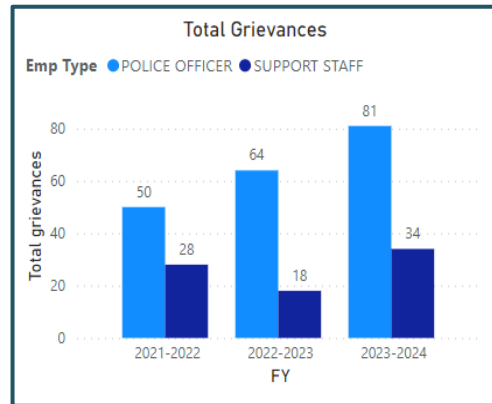
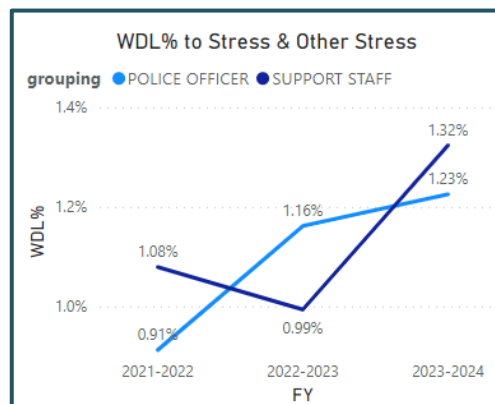
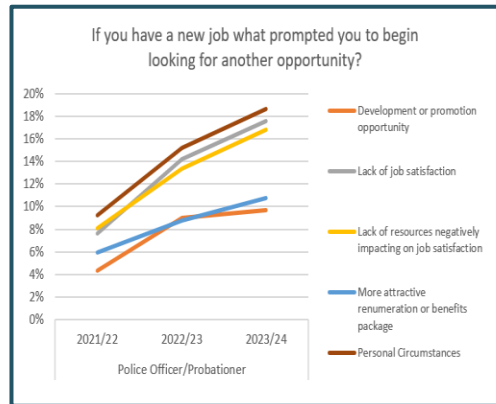
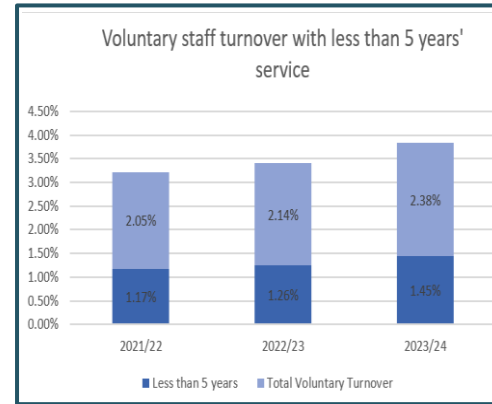
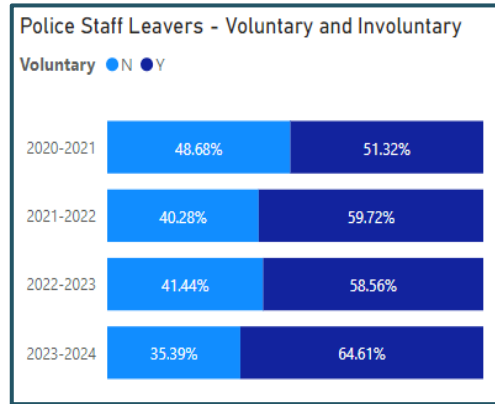
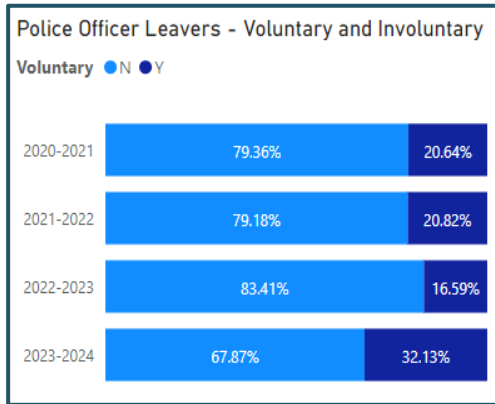
Since April 2023, the number of mediators within the organisation has increased from 8 to 20. Over the next quarter we will be developing this provision further with a view to embedding the service and improving our senior capacity to support the service. Members will be aware that this is one of our key strategic commitments under the People Strategy. 12 mediations have been undertaken and while this number remains low, it is more than double that of each of the 4 years prior. Of the 12 cases raised in this financial year, 50% have been resolved through this process, 25% were unresolved and 25% are either partly resolved, resolved out with the process or are ongoing. Our aspiration is now to accelerate use of the service through a formal comms launch once additional mediators are in place and dialogue with trade union colleagues has completed.

Accelerated Leadership Pathway (ALP)

The officer pathway currently consists of three cohorts, totalling 21 officers during the reporting period. The breakdown by rank over cohorts 1, 2 and 3 is: one constable, four sergeants, nine inspectors, and seven chief inspectors. 16 male colleagues are participating, and five females. The first ALP graduate emerged following promotion to superintendent, and a second chief inspector was recently promoted to temporary superintendent. 13 of the 21 officers from these cohorts have been temporarily or permanently promoted to the higher rank following Programme Sponsor Boards chaired by the DCC Designate. This validates the selection of pathway participants and points to the quality of support given to their development and the accelerated nature of their promotion.

People Strategy Objective 3 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Key Data, Trends and Benchmarks



People Strategy Objective 3

Key Activity Update

My Career

Two neurodiversity focus groups were held in March to obtain feedback on key component parts of MyCareer, including the Moodle package, MyCareer discussions, and reflection logs. The feedback will be used to shape future developments, working alongside the equality and diversity team, to continue to improve MyCareer from a neurodiversity perspective.

National Mentoring Programme

The review of the National Mentoring Programme has commenced and will conclude late April 2024 with a paper of recommendation being written for progression through Governance.

Accelerated Leadership Pathway

The first of three positive action events for the (ALP) were delivered to members of the Women of Colour in Policing subgroup in January. The session focused on skills, knowledge and experience required by future leaders, the high potential development tool and reflective practice. An ALP awareness event was delivered to members of the Scottish Police Muslim Association.

Recruitment Event

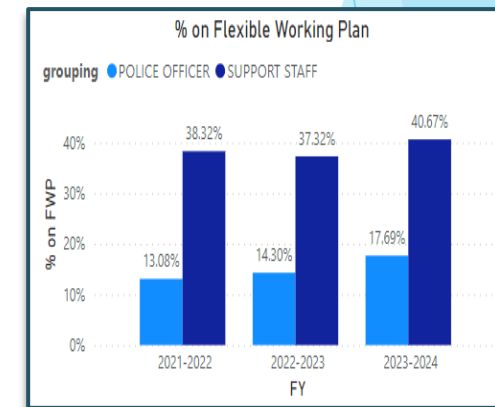
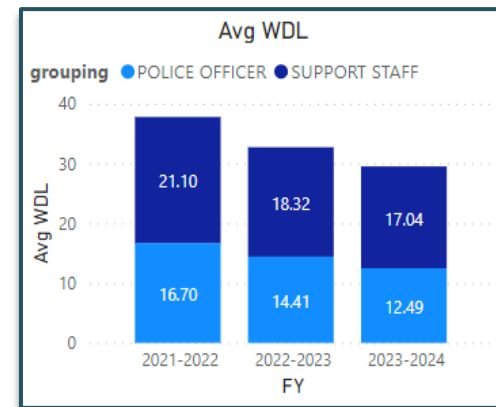
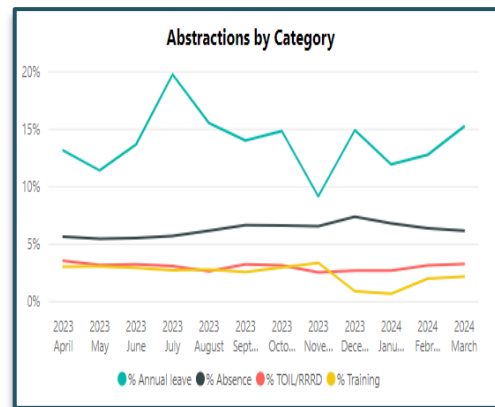
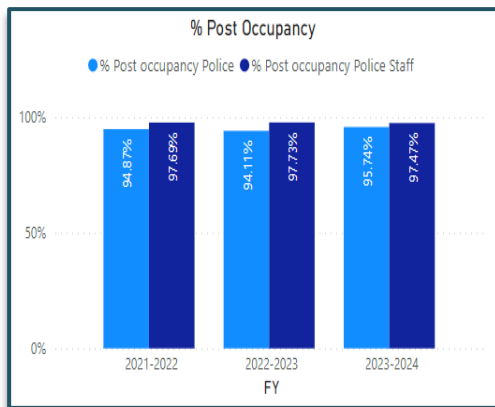
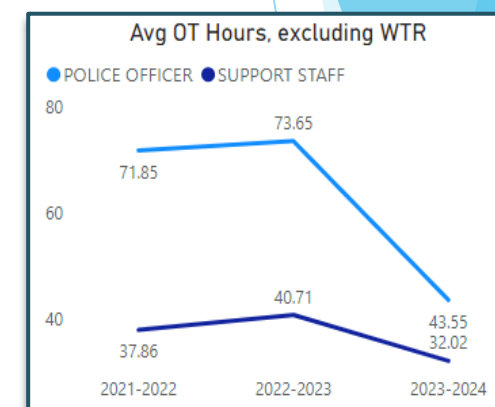
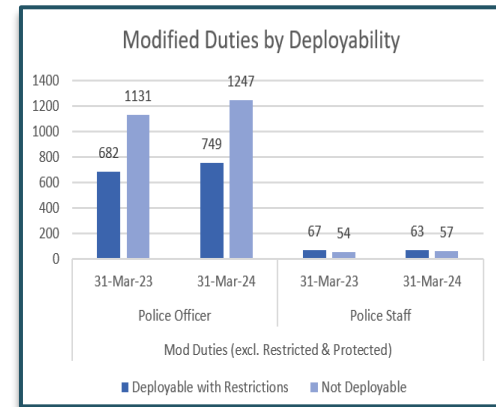
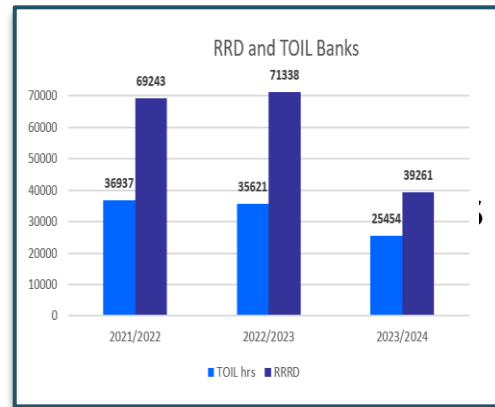
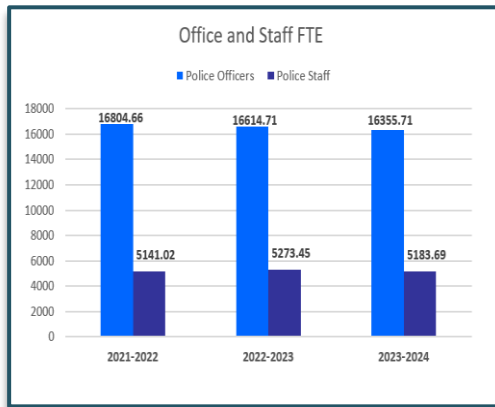
An in-person LGBT+ recruitment event was held at Jackton on 17 February 2024. The event showcased officer, staff and volunteering roles currently available and also highlighted the work of the LGBTI Association. Staff from Recruitment C3, CJSD and Digital Division were present to speak to attendees. The event was opened formally by ACC Tim Mairs and is one of several Police Scotland events being held to mark LGBT History month.

Grievance

People Partners continue to promote (with their SMTs) the use of mediators for early reconciliation and interventions to support people and divisions to find resolutions for current employee relations issues. This has the potential to save costly ET settlements for cases successfully mediated

SWP Outcome 1 - We structure and organise our workforce to create capacity and efficiency

Key Data, Trends and Benchmarks



SWP Outcome 1

Key Activity Update

VRVER Programme

The challenge of the VR/VER programme is to achieve a £10.3m reduction on staff pay bill costs.

756 applications for VR/VER were received in total: 211 VR and 545 VER.

An organisational assessment process took place from 19 February to 1 March to consider the potential release of posts taking account of budgeted vacancies and risk impact to service delivery. This process identified 223 posts for immediate release (saving £9.84m) and a further 252 posts for potential release following an organisation change (saving £9.92m).

Posts and vacancies that were supported for immediate release and deletion were put forward to the National Voluntary Release Panel (NVRP) for approval. The NVRP approved the release of 223 posts consisting of 110 budgeted vacancies and 113 VR/VER applicants.

Formal offers of VR/VER were sent to applicants from 2 April 2024.

Target Operating Model

P&D have engaged with the design team on workshops to identify an accurate current operating model to identify good practice and areas for improvement for a prospective new target operating model (TOM).

Police Ethics Conduct Scrutiny (Scotland) Bill

Work continues with Legal Services and PSD to ensure the service is ready to react and embrace the changes to its policies in relation to the Police Ethics Conduct Scrutiny (Scotland) Bill. Liaison with Scottish Government is underway, in order to create a new SOP in relation to a 'Duty of Candour' and consider the potential implications for the staff Code of Conduct.

Operation Evolve

Some areas in local policing and other enabling functions have never been reformed in the same way as that some national functions have been and as a result there is inefficiency, duplication, and repetition in the system that can be removed by moving to a regional or national model rather than providing these services at a divisional level. Operation Evolve, the change programme, implemented over the next three financial years, will inform how Police Scotland shapes, trains, enables, equips, and deploys the workforce to best meet the evolving needs and complexities of our diverse communities at best value. Our 3-year programme will have 3 elements: Review and Redesign, Creating Capacity and Future Capabilities.

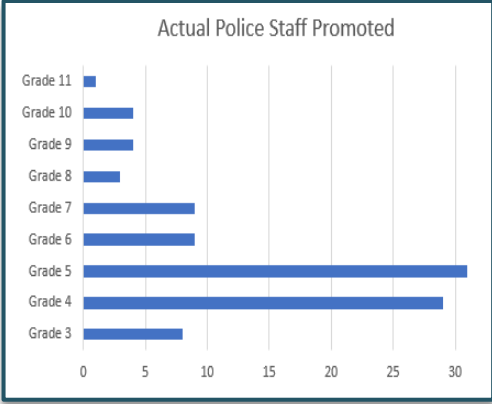
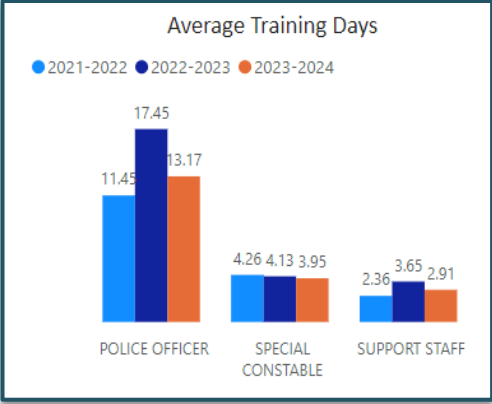
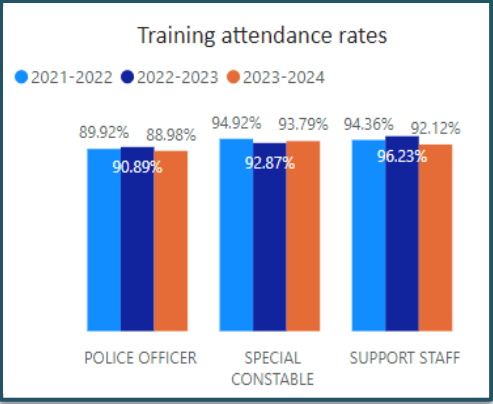
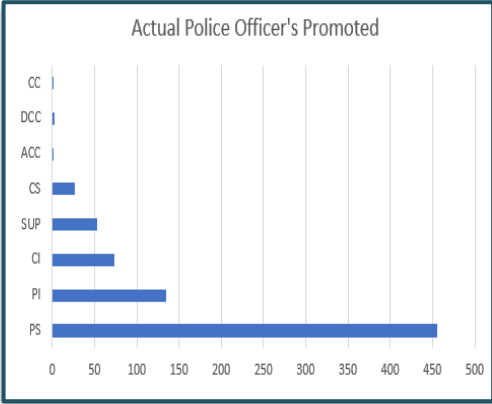
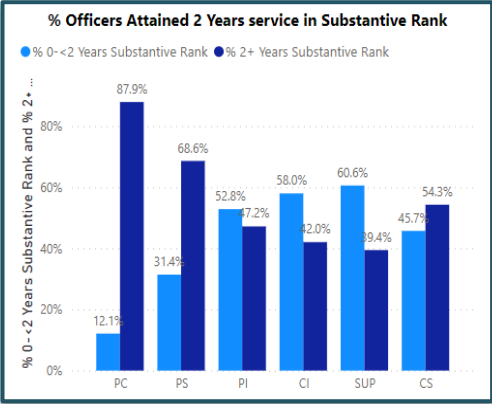
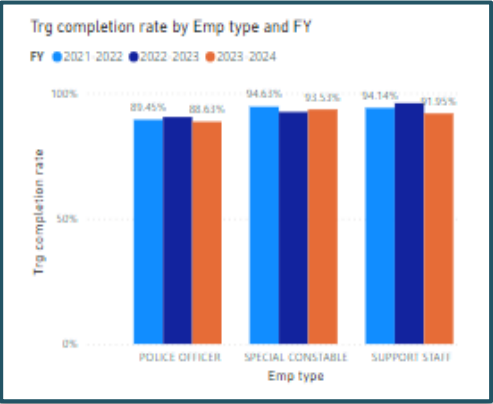
Target Operating Model

Work is underway to develop a sustainable operating model for Police Scotland, which is agile, affordable, efficient and continues to provide a high-level service to the communities of Scotland while maximising public safety.

Organisational Design training is underway for P&D, Service Design & Digital colleagues

SWP Outcome 2 - We are clear on the skills, capabilities and experiences we need

Key Data, Trends and Benchmarks



SWP Outcome 2

Key Activity Update

An intern scheme has been introduced for staff to allow access to ICT and improve recruitment and retention to that specialist area.

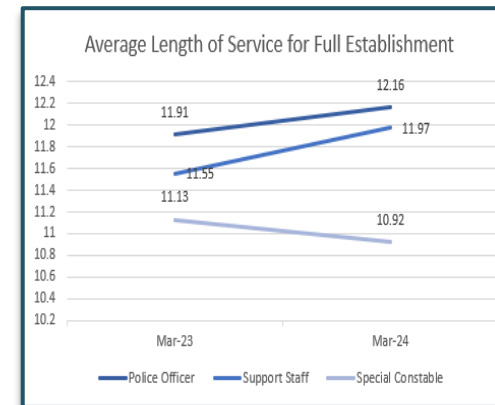
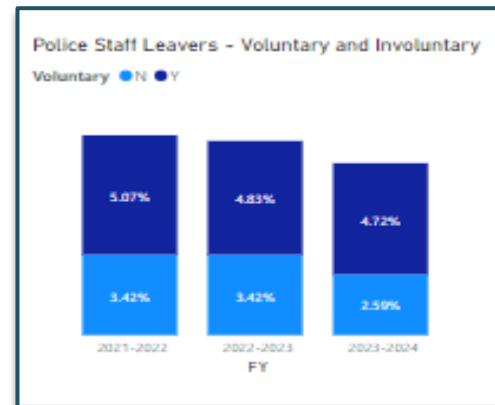
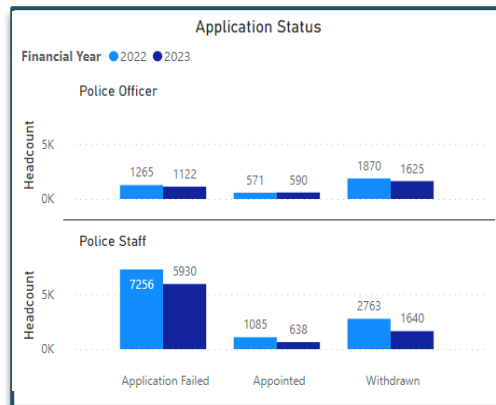
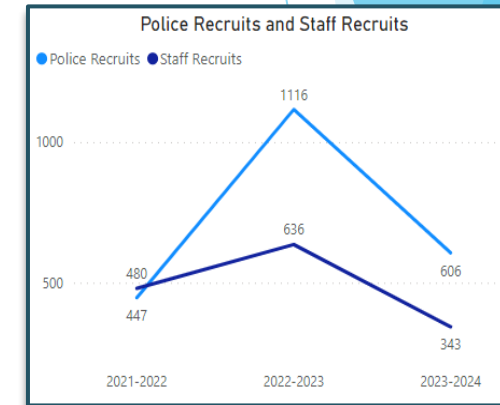
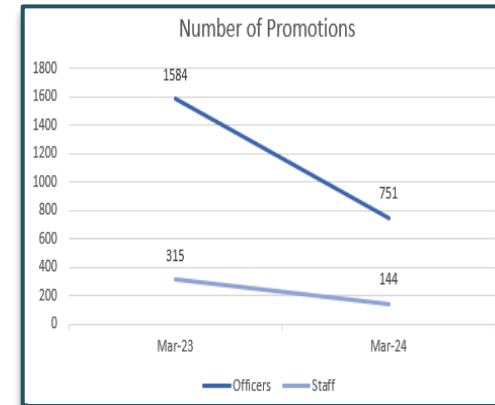
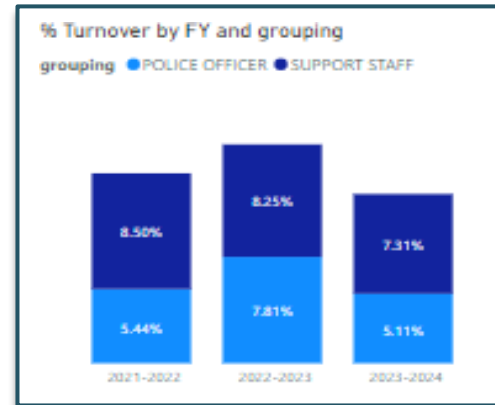
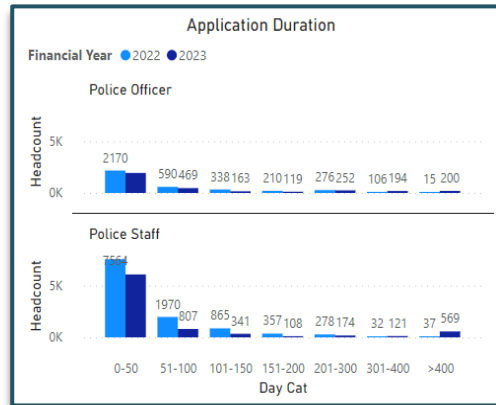
A Mixture of modern and graduate apprentice opportunities for existing staff across two bespoke programmes has been introduced to allow staff to develop into management and specialist roles. These are directed at Criminal Justice and management development and will provide a skill base for further development of the individual.

Inspector Promotion

The Inspector National Police Promotion Process (NPPP) has concluded, with 112 officers to be added to the promotion pool. The Chief Inspector NPPP commences in April. This year, the assessment process has changed following feedback from the force executive and will now change to a single assessment.

SWP Outcome 3 - We attract and retain suitable talent

Key Data, Trends and Benchmarks



SWP Outcome 3

Key Activity Update

Recruitment and Retention

- The next police officer probationer intake date is scheduled for 13 May 2024, where it is anticipated that 120 recruits will be offered employment.
- Attraction activity continues with planned in-person events for V Division and A Division, with online events planned to support L Division (Argyll subdivision) and general police officer recruitment.
- The positive action team (PAT) hosted an online networking event, where all BME/WME candidates starting on the March intake were able to meet each other ahead of their start date at the Scottish Police College (SPC). This allowed the new recruits to talk to each other and ask any questions about the training at the SPC. The recruits also had the opportunity to swap contact details if they wished, allowing them to bond ahead of their start date.
- Two members of the PAT received online training from Who Cares Scotland which will enable them to support care experienced individuals who have self-identified on the Oleo system. This work links directly to the Police Scotland Corporate Parenting Plan 2021-2024, and in particular our priority of “Offering Employment and Development Opportunities”.
- The PAT have recently represented Police Scotland at recruitment events at Stirling University and the University of the West of Scotland.
- Two successful online events for digital division were hosted on 21 March 2024, with approximately 100 attendees at each, which resulted in an influx of applications. Shortlisting of these applications is ongoing. We support our people to identify with and demonstrate Police Scotland values 3 and have a strong sense of belonging • Two assessment centres took place for the digital graduate programme, with twelve attendees. Successful candidates were identified for both graduate vacancies, and are progressing to verbal offer and pre-appointment checks. Positive feedback was received from assessors and graduate attendees. L&T consultants will work with the successful graduates over the course of the twoyear programme

Analysis, Insights and Risks

Analysis and Insights

People Strategy Objective 1 - We prioritise wellbeing and keep our people safe, protected and well-equipped

The last Financial year saw a small reduction in Working Days lost for both officers and staff which will in part be attributable to the impact of COVID in previous years. WDL % remains higher than the pre - COVID position when in 2018/19 where it was 6.1% for staff (now 7%) and 5.1% for officers (now 6.1%). This trend is not unique to Police Scotland with absence increases seen across all of Scottish employment. Psychological absence continues to rise for both officers and staff and again this is not and position that is unique to Police Scotland. New services offered through a refresh of the Occupational Health Contract and Employee Assistance Programme have been designed to have a positive impact the wellbeing of officers and staff. The wellbeing champion network has also been increased for this purpose.

People Strategy Objective 2 - We support our people to be confident leaders, innovative active contributors and influencers

Leadership Programmes under 'Your Leadership Matters' continue to be delivered across Police Scotland with all supervisory ranks with a positive reception being received for these. It is too early at this stage to determine the impact that these have had on the organisation, however key indicators will continue to be monitored and reported upon. There has been little change in the number of temporary ranks over the previous year with it averaging 14.6% over 2023/24, this is seen as positive and beneficial in preparing officers for the next rank.

People Strategy Objective 3 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Proportionally there was an increase in officer and staff resignations this year when compared to previous years although there is no identifiable pattern as to the cause for this, lack of resources, lack of job satisfaction and lack of development opportunities appear alongside personal reasons all seem to have had an influence. Grievance and absence due to stress also have seen an increase giving rise to some concern about the wellbeing of the workforce. That said, overall turnover is still at a healthy level and well below other Police Services in other parts of the UK.

Analysis, Insights and Risks

Analysis and Insights

SWP Outcome 1 - We structure and organise our workforce to create capacity and efficiency

Officer and staff numbers have both seen a reduction in the last year, but this has been intentional because of the budget settlement and the need to make savings. Overtime has also seen a reduction over the period but again this was intentional because of budget pressures. Abstractions from duty through sickness, leave, TOIL etc have seen a slight increase and are expected to increase further this year due to changes in annual leave entitlement and training commitments. Further to that officers requiring a modification to their duty have also seen an increase this year, and whilst not directly impacting of availability is a concern in terms of overall resilience. Work undertaken to reduce TOIL and RRRDs banks has seen some success with a reduction in both across the whole year but this has been at the expense officer availability. Finally, there has been an increase on flexible working for both officers and staff. Overall, with a reduction in officers and staff numbers, an increase in abstractions and officers requiring modifications and a reduction in overtime, there will have been additional pressure placed on existing staff and officers to maintain services to previous standards. This may have in turn had subsequent consequences across the organisations in term of officer and staff wellbeing.

SWP Outcome 2 - We are clear on the skills, capabilities and experiences we need

Training attendance and completion rates remain high at around 90% for all employee types and the average number of days training (which takes account of online training) remains high for officers at around 13 days on average. The reduction from the previous year will be because of less probationer training numbers due to a hold on recruitment in January 2024.

SWP Outcome 3 - We attract and retain suitable talent

Intakes planned for 2024/25 are designed to return the Force to the budgeted of position of 16600 officers within the limitations around capacity and maintaining quality across the process both in terms of recruitment and vetting but also onboarding and training. To that end an intake of 120 officers is planned for May 2025 with a further 200 intake planned for July 2024. Recruitment was down for both officers and staff due to the reduced number of officer intakes and hold on staff recruitment which was in place for much of 2023/23. Promotions were also lower for both officers and staff which for officers will be due to the timing of promotion processes and for staff due to the recruitment position. Turnover is down from the previous year which was artificially high due to the changes to pension arrangements for officers and has returned to around 5% for officers and 7.3% for staff.

Analysis, Insights and Risks

Risks

The main risk identified in the foregoing is in relation to officer and staff availability and the impact that this may be having on morale and wellbeing. As discussed, officer and staff numbers have reduced whilst abstraction rates have increased as has mental illness and stress. Proportionally more officers than in previous years chose to resign and overall, we saw a further increase officers requiring duty modifications. Measures have been put in place to look to reduce unnecessary demand and to examine ways to improve efficiency to try and counter the additional pressure that officers appear to be witnessing. Further to that wellbeing activity has been improved to provide additional support to officers and staff.

Conclusion

Overall, apart from the reduction in officers and staff numbers and the consequent impact the data from this year is broadly similar to that of previous years.

The previous 12 months has not seen any significant new trends emerge but has seen more of a continuation of existing trends such as increases in abstraction rates, mental illness and stress related absence.

There is significant ongoing activity however across Police Scotland to address these trends much of which will be included in the SWP and People Strategy action plans when delivered.



APPENDIX B – WELLBEING YEAR-END/LOOK FORWARD REPORT

1. INTRODUCTION

- 1.1 Our people's health and wellbeing is now being considered across all processes and activities and although much has been achieved since the launch of Your Wellbeing Matters to establish core systems and support we continue to strive to further understand our people's needs. Your Wellbeing Matters supports four key areas of wellbeing: Physical, Psychological, Social and Financial.
- 1.2 Your Wellbeing Matters is supported by evidence in practice from all aspects of the organisation and aims to drive the development of the next generation of the health and wellbeing programme which is ever evolving. We have a number of health and wellbeing priorities which provide a strategic focus and act as the foundations of a health and wellbeing framework; more information on the priority areas is provided below.
- 1.3 Our People Strategy 2024-27 highlights the importance of officer and staff wellbeing throughout, and its first strategic objective is to prioritise wellbeing and keep our people safe, protected and well-equipped. Under this objective, the strategy acknowledges the challenging nature of policing and the potential impact on mental health, prompting the need to prioritise the 'complete wellbeing' of the workforce. The desire for alignment around wellbeing is also evident in the People Strategy implementation plan, which commits to having "a coordinated approach to health, safety and wellbeing which meets the full needs of our people".

2. OCCUPATIONAL HEALTH AND EMPLOYEE ASSISTANCE PROGRAMME CONTRACTS

- 2.1 After a robust tendering process the new contracts for both occupational health and the employee assistance programme launched on 1 April 2024.
- 2.2 Stakeholders involved at varying stages included all ACC areas and specialist Divisions and Corporate Functions including SPA Corporate and Forensics. Statutory Staff Associations, Trade Unions, Diversity

and Inclusion Staff Associations and the Retired Police Officers Association Scotland were also included.

- 2.3 A corporate communication plan was developed to support the launch of both contracts, which included a letter from the Chief Constable, intranet communications and online town hall sessions delivering key messages on the new EAP service. Wellbeing champions, TRiM co-ordinators/assessors and Lifeline facilitators also supported the delivery of key messages.
- 2.4 Optima Health will continue as providers of our occupational health services. Some new services being provided include:
- A new online occupational health portal (accessible 24/7, 365 days a year) to support recording, assigning and tracking of all occupational health activities in real-time
 - A personalise workplace wellbeing platform offering guidance and assistance through various formats (e.g. videos, podcasts, infographics and live chat function)
 - An interactive digital assessment routing tool (as alternative to physio therapist-led triage, allowing individuals to access a safe and efficient clinical assessment that guides them to the most suitable care pathway)
 - Increased performance management which will allow the monitoring of the service in real time
- 2.5 Vivup are the new providers of our Employee Assistance Programme. Vivup also currently manage Police Scotland's benefits portal. Improvements to the EAP services will include:
- Availability of qualified health professionals via a 24/7/365 helpline for advice, support, and signposting
 - Specialist advice and counselling on a range of topics including Trauma/crisis support, PTSD, bereavement, relationship difficulties, mental health, work-related issues, achieving a positive work/life balance, addiction, financial (citizen advice level). Also, a specific focus on menopause.
 - The implementation of a 'Stepped Care Model' system of delivering and monitoring mental health interventions, and treatments, so that the most effective less intensive treatment is delivered first; only 'stepping up' to intensive/specialist services as clinically required.
 - Line management support and advice (24/7 helpline for difficult or complex people cases they are managing)
 - Lifestyle management telephone support & advice line including debt and legal advice support services.
 - Increased performance management which will allow the monitoring of the service in real time

3. TRAUMA RISK MANAGEMENT (TRiM)

- 3.1 On pathways of support for those experiencing trauma, TRiM is very much embedded within the organisation and continues to be a well utilised avenue of support for our officers and staff. We had 377 TRiM referrals over the year with assessments delivered to over 1500 officers and staff. The primary reason for referrals again features suicides and road traffic collisions (RTCs) and, due to a number of significant incidents involving children and babies, this has emerged as a recurring nature of referral.
- 3.2 We saw 36 new assessors added to the TRiM network across the year with the need continuing to grow. Moving forward, we are developing a role of TRiM co-ordinator for each specialist department, aimed at increasing the presence of TRiM within the organisation. Throughout the year proactive education and awareness has again been a focus with face-to-face awareness sessions provided to senior investigation officers, first line managers, the road policing unit and family liaison officers.
- 3.3 The focus of TRiM moving forward will relate to
- increased capacity/resilience (ongoing targeted recruitment of co-ordinations/assessors to ensure organisational spread)
 - ongoing learning, training and development (refresher training)
 - TRiM network clinical supervision
 - A review of the referral process, looking at a digital solution
 - Monitoring and evaluation to focus on the impact of TRiM and to take a more proactive and preventative approach

4. ILL HEALTH RETIRMENT/INJURY ON DUTY

- 4.1 In 2023/24, the review of the ill health retirement (IHR) and injury on duty (IoD) award processes saw the implementation of a number of improvements. Currently, both processes are functioning well in terms of case progression and timescales with the average length of time from start of process to the selected medical practitioner (SMP) appointment being five months.
- 4.2 Regular oversight and checks are in place to identify cases where timescales indicate variance from norms and to ensure quick remedial action when necessary.
- 4.3 Improvements are demonstrated by the reduction in cases awaiting finalisation at the end of the last two financial years.

OFFICIAL

	March 23	March 24
No of Officers in IHR process	77	59
No of Officers in IoD process	50	39

4.4 Health conditions leading to IHR/IoD are recorded and monitored and can be broken down as follows for the last two financial years.

	March 23	March 24
Psychological	36%	36%
Physical	46%	47%
Both	18%	17%

4.5 The average age and length of service of those in the IHR process is also recorded and, again, there had been little change in the last two financial years.

	March 23	March 24
Average Age	45	48
Average Service	20	20

4.6 The table below demonstrates a reduction in the % of officers undertaking modified or adjusted duties prior to entering the ill health retirement process.

	March 23	March 24
% Officers with Duty Modification in IHR process	79%	61%

4.7 A survey to gain feedback on IHR/IoD processes went live in March 2024. While only one individual has responded to date further engagement is taking place with the Scottish Police Federation and local P&D teams to ensure proactive encouragement to provide feedback to inform further process improvements.

4.8 To maximise efficiency of SMP resource and to minimise officer and ex-officers having to detail their circumstances for two different processes, there is now the opportunity for officers to ask for simultaneous assessment of IHR and an IoD claim.

5. LIFELINES SCOTLAND

5.1 Our partnership with Lifelines has continued this year, with 1280 of our workforce having attended the first day, titled 'Staying Well and Understanding Resilience', and 947 having now completed the second day, titled 'Supporting your Colleagues/Teams', since the project began. Earlier in the year we conducted a Lifelines Scotland project impact evaluation. The purpose of the piece of work was to

evaluate the effectiveness of the Lifelines Scotland wellbeing sessions in creating a workforce that is mental health informed. Key findings from this evaluation include:

- 91.83% of respondents recalled the training either well or very well
- Over 70% of respondents think about the messages from the session(s) on a daily or weekly basis..
- Over 89% of respondents have spoken to at least one person to ask if they are ok or to offer support since session(s)
- 88.4% of respondents feel confident asking for help in relation to their own mental health or suicidal thoughts and over 21% have actually asked for help when needed
- Over 86% of respondents rated at least 8 or above (out of 10) for recommending the session(s) to others. This demonstrates that the Lifelines learning sessions have a strong net promoter score (NPS) (Qualtrics, 2023) of 59.86% which indicates that our people believe these sessions are worthwhile for their colleagues and peers to attend.

- 5.2 The feedback suggests the majority of respondents found the messaging provided in the Lifelines session(s) to be beneficial and that the learning is being utilised long term, on a regular basis within their roles. This suggests the Lifelines Scotland programme is effective in creating a mental health informed workforce who are looking after their own mental wellbeing, looking out for others and can support colleagues who have experienced trauma.
- 5.3 Our Lifelines Scotland Facilitator programme continues to progress with more officers and staff undertaking training to facilitate crucial Lifelines resilience, self-care and post trauma support training through a Police Scotland and peer support lens.
- 5.4 We are now moving towards having 110 officers and staff who can facilitate Lifelines Scotland sessions within their own areas. We are working closely with Lifelines Scotland colleagues on the quality assurance approval and sign off of the cohort at present. c40% are fully signed off and are now able to deliver Lifelines sessions to our workforce. Next year we aim to develop an annual schedule of Learning, Training and Development (LTD) activity utilising this new capacity. We hope to deliver 50 sessions to 20 participants with a stretch target of reaching 1,000 people. In order to achieve and increase this roll out, project coordination support is needed. This work contributes to our wider aims of improving workforce wellbeing, tackling psychological absence and suicide prevention.

- 5.5 The increased capacity is also allowing us to utilise the facilitators in areas such as probationer training, where we have agreement to include the training within the probationer training schedule. The first delivery of the Lifelines Scotland training will be in July and will be delivered to approximately 200 probationers. The training will also play an integral part of an ongoing CPD programme for our refreshed wellbeing champions network.

6. PEOPLE MANAGERS DEVELOPMENT PROGRAMME

- 6.1 Roll out of the People Manager Development Programme (PMDP) commenced during Q2/Q3. The programme targets all people managers and includes a dedicated health and wellbeing module designed to emphasise the importance of supporting our people and Creating a Positive Workplace. The module focuses on mental health and the role of the people manager, raising awareness and understanding of our people managers in how to have supportive conversations, the importance of utilising preventative measures, how to spot early signs of poor mental health, and tools they need to engage their people and ask about their health and wellbeing.
- 6.2 The training has been piloted across CJSD, OSD, LP North, and with a group of superintendents. An evaluation of the pilot displayed some early top line outcomes from the spotlight session which focuses on health and wellbeing are outlined below based on participant feedback
- Overall session rating - 8.35 out of 10
 - 96% strongly agree content is relevant to them and their role
 - 96% strongly agree they will be able to apply knowledge, skills and understanding to their day job

7. WELLBEING CHAMPIONS NETWORK

- 7.1 The relaunch of our wellbeing champions network has taken place with a new cohort of champions now in position. We now have c243 wellbeing champions across policing, with a mission to support colleagues' health and wellbeing. We are striving for a ratio of one champion to 100 employees, with variation in remote and rural areas. This covers staff and officers.
- 7.2 Champions have an agreed four hours per month for champions duties. Whilst we have been establishing new champions into their roles in early 2024 this has been fairly evenly split between direct support for colleagues, wellbeing promotional activity and CPD.

- 7.3 EAP, Police Treatment Centre and Lifelines are the top three services champions signpost to. At present some 30% of respondents report spending one to two hours per month on champions duties, with 18% reporting more than seven hours. We are working with the champions to ensure the balance in activity across the force.
- 7.4 Features of the network now include a Webex channel for the network to communicate and share good practice, an ongoing CPD programme which will initially take the form of Lifelines Scotland training delivered by our own facilitators. We have collaborated with our Learning, Training and Development and See Me colleagues on the development of some bespoke sessions around communication. The champions will also have a new monthly online network check in and a wellbeing champions SharePoint site where they can access information and track their proactive activity.

8. COMMUNICATION

- 8.1 We continue to develop our 'Your Wellbeing Matters' space within the intranet. The revamped space, which went live on 1 April to align with the launch of the new contracts, plays a vital role in ensuring our people access the right information and support at the right time. This work and future developments are based on user insights from a variety of stakeholders.
- 8.2 As part of Carers Week and Disability Awareness Day activities the health and wellbeing team delivered a series of online drop-ins. The sessions, which had over 100 officers and staff in attendance, aimed to prompt thinking around how our people might look after their own health and wellbeing, the daily challenges they face in doing so and how they might overcome these. The team also shared the details of the support available. The session was very much driven by themselves and their willingness to engage and share experiences was fantastic.
- 8.3 Mental Health Awareness Week took place during May 2023 with the overall theme for 2023 being anxiety. Health and wellbeing worked closely with corporate communications on a series of articles across the week which aimed to inform and empower our officers and staff to take action regarding not only their own mental health but that of those around them. Articles touched on a range of subjects relating to maintaining positive mental health and reminders on where you can get further information and support if you are experiencing negative mental health.

- 8.4 Communications and engagement featured heavily within the findings and recommendation of both the independent evaluation of Police Scotland's health and wellbeing programme and the HMICS Frontline Focus – Wellbeing Inspection, so we must prioritise the development of the strategy and expand what we do in this area.

9. WELLBEING ASSESSMENTS

- 9.1 Guidance and support was provided for operations throughout the year including supporting the completion of impact assessments, which take a holistic look at officer and staff wellbeing and the determinants involved. The assessment enables us to drive a preventative approach and ensure appropriate and timely support.
- 9.2 Guidance and support were provided for the UCI Cycling World Championships. Health and wellbeing have supported the operation through the completion of a health and wellbeing operation matrix assessment, ensuring that timely and appropriate health and wellbeing support is in place throughout with key performance indicators created to monitor and evaluate this provision.

10. THE WAY FORWARD

- 10.1 A recent independent review of Police Scotland's Health and Wellbeing Framework and the HMICS Frontline Focus – Wellbeing Inspection are an opportunity to provide strategic focus acting as the foundation of an enhanced health and wellbeing programme.

Independent Review of Police Scotland's Health and Wellbeing Programme (Thrivewise)

- 10.2 Over the past three years, Police Scotland / SPA's health and wellbeing offerings have evolved, incorporating various supportive measures such as occupational health, employee assistance programmes, trauma risk assessment, resilience assessments and wellbeing champions. However, a key challenge has been evaluating and assessing the impact of the wellbeing offerings on the workforce and the organisation as a whole.
- 10.3 The purpose of this independent evaluation, undertaken by Thrivewise who are specialists in organisational health and wellbeing, was to address a key challenge in evaluating and assessing the impact of an ever-evolving health and wellbeing offering on the workforce and the organisation as a whole. The independent evaluation helps bridge this gap by ascertaining the

appropriateness and effectiveness of the current health and wellbeing approaches for the workforce and provides expert insight and guidance on future wellbeing impact measurement strategies. The evaluation aims to ensure the wellbeing offerings continue to move in a direction that is beneficial for Police Scotland/SPA, while laying down a framework for ongoing assessment/improvement.

10.4 To evaluate the health and wellbeing programme the evaluation employed a qualitative methodology, integrating literature review, internal documentation analysis and semi-structured interviews with key stakeholders. This approach, designed to assess the wellbeing ecosystem as a whole rather than isolated initiatives, was grounded in the 'Explore and Embed Framework' developed by the University of East Anglia and RAND Europe. Using this approach, insights were gathered against five interdependent themes that together produce a sustainable and mature approach to workplace wellbeing. The findings are outlined by each theme in the table below

10.5 The key findings against each theme are summarised below:

Alignment to Thrive – building the narrative of aligning wellbeing and productivity in your organisation
<ul style="list-style-type: none">• There is recognition that workplace wellbeing is crucial and should be woven into the organisational fabric• The People Strategy and implementation plan underscore a commitment to prioritising wellbeing, with clear strategic objectives aimed at addressing the complete wellbeing of the workforce• There is concern regarding actual implementation and the gap between stated commitments and practical actions• The visibility of senior leaders in wellbeing initiatives is crucial for building trust and demonstrating genuine commitment to wellbeing.
The Importance of Dialogue – achieving continuous development through listening, imaging, piloting and evolving
<ul style="list-style-type: none">• Effective workplace wellbeing hinges on a continual dialogue with the workforce to ensure strategies evolve with their needs, aspirations, and perspectives• Your Voice Matters is infrequent and has limitations in providing timely, actionable wellbeing information point to a gap in understanding of drivers of wellbeing• Police Scotland/SPA has invested in development of a wellbeing champions network which plays a crucial role in disseminating wellbeing information/signposting to wellbeing support• Recent procurement processes for OH and EAP involved a range of stakeholders to ensure that the services are in line with workforce needs and address previously identified concerns• There is need for clearer guidance on accessing health and wellbeing resources so people can access the right support at the right time.• The hierarchical culture within policing poses challenges to open

<p>dialogue, suggesting a need for a more human-centric approach to encourage genuine communication across ranks</p>
<p>Proactive Approach – building the will and finding the time to set out on a positive path to wellbeing</p> <ul style="list-style-type: none"> • Police Scotland/SPA employs a wide spectrum of health and wellbeing interventions demonstrating a commitment to both individual and organisational wellbeing. However, most interventions are focused on supporting people once issues have already arisen or that focus on individual resilience. • There have been considerable attempts to identify those at higher risk of psychological ill-health due to the nature of their roles, in line with good practice. Police Scotland/SPA also enables individuals in any role to have a wellbeing assessment to enable timely support. However, low uptake of these suggests a lack of awareness and trust in the process. • Stigma around mental health is a persistent challenge for policing in general and Police Scotland have ongoing efforts to address this, through lived experience programmes and training on mental health. Culture change takes time but early indicators of impact on attitudes and behaviours are encouraging. • The role of interventions like TRiM and the exploration of Trauma Impact Prevention Techniques (TIPT) illustrate ongoing efforts to address the impact of trauma within the force
<p>Sharing the Load – enlisting the involvement of senior leaders, people-focused professionals and wider workforce in wellbeing efforts</p> <ul style="list-style-type: none"> • There are a range of key players involved in creating a culture of wellbeing in Police Scotland/SPA, including external providers, line managers, senior leaders, wellbeing champions, peer facilitators/assessors, staff associations and trade unions. • Research consistently shows managers have critical role in wellbeing strategy success. Their effectiveness depends on their skills/knowledge/mindsets, but also their capacity/ empowerment.
<p>Discerning Eye – reviewing all progress against key principles</p> <ul style="list-style-type: none"> • There are examples of 'deep dives' and internal reviews of particular wellbeing interventions and programmes, but most of these lack a robust theory of change and evaluation mechanisms to enable an assessment of their impact. • There is considerable scrutiny of sickness absence data but a need for more multifaceted indicators that can capture the complexity of organisational wellbeing.

HMICS Frontline Focus – Wellbeing Inspection

- 10.6 As part of the HMICS Scrutiny Plan 2022-2025, HMICS committed to conduct a series of strategic reviews, focusing on the frontline, with the purpose of exploring challenges, identifying issues and providing recommendations to drive improvement. Wellbeing was selected as the first review of this nature, given its significant priority to Police Scotland/SPA and its impact on officers and staff.
- 10.7 The aim of the review, published on 11 April 2024, and discussed at the People Committee on 30 May 2024, was to engage directly with frontline officers and staff to identify the issues they consider support or impact on their wellbeing, and to assess the work undertaken by Police Scotland/SPA to improve wellbeing.
- 10.8 The inspection concluded there is a need to develop a cohesive wellbeing strategy that addresses impacts on physical and mental health of officers and staff. It found that while the organisation was good at supporting officers at points of crisis, there was a failure to recognise the key areas that take the biggest toll as part of wellbeing initiatives (e.g. resource levels, state of police buildings, disrupted rest days and difficulty in securing time off).

Alignment of Recommendations and the Way Forward

- 10.9 The timing of both pieces of work has provided key insights and recommendations to inform the development of a coordinated and effective way forward for health and wellbeing. They have revealed strengths and areas for improvement across multiple dimensions of organisational health and wellbeing. Particular areas where the reports align include:
- The need to encompass organisational stressors in a systematic way to address the root causes of workplace wellbeing challenges and nurture the conditions for a thriving workforce. An organisational approach must be taken to this
 - The need to build protective factors for health and wellbeing, which have been identified as time with family/friends, peer and line manager support. We must continue to evolve and invest in these peer-led interventions
 - The importance of people managers to the success of a wellbeing strategy, and the provision of health and wellbeing learning, training and development activity for line managers to ensure a supportive, proactive and preventative approach.
- 10.10 We are committed to submitting an action plan to HMICS in July 2024 addressing the recommendations and advising on progress against the areas for development for the health and wellbeing

programme as a whole. In advance of this the table below aligns alignment between recommendations and identified action areas.

Independent Review (Thrivewise) Recommendations	HMICS Frontline Focus – Wellbeing Inspection Recommendations	Action Areas
<p>Recommendation 1 – Develop/implement detailed action plan that translates strategic aspirations of Police Scotland's wellbeing initiatives into specific, actionable, and measurable steps (including timelines/ designated responsibilities/clear indicators of success)</p> <p>Recommendation 9 – Develop a Theory of Change to map out the expected pathways from activities to desired outcomes, providing a foundation for ongoing monitoring and evaluation.</p>	<p>Recommendation 1 – Police Scotland should develop a wellbeing plan that has appropriate governance, structure and activity, reflecting the People Strategy, and delivered equitably across the organisation.</p>	<p>Develop a Theory of Change with key stakeholders as a first step (see below for further info).</p> <p>Revisit the People Strategy Implementation Plan to ensure a clear pathway of change is presented.</p>
<p>Recommendation 3 – Further leverage the power of peer support that already exists in the workforce for facilitating dialogue and collecting grass-roots feedback, ensuring a two-way communication channel between the workforce and senior stakeholders.</p> <p>Recommendation 6 – Consider creating roles, such as Health and Wellbeing Guardians, to reinforce senior leaders' commitment to wellbeing and ensure it is integrated into all organisational decision-making processes.</p>		<p>Build on existing wellbeing champions network to foster a supportive, connected work environment.</p> <p>Look to expand a wellbeing network with the myriad of individuals already engaged in wellbeing roles within the organisation - ranging from wellbeing champions/ SPOCS, TRiM coordinators and assessors and Lifelines facilitators.</p> <p>Include concept of establishing Health and Wellbeing Guardians at</p>

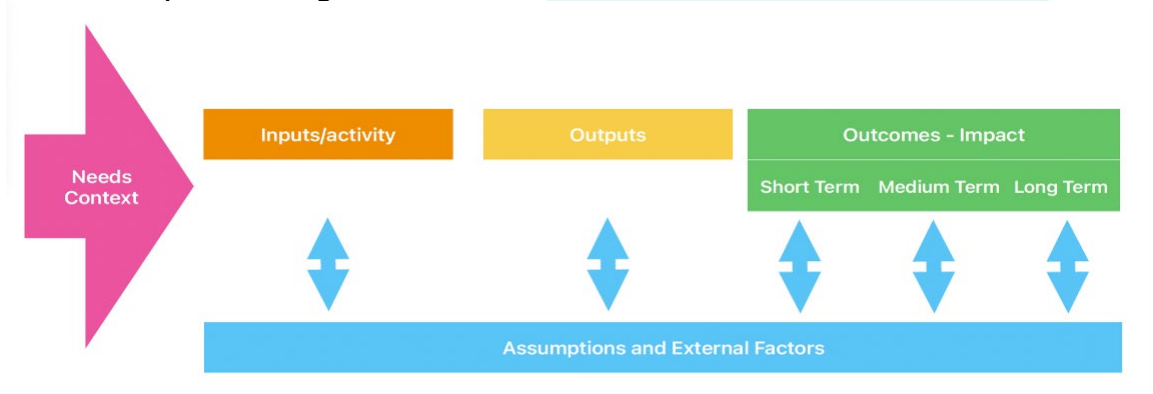
		senior leadership level, holding the organisation accountable and ensuring wellbeing considerations are integral to all decision-making processes.
<p>Recommendation 4 - Develop and implement a communication strategy, which includes improving online resources as well as more engaging, participatory methods.</p>	<p>Recommendation 7 - Police Scotland should promote a culture and embed a process of carrying out and evidencing frequent conversations with line managers, which includes a discussion on wellbeing.</p>	Develop a cohesive communication and engagement strategy including continued development of health and wellbeing intranet page, planning and delivering an annual health and wellbeing campaign calendar, promoting wellbeing through various initiatives e.g. lived experience series and wellbeing champions network, roadshows, town hall events and other participatory methods.
<p>Recommendation 5 - Adopt a systematic approach to identifying and addressing underlying risks to psychosocial wellbeing, including both operational and organisational stressors. Recommendation 2 - Explore options for introducing a wellbeing survey or pulse check to enable more timely and actionable feedback on wellbeing needs.</p>	<p>Recommendation 2 - Police Scotland should implement effective actions to understand and address organisational stressors, including those caused by perceived unfairness in application of process/ procedures. Recommendation 5 - Police Scotland should conduct wellbeing impact assessments when developing new and existing strategies, policies and procedures.</p>	Establish a systematic approach to managing wellbeing, considering explore frameworks like What Works Wellbeing, ISO 45003, National Police Wellbeing Service's (NPWS) approach, and Police Care UK's PTEC (Police Traumatic Events Checklist).

<p>Recommendation 7 - Develop comprehensive, evidence-based development programme for line managers so they can lead for a culture of wellbeing (ideally based on learning needs analysis)</p> <p>Recommendation 8 - Clarify approach to local wellbeing initiatives and create supportive environment where managers feel confident and empowered to support their team's wellbeing but in a way that is in line with consistent principles.</p>	<p>Recommendation 6 - Police Scotland should ensure that wellbeing training is provided to all line managers to ensure a supportive, proactive and preventative approach. Existing training should be reviewed and amended to reflect the new People Strategy.</p> <p>Recommendation 7 - Police Scotland should promote a culture and embed a process of carrying out and evidencing frequent conversations with line managers, which includes a discussion on wellbeing.</p>	<p>Conduct a learning needs analysis, to ensure that Police Scotland/ SPA's approach to managerial development in wellbeing is both effective and tailored.</p>
<p>Recommendation 10 - Adopt a process for ongoing reflection, assessment and improvement to continually evolve and mature the organisation's approach to wellbeing.</p>		<p>Implement framework of ongoing reflection and iterative improvement. Consider existing good practice e.g Evolve Workplace Wellbeing, The Blue Light Wellbeing Framework (BLWF), The Investors In People's (IIP) wellbeing framework.</p> <p>Introduction of Organisational Development approaches to facilitate more participation and collaboration to unite various elements of Police Scotland's wellbeing initiatives.</p>
	<p>Recommendation 3 - Police Scotland should demonstrate flexibility in the deployment of resources across the entire organisation to</p>	<p>To be delivered through Resource Deployment Unit Strategic Objectives 24/25 with focus on:</p>

	reduce the impact of low resourcing levels on the wellbeing of frontline officers and staff.	<ul style="list-style-type: none"> • Force mobilisation plans (including major operations) • Operational Base Levels • Increasing deployability/ maintain response policing • Reviewing RDU structure/process • Capacity management
	Recommendation 4 - Police Scotland should ensure that its Estates Strategy promotes parity and ensures an appropriate standard of facilities are provided across its estate.	<p>Ref - National Estates Masterplan</p> <p>Disposal or upgrade of buildings across the entire estate</p>

Our Starting Point - A Theory of Change

- 10.11 We will collaborate with key stakeholders (Police Scotland/SPA and officer and staff associations and unions) to undertake a Theory of Change. This would enable us to develop a coherent narrative that connects goals, activities and impact i.e. officer and staff perception/mindset would be a barrier/enabler of the effectiveness of any wellbeing interventions.
- 10.12 A Theory of Change is a practical tool that paves the way for informed decision-making and evidence-based adjustments to programmes. It serves as an evaluation framework informing where data needs to be collected and why. An example layout for a Theory of Change is shown below:



OFFICIAL



POLICE
SCOTLAND
POILEAS ALBA

SCOTTISH POLICE
AUTHORITY

HEALTH & SAFETY

SPA People Committee

Manager Report - 2023-2024

Health & Safety Dashboard

Report monitoring – 2023-2024



Statutory enforcement

H&S enforcement notices

✓ No reportable incidents

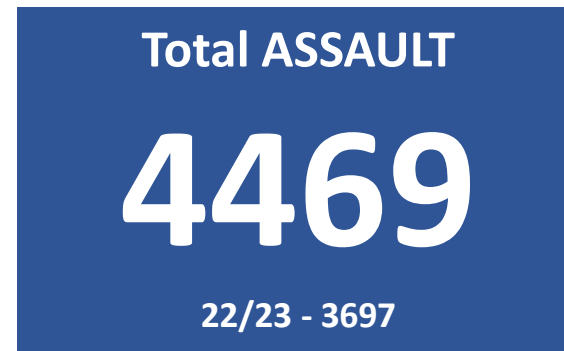


Fire safety enforcement notices

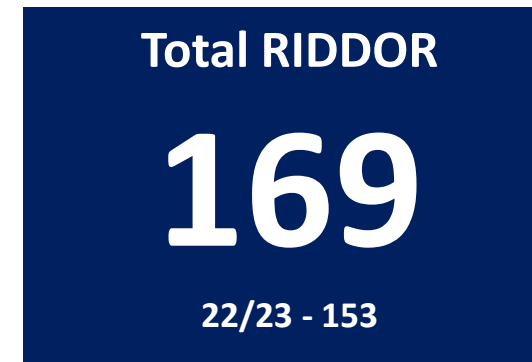
✓ No reportable incidents



Breakdown of figures – assault figures



Breakdown of figures – exc assault figures



1. Report Monitoring

RIDDOR - Assaults

There has been a reduction of 0.33% in the number of reportable injuries since 2021/22

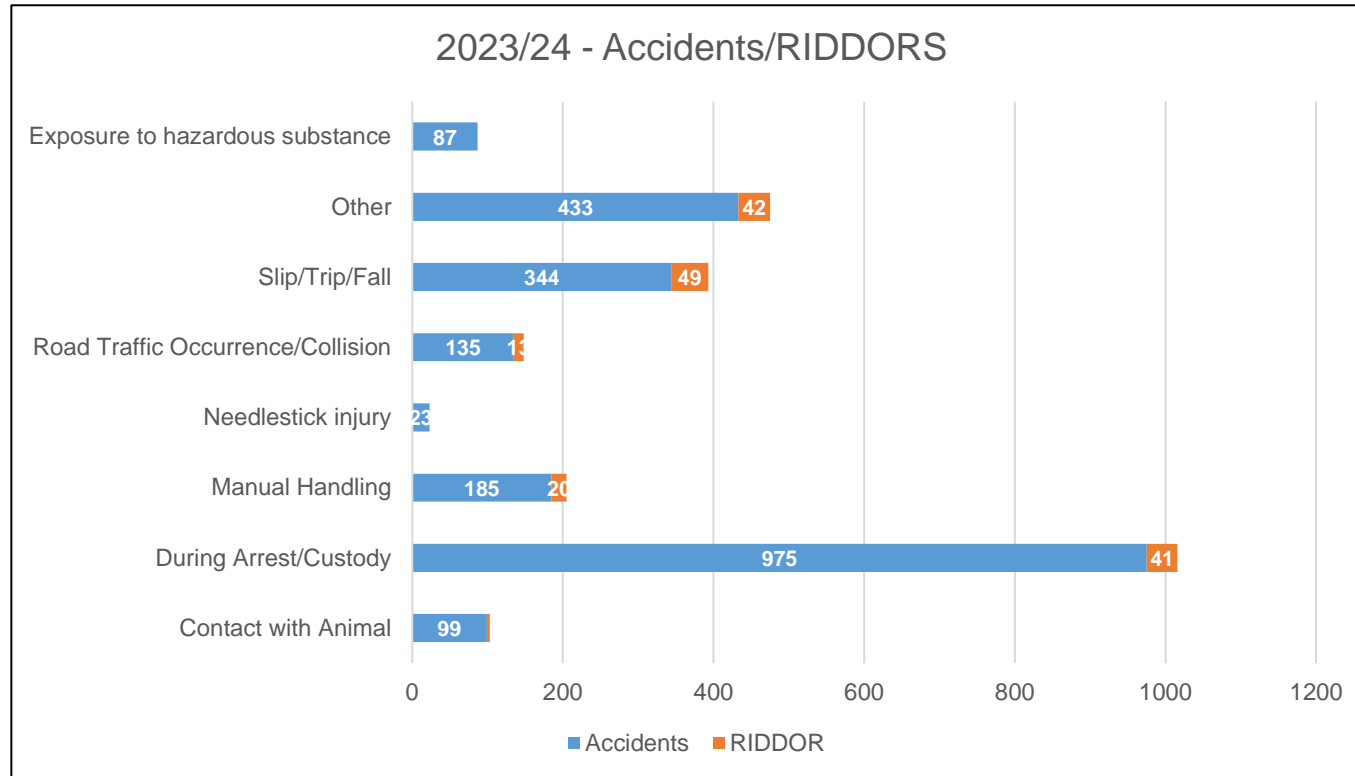
Sickness Absence - Assaults

There has been a 36.2% increase, on last year's figures, in the number of absences due to assault

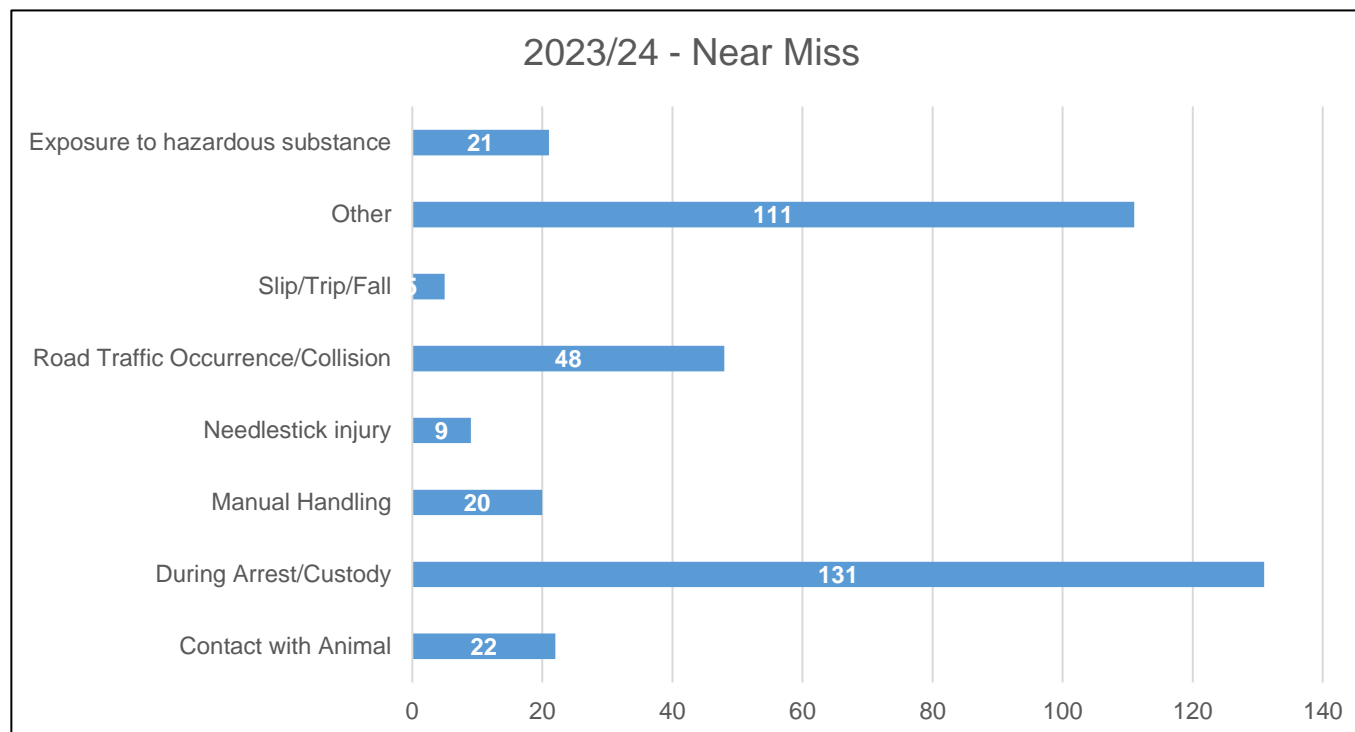
Sickness Absence - Other

There has been a 25% decrease on sickness absence in relation to other occurrences

1a. Report Monitoring: *Accident Reporting*



**Accidents
2281
RIDDOR
169**



Near Miss - 367

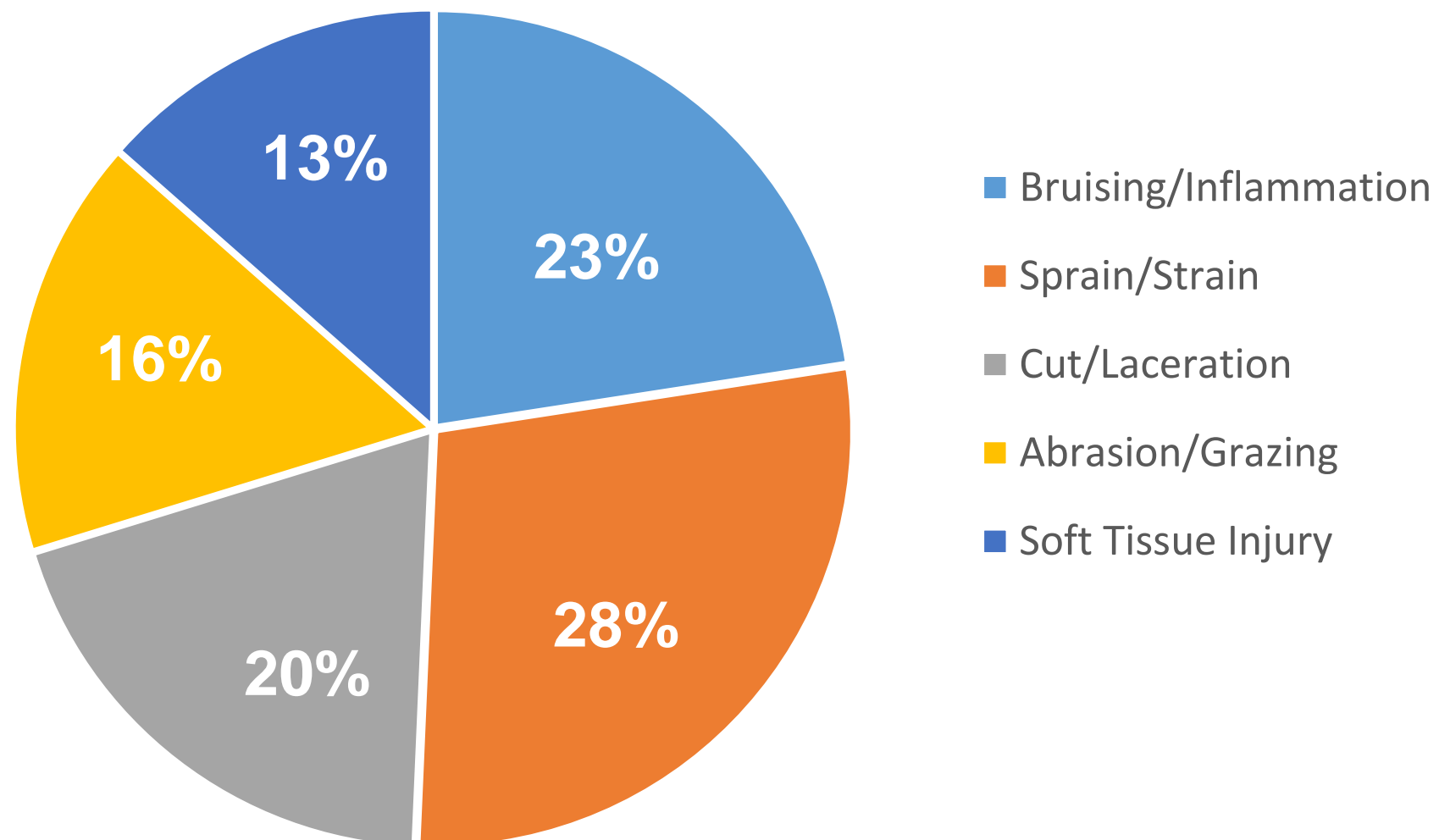
Look to improve communications around importance of these reports in comparison to accident numbers

*Figures are not inclusive of assaults recorded

1b. Report Monitoring: *Injury Types*

Data & trend analysis – 2023/24 report

2023/24 - Common injury types

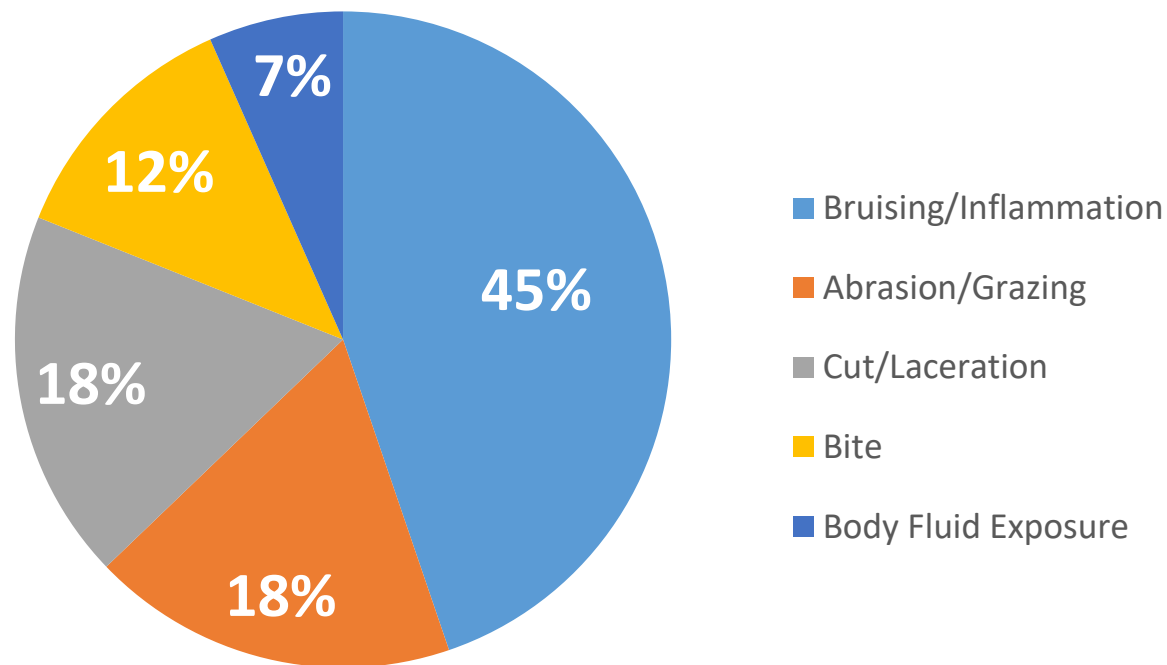


*Figures are not inclusive of assaults recorded

1c. Report Monitoring: *Assault Reporting*

Data & trend analysis – 2023/24 report

Injury - Assault 2023/24



Management response

The data shows that reporting has increased and reportable injury from assaults has decreased.

The Health & Safety team and YSM will continue to monitor the trends around police assaults to ensure that any increases for any reason do not go undetected.

Total ASSAULT
4469
2023/24

Total NEAR MISS
1096
2023/24

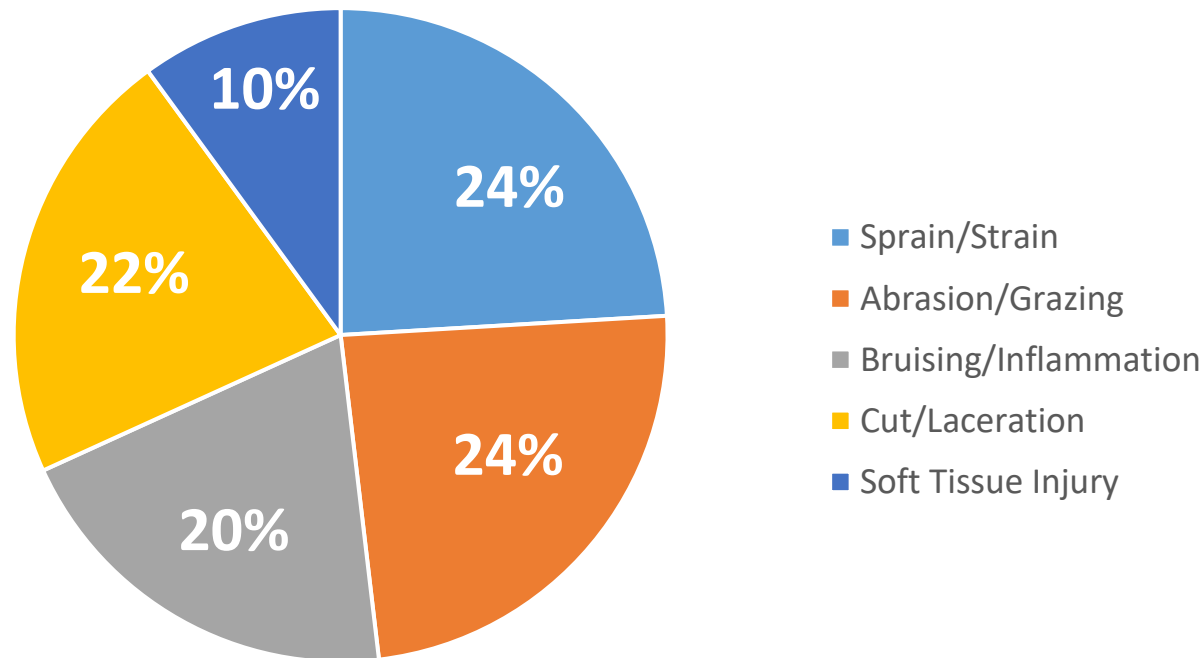
Total RIDDOR
33
2023/24

A Total of
1408
resulted in injury
2023/24

1d. Report Monitoring: *During Arrest/Custody*

Data & trend analysis – 2023/24 report

Injury - During Arrest/Custody 2023/24



Management response

Of the 1109 reports recorded as during arrest/custody 128 of them have occurred in police premises (11.5%).

128 total in Police Premises
46 in cell (36%)
31 at charge bar (24%)
6 in holding cell/area (5%)

Total ACCIDENT

975

2023/24

Total NEAR MISS

131

2023/24

Total RIDDOR

132

2023/24

A Total of

877

resulting in injury

2023/24

5. Assurance Process: *Sources of Assurance*

Certificate of Assurance

The Health & Safety Assurance process will commence mid Q1 24-25 and run through until end Q3 24-25. The Certificate of Assurance process is a thematic health and safety audit process undertaken by divisions and departments across the organisation. The audit theme for 24-25 is Risk Assessment and Implementation of Controls. The process will be facilitated electronically using the Citizen Space survey tool to record divisional responses and facilitate the evidence gathering process, with 4Action providing an audit trail for any improvement actions arising from the audit.

The divisional schedule is shown on slide 9.

Inspections

Inspections are carried out by trained Designated Safety Co-ordinators (DSC) within the divisions on a 6 monthly basis. Any new Designated Safety Co-ordinators are accompanied by the HSAs for their first inspection. Anything for action is reported to persons responsible i.e. Divisional Commander, Estates. All are brought to the Divisional Quarterly H&S Committees for noting and discussion. Ad hoc inspections are also carried out by HSAs in response to ScoPE Accident/Incident/Near Miss reports or, in general, during routine visits.

Schedule of work appears on slide 10.

5a. Assurance Process: *Sources of Assurance*

Certificate of Assurance - Plan

Certificate of Assurance Plan				May w/c							June w/c				July w/c					August w/c				September w/c				October w/c				November w/c				December w/c				January w/c				February w/c				March w/c				
Division/Service	Assigned to	Start	End	6	13	21	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	6	13	20	27	3	10	17	24	3	10	17	24			
A	MMcH																																																			
C	MS																																																			
D	IP																																																			
E	AB																																																			
G	MMcG																																																			
J	AB																																																			
K	MMcG																																																			
L	CS																																																			
N	IP																																																			
P	MS																																																			
Q	AM																																																			
U	CS																																																			
V	CS																																																			
C3	IP																																																			
CJSD	MMcH																																																			
CORPORATE	AM																																																			
FLEET	MMcG																																																			
OSD (Spec Services & RP)	MS & AB																																																			
PPCT	AM																																																			
SCD	AB																																																			
SPA	MMcH																																																			

Consolidation of team feedback

5b. Assurance Process: *Sources of Assurance*

Six-monthly Inspections

Month Division	J	F	M	A	M	J	J	A	S	O	N	D
A												
C												
CJSD												
D												
E												
Fleet												
J												
K												
L												
N												
OSD												
P												
U												
V												

Planned inspection register for divisional areas

6. Areas of Concern

■ **Productions**

Health and Safety Dept continues to engage with, and support, CJS. Development of National Guidance relating to the Control of Substances Hazardous to Health (COSHH) regulations, which will include guidance on the storage of hazardous substances, is ongoing. The Department's involvement in SLWGs relating to Lithium-Ion batteries and cannabis cultivations will also provide supportive guidance, alongside regular engagement with CJS and Estates regarding ongoing production storage issues.

Following the recent inclusion of Nitrous Oxide as a Class C drug under the Misuse of Drugs Act 1971, the Health and Safety Department is working with Criminal Justice, Specialist Crime Division and Local Policing to develop force guidance for the seizure, transportation and storage of Nitrous Oxide, ensuring compliance with associated health and safety regulations, such as those relating to compressed gases.

■ **Dangerous Dogs**

Following a review of incidents involving police interventions where a dog is dangerously out of control, the Department has engaged with Operational Support Division (OSD) and Local Policing to examine safety risks associated with incidents of this type and current force response/processes. Following discussion, OSD is developing proposals to update force procedures, which will seek to mitigate these risks.

6. Areas of Concern

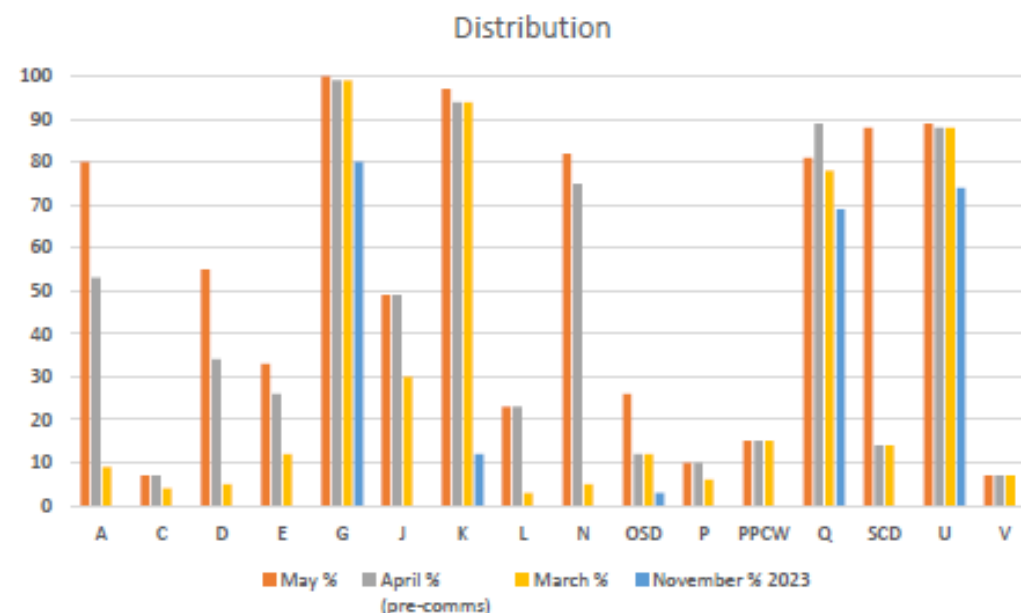
■ Sure-fire Earpieces

Surefire earpieces have been added to 4Risk to ensure there is sufficient oversight and monitoring of activity related to the deployment of hearing protection across the force, particularly where it is needed as priority i.e., events, parades, football matches. Digital Divisions have contacted all identified divisional SPOCs. Communications has now been published on the Force Intranet highlighting this PPE, with instructions on how to access and use the equipment.

Lessons were taken from the events that happened at OP Moonbeam where the ask from divisions was not within scope within requested timescales. Since December, Digital division have had access to the Events calendar, and these have been targeted accordingly. Stock of items has also been replenished to ensure there is adequate provision.

A combination of engagement from Digital and Health and Safety has seen a vast improvement in recent weeks as highlighted in the table and graph below. A longer-term plan to include health surveillance is currently being discussed with colleagues in Wellbeing along with our external partners Optima.

Division	Engagement with Division SPOCS	May %	April % (pre-comms)	March %	November % 2023
A	Feb-24	80	53	9	
C	Apr-24	7	7	4	
D	Mar-24	55	34	5	
E	Nov-23	33	26	12	
G	Jun-23	100	99	99	80
J	Nov-23	49	49	30	
K	Sep-23	97	94	94	12
L	Feb-24	23	23	3	
N	Feb-24	82	75	5	
OSD	Dec 2023 (Public Order – Hogmanay events etc.)	26	12	12	3
P	Mar-24	10	10	6	
PPCW	Mar-24	15	15	15	
Q	Jun-23	81	89	78	69
SCD	Mar-24	88	14	14	
U	Sep-23	89	88	88	74
V	Feb-24	7	7	7	



7. In Development

■ Policy Development

There is a designated team among the H&SA focussing on Policy and Guidance development. Key policies due to come for publication:

- Fire Safety Policy and SOP;
- Personal Emergency Evacuation Plan National Guidance;
- First Aid National Guidance
- Provision and Use of Work Equipment National guidance and checklist ;
- Accident, Incident and Near Miss Reporting and Investigation National Guidance
- Control of Substances Hazardous to Health National Guidance
- Risk Assessment National Guidance

■ Intranet Development Working Group

Work is underway to deliver improvements to the Health and Safety intranet site, to ensure additional health and safety guidance is available in an accessible and user-friendly format. The changes will include new guidance on the incident types where operational support is most often requested, ensuring an enhance provision of health and safety support outside departmental working hours. Once published, the impact of the intranet updates will be reviewed as part of a wider review of health and safety on-call provision.

7. In Development

■ Lithium-ion Batteries

An Organisational Risk relating to Lithium-Ion batteries has been drafted in consultation with Risk Management. A Short Life Working Group (SLWG) has been established to develop control measures, with representatives from local police, Estates, Roads Policing, CJSD, Fleet, C3, EERP, Digital Division, Procurement and SPF. The SLWG is collating known areas of risk across the force together with various departmental workstreams, initiatives and guidance being developed to address those risks. Initial safety guidance will be published, while more detailed guidance is developed in relation to specific risks collated by the Group.

■ RPE Policy

Meetings of the Data and Evaluation and RPE Equipment sub-groups continue. Both sub-groups have now agreed to a monthly meeting. The EDI sub-group will meet once the work of the other sub-groups has developed sufficiently. Actions from the groups so far include focus groups, identification of hazards and risk concern, market research on equipment and any research findings that may have already been carried out by partners and other similar parties on ill-health effects of hazards such as asbestos, smoke inhalation and man-made mineral fibres (MMMMF).

■ SCoPE Accident/Violence Form

The SCoPE development team form is now complete and ready for development team to implement.

From Q1 2024/2025, assaults (with or without contact) will be classified as **incidents** and will no longer be classified as an accident or near miss. This will allow for a clearer distinction between health & safety related accidents / near misses and of those with criminal intent.

Police Scotland Policing Together Performance Report

Quarters 3 & 4 (October to March 2024)

DATA YTD (October-March) unless otherwise noted.

Contents

Introduction	
Mainstreaming Updates	
Policing Together Commitments	
Policing Together Implementation Plan Tracker & Updates	
Joint Equality Outcomes Objectives	
Joint Equality Outcomes for Policing Updates	

Introduction

Our Equality, Diversity and Inclusion Performance Report describes progress between October 2023 and March 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 the recent updates published in our [Joint Mainstreaming and Equality Outcomes Progress Report](#).

Our Policing Together Strategy and equality outcomes are aligned to the Strategic Outcomes as detailed in the 2023/24 Annual Police Plan, these being:

- **Public Safety and Wellbeing** - threats to public safety and wellbeing are resolved by a proactive and responsive police service
- **Needs of Local Communities** - the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing
- **Positive Working Environment** - our people are supported through a positive working environment, enabling them to serve the public
- **Sustainable and Adaptable Service** - Police Scotland is sustainable, adaptable and prepared for future challenges

This report is part of our suite of performance reports based on our current Performance Framework which includes measures of progress linked to Policing Together and our equality outcomes. This six-monthly reporting supplements the updates included in our quarterly performance reporting and provides additional detail and focus from an equality, diversity and inclusion perspective. It provides high-level progress updates, examples of national and local activities and their impacts and some next steps that will be updated on through future reporting.

The processes to plan, deliver and report on the impact of our activities are being continuously developed to ensure effective reporting that measures our progress and drives our next steps.

An overview of our EDI performance reporting journey including current and future aspirations is included in the summary below:

EDI PERFORMANCE REPORTING JOURNEY



Police Scotland Equality Outcomes (2017 – 2021) are in place.

Equality Outcomes 6 monthly progress reports are collated. These reports are lengthy, high-volume, activity based and repetitive. They include updates from all divisions and departments against each equality outcome for every reporting period.

EDI performance measures are in place but require development and improvement.

Multiple different EDI progress papers are passed through various governance meetings.

New Joint Equality Outcomes for Policing are launched (2021-2025) based on a full evidence review and significant consultation.

New data and insights measures are established against the equality outcomes as a basis for further improvement.

Relevant EDI measures are embedded into the Performance Framework.

A new 6 monthly EDI Performance Report is developed. The report focuses on key strategic updates supported by examples of local progress.

The single 6 monthly EDI performance report is well established and progresses through all relevant governance meetings.

The EDI Performance Report is becoming more impact focused and informs the biennial mainstreaming report.

Policing Together Strategy has been launched and reporting is being embedded into the single EDI performance report.

Data gaps have been identified, and a plan is in being developed to improve EDI data and measures e.g. development of EDI Performance Dashboards.

The 6 monthly Policing Together performance report is used to effectively track impact and informs the legislatively required biennial reporting.

Reporting is concise, impact focused, includes key EDI performance measures and insights and informs our planning and next steps.

Many data gaps have been addressed and data measures, processes and presentation are being continuously improved.

The Joint Equality Outcomes for Policing are refreshed and alignment to Policing Together has been strengthened leading to a simplified strategic landscape.

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 covers key pieces of work that cut across the various strategic outcomes relevant to equality, diversity and inclusion. Additional mainstreamed activities are also embedded through the delivery of the Policing Together strategy and Joint Equality Outcomes for Policing and are reported in the relevant sections of this report and cross referenced where relevant.

Merging of Partnerships, Preventions and Community Wellbeing with Policing Together

In January 2024 Police Scotland joined two portfolios, Preventions, Partnerships and Community Wellbeing (PPCW) and Policing Together. Bringing these two portfolios together provides opportunities to make further progress in our approach to inclusion, preventions and partnerships. The portfolios provide essential support to colleagues in divisions and departments across our organisation, and to our partners, to deliver on the Chief Constable's priorities. The new merged portfolio will allow us to work more closely together to further build an effective, values based and inclusive police service at a time when public finances are under acute pressure and while meeting increasingly complex needs.

SPA Policing Together Oversight Group

In December 2023 the Scottish Police Authority established the SPA PT Oversight Group. This Group currently sits bi-monthly in order to deeply scrutinise Police Scotland's activities under PT. The Group is chaired by Tom Halpin. The membership consists of SPA Board members, DCC Professionalism Alan Speirs, ACC Policing Together, Strategic Equalities Advisor Dr Victor Olisa and key senior representatives as required across Police Scotland. As well as scrutinising the progress of Policing Together and Police Scotland's work around the development of a cultural dashboard and performance measurement, the group has had a focus on grievance, flexible and part time working, EqHRIA and policy review.

Culture Dashboard

Police Scotland's ambition in respect of its Policing Together 6 Monthly Progress Report is to provide increased outcome focused reporting which is supported by key data and insights. In furtherance of this aim, work is underway to develop a Culture Dashboard which will incorporate, where data is available, the indicators for Policing Together and our work on Sex Equality and Tackling Misogyny. This work is at an early stage with Planning Performance Officers and Strategic Analysts engaging with business areas to define the indicators for inclusion in the

dashboard. Data availability and accessibility is also being reviewed and an initial baseline of data will be prepared and reported through the relevant governance groups. The Culture Dashboard will be developed using Power Bi and will require collaboration with internal departments and a period of testing.

Anti-discriminatory Police Service / Institutional Discrimination

At the Scottish Police Authority (SPA) Board meeting on Thursday, 25th May, 2023 the former Chief Constable publicly addressed the matter of institutional discrimination.

Between August and September 2023 Police Scotland officers and staff were provided with an opportunity to voice their questions, thoughts, and views on institutional discrimination within policing via an internal survey. 1336 colleagues responded to the survey. The engagement highlighted several key areas of focus to continue to build on complex perceptions and experiences of this issue within the service.

Police Scotland has embarked on work to review a number of its policies as part of the work to meet the commitment that Police Scotland would become an anti-racist organisation. The purpose is to review the policies to examine whether their content or style were written in a way that could lead to discrimination or disadvantage, either directly or indirectly. Initial policies were identified and agreed due to the impact they can have on internal wellbeing and integration or external service delivery. The policies are; Flexible Working, Posting and Transfers, Uniform and Appearance Standards, Transitioning at Work and Disability in Employment.

On Monday 19 February a workshop took place with colleagues from; Diversity Staff Associations, Learning, Training and Development, People and Development, Policing Together and Community Wellbeing, Equality, Diversity and Inclusion Advisors and the Scottish Police Authority. Those in attendance worked together to review the policies by means of small groups, presentations and wider discussions. A report will be produced with detail of learning from the day and will progress through governance.

Human Rights Framework

Police Scotland procured a human rights lawyer and policy advisor Jane Gordon to carry out a baseline assessment of Police Scotland's approach to embedding human rights across the organisation. This was in furtherance of our ambition to build a Human Rights Framework for the organisation. The report received was the first of a four-stage process to embed Human Rights throughout the organisation. The next stages will comprise of the design and implementation of a Human Rights Framework, building organisational capacity and maintaining progress in compliance with the Framework.

OFFICIAL

Jane Gordon set out a series of recommendations to support the development of a Human Rights Framework under 9 areas;

1. The Relationship between human rights, professional standards and Police Scotland's Code of Ethics
2. Police Scotland organisational approach to human rights
3. Police Scotland organisational knowledge and application of human rights
4. Integration of human rights in Police Scotland Training and Development
5. Integration of human rights in Police Scotland Strategies and Policies
6. Integration of human rights at operational level
7. Human rights of Police Scotland people
8. Accountability: Police Scotland response to external scrutiny and oversight
9. Future proofing Police Scotland's human rights framework

A structured plan on the 4Action system is nearing completion to manage the delivery of the recommendations within the Baseline Assessment. It is anticipated that it will go live near the end of Q1 2024/25. Material updates to date are being collated and it is anticipated that a number of recommendations will be met by ongoing development work within business areas and cross over between the Human Rights recommendation and other ongoing work streams.

Policing Together Independent Review Group

The Policing Together Independent Review Group presented its interim report to the SPA Board on 25 May 2023. The final report is currently progressing through factual accuracy checking and is due to be presented to the SPA PT Oversight Group in June 2024. 7 themes have been identified and will form the basis of the IRG's reporting framework;

- Governance and Oversight
- Dealing with Complaints and Grievances
- Role of Middle/People Management
- Policies and Practice
- Training and Development
- Recruitment, Retention, and Promotion

- Vetting

The themes have enabled the group to gather data and evidence required to assess the level of assurance it can offer Police Scotland across the key outcomes. The IRG's report intends to offer a level of assurance on the delivery of the strategy using a RAG rating across three categories; Intention and Commitment, Strategic Framework and Implementation and Delivery. In addition a judgement on prospects for progress will be provided across ratings of promising, uncertain and poor. The IRG intend to also offer Police Scotland a consideration of what good might look like in 5 years' time and the steps Police Scotland may wish to take to achieve this.

Sex Equality and Tackling Misogyny

Police Scotland's work on Sex Equality and Tackling Misogyny (SE&TM) is also being delivered under the Policing Together Programme. An Implementation Plan has been written by Strategy, Insights and Engagement and includes 4 evidence-led work streams focused on the enablers of sexism and misogyny.

Activities within these work streams have been prioritised based on colleague insights and data for tackling sexism and misogyny. These work streams are being taken forward by the 'cross-service' Steering Group members, led by ACC Bond. The four themes within the action plan are:

- Culture and Leadership
- Communication and Engagement
- Working Practices and Estates
- Governance and Reporting

The plan is aligned to the wider strategic landscape and the findings of the HMICS culture inspection have also been incorporated into this plan. DCC Jane Connors has replaced retired DCC Malcolm Graham as the strategic lead and ACC Emma Bond is delivery lead.

Policing Together Strategy – Outcomes and Commitments

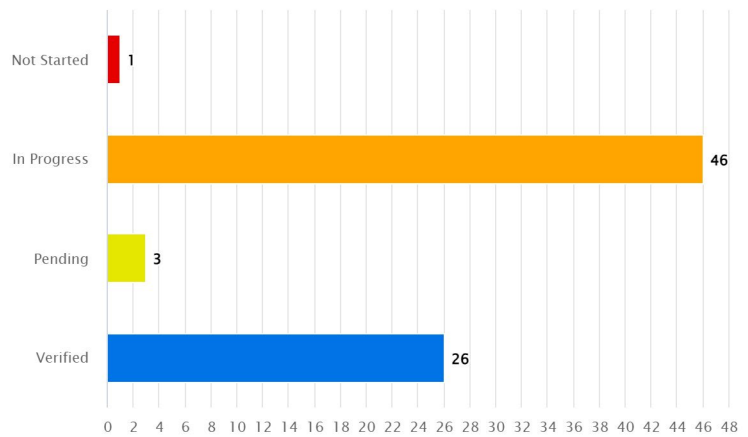
Our [Policing Together Strategy](#) was approved in September 2022. It sets out a clear strategic direction for the equality, diversity, and inclusion ambition of Police Scotland. The Joint Equality Outcomes for Policing have also been embedded within the Strategic Outcomes set out within the strategy to ensure alignment. The strategic outcomes and commitments in the strategy are outlined below.

Our vision	Police Scotland is welcoming, inclusive and representative of the communities we serve. Our people demonstrate our values, know that they belong and can fully be themselves.		
Outcome 1	Outcome 2	Outcome 3	Outcome 4
<p>We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.</p>	<p>Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.</p>	<p>We are committed to creating an inclusive culture which is supportive and welcoming, where colleagues feel they belong and can be at their best.</p>	<p>Our colleagues represent and reflect the communities we serve and keep safe.</p>
Our commitments			
<p>Communicate on an ongoing basis to colleagues, partners and communities our anti-racist stance and expectations.</p> <p>Sign the Scottish Government's Race Commitment and contribute towards collective efforts across the Scottish public sector to tackle racial inequality in employment.</p> <p>Regularly review our policies to ensure they do not contain unconscious bias.</p> <p>Provide training and support on people policies, procedures and toolkits to support understanding of every day discrimination and application of equality and inclusion within the workplace.</p> <p>Provide officers and staff with a dedicated mechanism to report issues and concerns relating to discrimination, equality, diversity and inclusion.</p> <p>Strengthen our recruitment, vetting, performance and disciplinary procedures to ensure due process and fairness throughout.</p>	<p>Explore options to strengthen the current structure of Equality, Diversity and Inclusion dedicated resource within People and Development with view to enhancing our services to meet demand.</p> <p>Establish a permanent independent review group to provide support and advice to ensure progress is being made.</p> <p>Develop a rights based approach to policing framework to build on existing practices to coordinate and support activity across the service.</p> <p>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.</p> <p>Build on and expand existing recruitment practices across all areas of the service with a focus on providing positive experiences of individuals joining the service</p> <p>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.</p>	<p>Further embed a shared understanding across the organisation of the behaviours set out within our Competency Values Framework.</p> <p>Support a working environment where individuals feel comfortable and safe to be their genuine selves without fear of abuse from peers and leadership.</p> <p>Ensure that colleagues feel safe to report issues and can be confident in the management and organisational response.</p> <p>Introduce an independent advocate to support colleagues raising concerns around discrimination.</p> <p>Establish a Colleague Panel in the service to engage colleagues in an ongoing dialogue on our most important challenges to support the organisation's journey towards meaningful and inclusive engagement.</p> <p>Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination.</p>	<p>Work to ensure that our workforce is as demographically representative of the communities of Scotland as possible.</p> <p>Provide support throughout the life-cycle of careers and improve retention of colleagues with protected characteristics.</p> <p>Provide accessible toolkits for colleagues that capture intersectional considerations and wider circumstances.</p> <p>Provide professional development opportunities for colleagues on career breaks, maternity/paternity leave, adoption and fostering leave.</p>

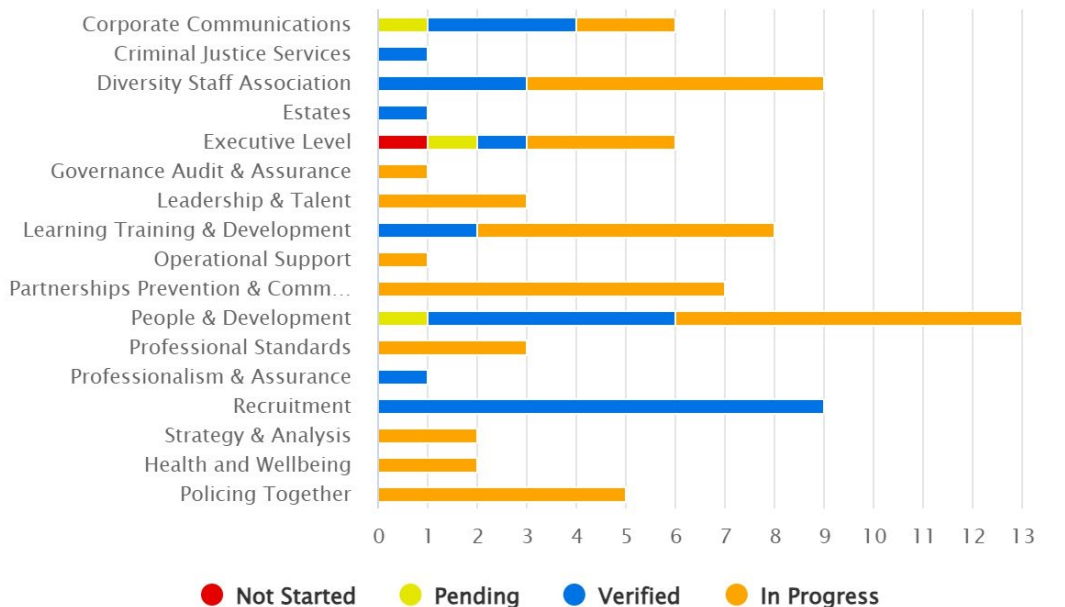
Policing Together Implementation Plan Tracker & Updates

Police Scotland continues to deliver on the Policing Together (PT) Strategy. The PT Implementation Group sits quarterly and provides oversight and scrutiny of progress through peer review. The visuals below provide an overview of action progress categorised by status and owning department. 4 key pillars of Policing Together have been identified: Leadership, Training, Preventions and Communications. This section of the report provides updates across the pillars.

PT Implementation Plan – Action Status



PT Action Status by Department



There are 76 Actions contained within the PT Implementation Plan. 26 Actions are verified as ‘Complete’, 3 are ‘Pending’ completion, 46 are ‘In Progress’ and 1 is ‘Not Started’. The Action which is recorded as ‘Not Started’ pertains to considering the long, medium and short resource implication of improving inclusion within the service. Police Scotland has commenced a change

project for our operating structures under Operation Evolve. As this work stream develops, there will be a greater understanding of the new operating model that will allow this Action to be accurately progressed.

Four Pillars Updates

The 4 pillars which underpin the work of the Policing Together programme are; Leadership, Training, Prevention and Communications. Standing updates on activity falling under the 4 pillars are reported to the PT Tactical Group on a quarterly basis ensuring oversight, alignment of activity, collaboration and sustained momentum.

The paragraphs below offer high level insight into the progress to date and direction of travel across the 4 Pillars. There is significant alignment to the Equality Outcomes, particularly the updates provided for EO6 - Leadership and further updates in respect of Leadership and Training can be obtained from this section of the report.

Leadership: Your Leadership Matters (YLM) is a programme 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. Less positive feedback was received on willingness to advocate the programme to others, overall programme duration, and length of events. This feedback continues to inform enhancements to the programme.

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 and a section on the standards of professional behaviour designed in collaboration with the Professional Standards Department.

Training: A new mandatory EDI e-learning module 'Upholding our Values' launched March 2024. The module focuses on ethical policing, values and institutional discrimination. The EDI 'Creating Inclusive Climate' learning programme provides 15 hours of facilitated group learning and coaching to support senior leadership teams (SLTs) to deliver on the Policing Together commitments. Major Crime, Intelligence Support, C and J Divisions commenced cohort 3 in

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February 2024 and will complete by June 2024. In addition, LTD are delivering 4 facilitated Empower Hour session every month to support colleagues develop a deeper level of knowledge on a range of inclusion topics including bias and institutional discrimination. This is in addition to empower hours which develop self-awareness and encourage behavioural change.

Preventions: A key element of the Policing Together initiative continues to be the Professional Standards Department (PSD) led Preventions & Professionalism programme. The initial campaign has now concluded and focus is on evaluation and next steps to maintain momentum and to continue to reinforce positive behaviours. Impetus is being maintained by delivering a rolling programme of the quarterly publication of Gross Misconduct Outcomes, The Standards newsletter and a focus on a particular theme or standard of interest. Click rates continue to be encouraging and PSD engagement with SMTs across the country further reinforces the importance of using these products to generate discussion at briefings across all levels.

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 (December and January to date)
Gross Misconduct Outcome Publications TOTAL	50,699

	News Article Views
The Standard issue 1	17491
The Standard issue 2	7918
The Standard issue 3	12442
The Standard issue 4	7726 (January to date)
The Standard TOTAL	45577

Communications: Following a review, Police Scotland’s Cultural Calendar has been renamed the ‘Inclusion Calendar.’ An Inclusion Calendar Working Group meets 5-weekly with governance via the PT Tactical Group. The Terms of Reference for the Group will be reviewed on a continual basis. The latest ToR provides 10 occasions that would benefit from collaborative proactive pre-planned activity, alongside complementing delivery plans of relevant diversity staff association/s. The non-exhaustive list of 45 occasions, provides specific times that Diversity Staff Associations may choose to mark and/or hold customised events which may be supported by Police Scotland, depending on opportunity, demand and subject matter. Police Scotland may also mark bespoke events independently. Over recent months Inclusion Calendar content has delivered learning, support and engagement around Black History Month, Disability History Month, International Day of Elimination of Violence Against Women, LGBTI History Month, Race Equality Week, International Women’s Day / Month, International day for elimination of discrimination, Transgender Day of Visibility and Ramadan. To date, the PT Inclusion Calendar updates on the

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Intranet has had 14,103 views with 12,310 unique views. Average time spent is 1 min 30 seconds. This shows that almost 2000 people came back to the site. This will be a regular measurement which will assist in tailoring the Inclusion Calendar site making it more appealing and interactive to all staff and officers. The varying occasions will also allow to showcase or highlight organisational support for officers and staff.

Corporate Communications have mainstreamed the anti-discrimination message into the communications planning process. The anti-racist / anti-discriminatory commitment messaging routinely features in the values campaign and inclusion calendar messaging.

Corporate Communications continues to play a key role supporting activity across the 3 other pillars of Policing Together and EDI activity across the Implementation Plan and organisation.

Divisional/Departmental Delivery Tool

Following on from the first Policing Together Divisional Workshop in June 2023 a second workshop took place on 8th February. The session included a People and Development update on local delivery along with the launch of a baseline tool to support divisions and departments to build EDI Actions into their People Plans. This tool provides suggested baseline activities structured around the 'four pillars'. It was developed based on actions from the PT Implementation Plan, activities from the employment Equality Outcomes, feedback from EDI HR Advisors, People Partners, Local Management Teams and Policing Together.

During the workshop break-out sessions took place to discuss good practice, learning and next steps. Two spotlight sessions were provided on Creating a Positive Workplace/Mediation services and Continuous Professional Development Tools. All divisions and departments were asked to use the baseline tool to build Policing Together/EDI actions into their People Plans with clear timescales and measures by 31 March 2024.

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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>EQUALITY OUTCOME 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</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>EQUALITY OUTCOME 2. ACCESSIBILITY OF SERVICE 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</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>EQUALITY OUTCOME 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.</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>EQUALITY OUTCOME 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.</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>EQUALITY OUTCOME 5. WORKFORCE INSIGHTS 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>EQUALITY OUTCOME 6. LEADERSHIP 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>EQUALITY OUTCOME 7. RETENTION 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>EQUALITY OUTCOME 8. RECRUITMENT AND PROGRESSION 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 Q3 & Q4 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

We said we would: Monitor community tensions.

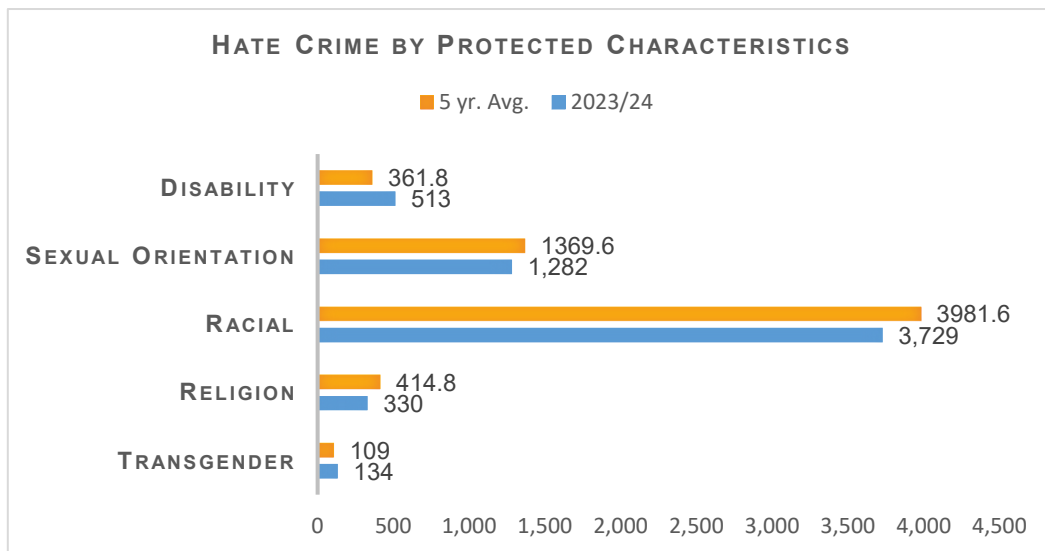
We have:

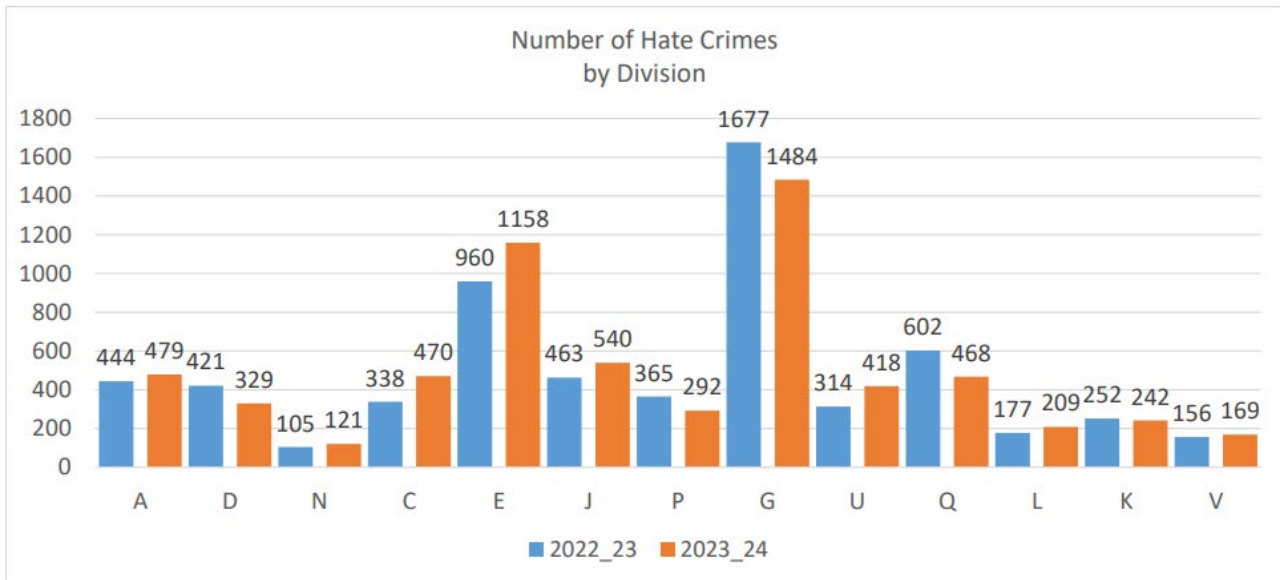
Hate Crime

Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Hate Incidents	7,217	7,281	↑ 0.9%	
Hate Crimes	6,274	6,379	↑ 1.7%	
Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Hate Incidents	6,885.4	7,281	↑ 5.7%	
Hate Crimes	6,544.2	6,379	↓ -2.5%	
Recorded Detection Rate Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Hate Crimes	64.4%	57.4%	↓ -7.0%	

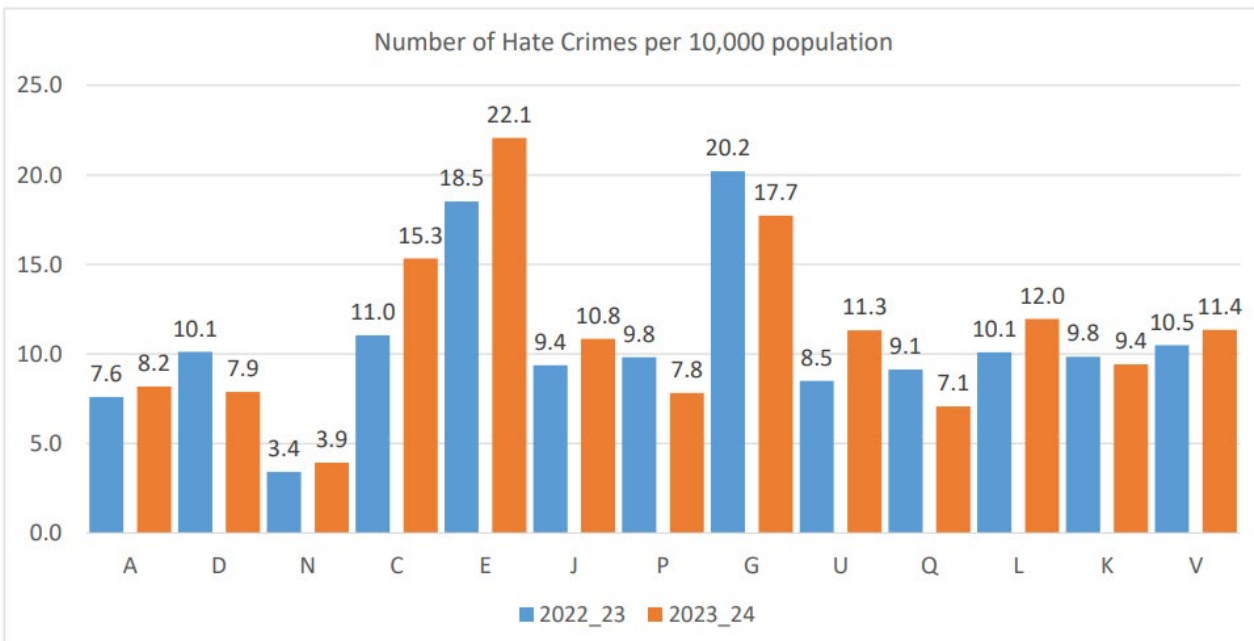
Hate crimes have increased marginally compared to the previous year but remain below the five-year mean. There were 1,409 hate crimes in Q4 compared to 1,646 in Q3 (237 less, -14.4%).

Disability and Transgender aggravated crimes remain above the five year mean whereas, sexual orientation, race and religious aggravated hate crimes have decreased.





When considering the data at a divisional level the most significant numerical differences are in E Division (Edinburgh) and G Division (Glasgow). Although Glasgow has the highest volume of crimes these decreased by 11.5% (193 fewer) whereas crimes in Edinburgh have increased by 20.6% (198 more). This also means that Edinburgh has the highest rate of hate crimes per 10k population now.



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When considering the aggravator; Race and Religion are increasing in Edinburgh but decreasing in Glasgow. It is important to note that in Edinburgh a high volume of crimes in December in relation to Operation SANDBED (Safety and Security of MSPs) was recorded. These crimes contributed to 403 hate crimes being recorded in Edinburgh Division in Quarter 3 compared to a five-year mean of 263.2

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

We have:

Police Scotland continue to encourage people to report hate crime and for them to feel that the report will be dealt with appropriately. As such, as part of the commitments for the Hate Strategy for Scotland and for recommendations within the HMICS Inspection, Police Scotland have been progressing with a review of Third-Party Reporting (TPR). We have established a short-life working group to drive this area of business and a commitment from the Scottish Government Hate Crime Unit have committed to supporting this work going forward.

We achieved:

The first meeting of the TPR SLWG took place on 11th September. Members are made up from the Strategic partnership group and work is underway to review the training and processes for TPR. Surveys have been sent to all centres with 65 responding so far

We will:

- Continue the review of Third-Party Reporting and progress with the development of training

We will:

- Continue to build relationships with seldom heard communities and work with partners to fully understand their concerns and develop improvements following their recommendations.

We said we would: Have officers and staff who are equipped with increased knowledge of vulnerable groups.

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We have: Developed mapping of engagement with African communities nationally to drive engagement. Through national level partners we have built relationships with groups helping people settle in Scotland from Africa. Also with the assistance of these communities begun to recruit African community advisors to our advisor cadre, supported by a new role profile to give clearer expectations.

Policing in a diverse society

Police Scotland are committed to learning from lived experience and understand that we cannot teach officers and staff an entire culture or values or cultural norms for every group in Scotland. As such, Police Scotland are working to deliver our 'Policing in a Diverse Society' resource, which focuses on officers and staff tailoring their approach to meet the needs of individuals and communities. 'Policing in a Diverse Society' is a 3-tiered approach which includes an overall toolkit, a knowledge hub and training module. This work stream is reporting to the Policing Together Communities Group and the Policing Together Tactical Group and internal and external consultation will be commencing soon.

PPCW have been consulting with the EDI Training team and are assisting with reviewing of new EDI materials and empower hours to ensure consistency. This is in addition to new training for recruits at the Scottish Police College, delivered by EDI as part of all initial training to focus on equalities matters.

We will:

- Continue to work with the EDI training team to deliver relevant and impactful training

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

We have:

Changes to iVPD

Amended our policy and practice in relation to recording hate incidents on the interim Vulnerable Persons Database, focussing on the vulnerability of the individual as a result of being the victim of hate and subsequent wellbeing and support opportunities.

We achieved:

Agreement across business areas to remove the recording of hate crime charge information on iVPD whilst recording such information within the new national crime solution. This change will promote a consistent approach to the capture of any concerns or vulnerabilities associated with

victims of hate on iVPD and allow Concern Hubs to assess the risk in terms of on-going vulnerability and share where appropriate with partners and agencies better equipped to support the individual.

We will:

iVPD will be upgraded to remove the recording of hate crime charge information. Guidance will be issued to officers and staff in advance, highlighting the need to raise a Concern Report on iVPD for all non-crime hate incidents (until an alternative technical solution is available) and to raise a Concern Report only where specific concerns and vulnerability are identified for the victim of a hate crime.

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: Introduce approaches to proactively address accessibility barriers.

We have:

British Sign Language (BSL) Interpreting Services

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 will be completed when the courses conclude in mid-July.

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

We have:

Translated key information into BSL (British Sign Language)

As a requirement of The Equality Act 2010 (Section 20) that information is provided in accessible formats to suit the needs of disabled people, Domestic Abuse Coordination Unit (DACU) continue to work alongside Heriot Watt University (HWU) and Partnerships Prevention Community Wellbeing (PPCW) in two projects Justisigns2 and Silent Harm to progress, source approval/funding for translation of Domestic Abuse Questions (DAQ) and of Domestic Abuse landing pages using BSL interpreters. DACU, PPCW and HWU collaborated alongside partners to create a new, more accessible version of the DAQ.

We achieved:

On 26 February 2024 a workshop was held at which time the DAQ was translated into BSL which was recorded thereafter. On 12 March 2024, an event took place as documented below. DACU have liaised with Corporate Communications to ensure the information/invite to the event was made available on the Police Scotland intranet.

We will:

On Tuesday 12 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.

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:

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graph TD; A([E&D Forum alongside Local Policing and Specialist Divisions promoting engagement opportunities]) --- B([Public Engagement Framework]); B --- C([Corporate Parenting Plan – engagement with care experienced children, young people and adults]); D([“Not at Home” - Reducing policing interaction with missing children from residential or foster accommodation]) --- E([User Satisfaction Survey]); E --- F([Your Police and other targeted surveys]);
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We said we would: Provide training/awareness opportunities for our officers and staff.

We have:

The National Human Trafficking Unit have delivered training to Human trafficking champions across all divisions. This included the Human Trafficking (HT) Champions role along with new issues, procedures, and trends. Inputs were also provided by Victim Navigators and NHTU Intelligence.

We carried out training through our Human Trafficking Investigators (HTI) course. This is a designated course with speakers from relevant police departments and partner agencies.

We achieved:

The HT Champion training allowed the opportunity for the champions to ask questions and address and issues they are facing and to introduce new champions to the role.

The HTI course provided the detective officers in attendance information on how to recognise a PVoT, how to safeguard them and how to investigate a HT offence.

We will:

Continue to train HT Champions. We will inform them of changes to policies, instructions and guidance and offer advice when required.

We will run two HTI courses a year and provide the training within.

We said we would: Involve and work with members of the community who have lived experience to help foster understanding and awareness.

We have:

NHTU officers visited Survivors of Human Trafficking in Scotland (SOHTIS) at their office in Glasgow. We were met by a variety of members from their team including management and case workers. The purposes of the visit was to see how we could best work together. Information was shared between both parties and plans we developed for future joint working.

We achieved:

Resulting from the meeting with SOHTIS Information was shared between both parties and plans we developed for future joint working.

We will:

Continue to work with partners and other forces to recognise PVoTs and safeguard them and deal with potential exploiters appropriately.

We said we would: Work with our partners, carrying out engagement in communities tackling Human Trafficking.

We have:

National Human Trafficking Unit (NHTU) officers attended at Glasgow Central Station to assist with County Lines Operation. Partner agencies who were also there included BTP, Crimestoppers, Railway Children and Network Rail.

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NHTU officers attended at Glasgow Airport on four different occasions to tackle flights arriving from Bucharest and Budapest. The aim, to proactively target any intelligence gaps of ongoing operations, identify Potential Victims of Human Trafficking, offer support, identify potential exploiters, and strengthen the relationship with our Border Force colleagues.

We achieved:

Staff at the station and members of the public were approached and provided information on children being exploited on the rail lines and what to do if they come across it.

At the airport over 800 passengers were pre-screened through police systems and our National Referral Mechanism (NRM) database prior to the flights landing, affording a more targeted and intelligence led approach to this task. Around 20 passengers were stopped at the border and spoken to either individually or in conjuncture with Border Force staff. As a result, a number of nominals were detained for further enquiry by Border Force staff and previously unknown PVoTs were identified and safeguarded.

A significant number of intelligence logs were added to Police systems as a result of this exercise and the collaboration between Police Scotland and the Home Office was strengthened.

We will:

Continue to work alongside and assist our partners when the opportunity arises.

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:

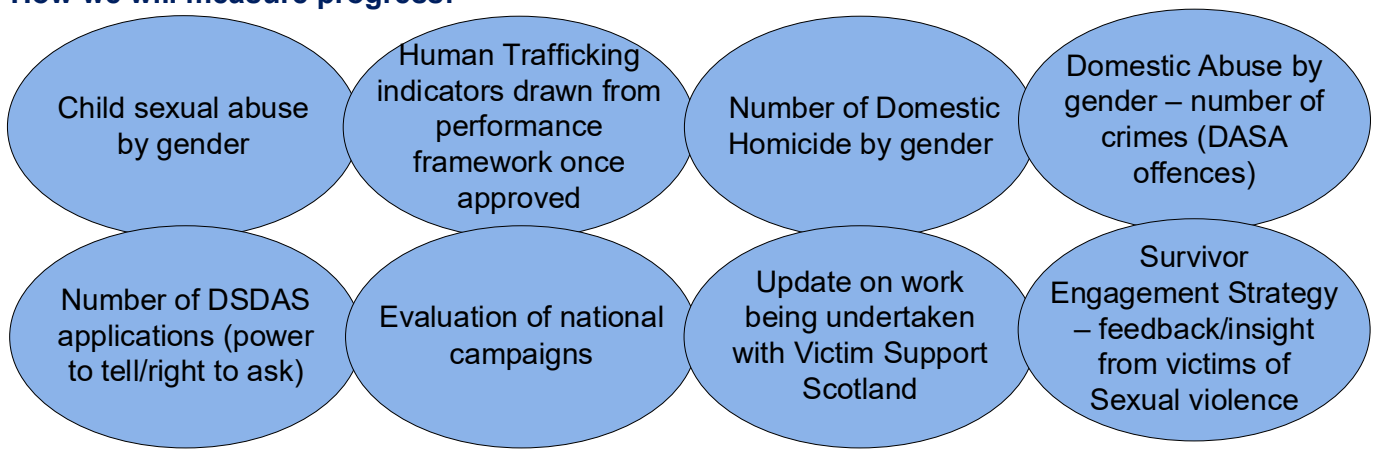
We reduce the harm caused by domestic abuse and sexual crime by supporting victims and targeting perpetrators

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:



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Recorded YTD Comparison	PYTD	YTD	% Change	Six-Month Sparkline
Group 2 Sexual Crime	14,551	14,517	↓ -0.2%	
Group 2 Sexual Crime - Recent	11,324	10,971	↓ -3.1%	n/a
Group 2 Sexual Crime - Non Recent	3,227	3,546	↑ 9.9%	n/a
Recorded Five-year Comparison	Five-Year Mean	YTD	% Change	Five-Year Sparkline
Group 2 Sexual Crime	14,038.2	14,517	↑ 3.4%	
Group 2 Sexual Crime - Recent	10,596.4	10,971	↑ 3.5%	
Group 2 Sexual Crime - Non Recent	3,441.8	3,546	↑ 3.0%	
Recorded Detection Rate/Proportion Comparison	PYTD	YTD	% Point Change	Five-Year Sparkline
Group 2 Sexual Crime Detection Rate	53.6%	57.1%	↑ 3.5%	
Group 2 Sexual Crime - Proportion Recent	77.8%	75.6%	↓ -2.2%	
Group 2 Sexual Crime - Proportion Non Recent	22.2%	24.4%	↑ 2.2%	

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.

During 2023/24 overall sexual crime decreased when compared to last year (down 0.2%, 34 crimes) However an increase was noted against the five-year mean (up 3.4%, 479 crimes). Overall, the decrease is driven mainly by reductions in sexual assaults of females over 13 years and males aged between 13-15 years (down 234 crimes). However, there are a number of crimes with notable increases in Group 2; sexual exposure, sexual assault by penetration – F (16+), communicating indecently, cause to be present/look at a sex image M&F (13-15) and sexual assault – M (16+). It should also be noted that all those crimes are the highest recorded in the last six years.

The detection rate of overall sexual crime is 57.1%, an increase of 3.5 percentage points against last year and up 1.4 percentage points against the five-year mean.

Non recent sexual crime continues to increase with the proportion of non-recent sexual crime recorded increasing from 22.2% last year to 24.4% during the reporting period this year.

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.

We have:

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Police Scotland Multi Agency Prevent Online Child Sexual Abuse & Exploitation (OCSAE) group continues to meet quarterly where there is focus on 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 remains predominately female.

We achieved:

As such emerging trends and threats realised from OCSAE can help make informed assessments and decisions regarding VAWG strategies. Beginning in September 2023 the 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.

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). 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 2,000 visits to the campaign landing site over Q3 and Q4 of 2023/24.

We will: Continue to build upon current success of the Multi Agency Prevent OCSAE and off shoot work streams.

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.

We have:

Supported the upcoming Child Sexual Exploitation (CSE) awareness day on 18th March 2024 by highlighting two STOP-CE campaigns on our Child protection intranet page to support officers nationally. Links to both the "STOP-CE" and the "Say Something If You See Something" campaigns, helping to drive national response to CSE.

Updated Female Genital Mutilation (FGM) training to reflect current statistics and legislation with up-to-date training videos and case studies provided to PSOS by partner agencies. This training is also tailored to a bespoke version and delivered to our Port Authority partners from across Scotland.

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The Child Protection Policy team have delivered further training to partners to encourage the use of our Partner Intelligence Portal (PIP) to report CSE concerns directly to Police. The training is delivered to those working directly with young persons and is designed to help spot signs of CSE and have the confidence to report and share the information with Police easily and confidentially.

We achieved:

This increases awareness of the risks and supported affected communities by means of internal training improvements, partnership training facilitation and public engagement campaigns.

We will:

Continue to seek opportunities to improve Police processes, collaborate with partners and engage with communities to better share information, learning and best practice through establishing appropriate governance and scrutiny.

We said we would: Provide inputs on Human Trafficking and victims of sexual exploitation.

We have: NHTU officers have provided inputs in several detective training courses, these include the National Ports Procedure Course, National Joint Investigative Interview Course and the SOLO/RI Course. NHTU have also provided Human Trafficking inputs to the Church of Scotland.

We achieved: We provided information on ways to safeguard and support victims along with identifying indications or trafficking.

We will: We will continue to provide inputs on these courses to reach more and more officers.

We said we would: Engage with partner agencies and other police forces to share the message and information regarding Human Trafficking and Exploitation.

We have:

NHTU hosted United States Consulate General Edinburgh Patrick Hogan and State Department Officer Caris Boegl who Monitor and Combat Trafficking in Persons in Washington attended at SCC to visit with NHTU and gain info on processes, investigations, and trends. This strengthened our relationship with the United States and shared knowledge and experiences.

NHTU assisted with Operation Tornado this was led by officers from the Home Office, Immigration Team, based at Glasgow under the lead of Gary Kinloch. The operation was intelligence led and focused on the following areas: Massage / spa parlour, car washes and visa infringement.

We achieved:

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The meeting with United States Consulate General and State Department Officer strengthened our relationship with the US and shared knowledge and experiences.

Operation Tornado resulted safeguarding a number of PVoTs and arresting a number of potential exploiters.

We will:

Continue to work with partners and other forces to recognise PVoTs and safeguard them and deal with potential exploiters appropriately.

We have:

As part of Police Scotland's Violence Against Women and Girls (VAWG) Strategy National Sexual Offences Policy (NSOP) & National Rape Review team (NRRT) have been engaging directly with "lived experience" victims who have waived their right to anonymity and been involved in media work following high-profile rape convictions as well as addressing the Scottish Government and Lord Advocate directly.

We Achieved:

Through this, NSOP & NRRT have listened to feedback, seeking to understand and improve upon some of the adverse aspects of the criminal justice process from a victim perspective.

We will:

Taking this learning forward, cascading to relevant internal stakeholders and seeking to make improvements to the overall victim journey.

We will:

A Rape and Sexual Crime Continuous Professional Development (CPD) event took place on Thursday 14th March 2024 aimed at SIO/Deputy SIO level where 160 delegates attended the Scottish Police College. As well as the latest guidance from COPFS on Consent/Free-agreement and the impact of recent appeal court decisions (such as Lord Advocate's Ref 1 of 2023), the day included SIO case studies with significant learning and external speakers ranging from clinical psychology/trauma to, forensic medical examination/SARC/non-fatal strangulation. Also included were third sector charities 'Emily Test' and 'Thriving Survivors' addressing VAWG issues from differing perspectives whether in education establishments or in relation to offender behaviour and opportunities to better address this.

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As a separate part of the CPD event, Lived Experience victims reviewed and assisted with direct feedback on the latest “That Guy” media campaign and meeting with Public Protection Development Programme (PPDP) team to further enhance understanding and take learning forward.

We have:

NSOP & NRRT are near completion with the ongoing process of updating and broadening Police Scotland’s Information Sharing Agreement (ISA) with Rape Crisis Scotland to include 17x local Rape Crisis centres. This is due for sign-off and soon and when it goes live will encourage much closer links between divisional PPU’s and local RC centres, allowing direct referral and communication, addressing previous delays and other barriers with the previous system.

We have:

Other work ongoing includes the recent rollout of automatically populated Victim Strategy documents to the new national Case system to ensure relevant, critical victim information is passed to COPFS at the earliest opportunity and compliance rates with submission are improved. This work has been undertaken by NSOP & NRRT in conjunction with CJSD and came in to being on 7th March 2024, with a Force Memorandum and guidance awaiting publication.

We have: NSOP & NRRT continue to work closely with NHS and Scottish Government SARC Network colleagues, participating in ongoing dialogue around redraft of forthcoming NHS NES standards, aimed at improving clinical pathways for victims of rape and sexual offences, ensuring best practice is shared and where criminal justice & policing interface with healthcare, the needs of the patient/victim are prioritised.

Regular dialogue continues between NSOP & NRRT with COPFS National High Court Sexual Offences Unit aimed at early case discussion, direct SIO engagement and addressing both individual case-by-case issues and more broad ranging issues such as appeal decisions or other significant court business.

Other projects ongoing by NSOP & NRRT include the continued progression of the “Test of Change” (TOC) project involving the use of Nurse Practitioners in forensic medical examinations and the continued delivery of national SOLO coordination and SOLO refresher training across divisions and departments.

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

We have achieved:

In support of the 16 Days of Activism against Gender-Based Violence, key messaging and social media posts were shared, and local events were organised with partner agencies. Nationally, as part of 16 Days of Activism, DACU collaborated with Dogs Trust to host events to raise awareness amongst police officers about 'Freedom Project', a specialist dog fostering service supporting pet owners fleeing domestic abuse. This year events took place at both the Dogs Trust rehoming centres in Scotland (East & West). Planning is underway for an event to be held in the North early 2024.

The festive domestic abuse campaign launched on the 11 December 2023, again it encouraged young people, particularly young men, to reflect on their behaviours in relationships and make positive change. 'Is That Me?' called on men to reflect, act and stop domestic abuse before it starts. #IsThatMe was created for the December 2022/23 campaign and following successful engagement last year, the aim being that by repeating the same campaign with some new social media content, this would assist to educate young people about healthy relationships and unacceptable behaviours.

We will:

DACU continue to raise awareness with campaigns in support of VAWG and have recently collaborated with Action Against Stalking (AAS) to create a podcast which will feature on Spotify. This will discuss Police Scotland's response to Stalking, what victims should expect when reporting and our multi-agency approach to Stalking. It is hoped this podcast will be approved and launched on National Stalking Awareness Week which is 24 – 28 April 2024.

We said we would:

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

We have:

Following attendance and inputs at a Scottish Commission for People with Learning Disabilities (SCLD) Conference in March 2022, DACU continues to work alongside Scottish Commission for People with Learning Difficulties (SCLD) and Academic Research (AR). A previous meeting explored future areas of cooperation between SCLD and Police Scotland, discussing potential avenues for collaboration and support. DACU continue to work alongside AR and now SCLD and now Policing Together (PT) to progress with some of the key findings from women with learning disabilities in relation to accessing Police Scotland services regards domestic abuse.

We Will:

Following engagement with SCLD, DACU, AR and PT have been invited to The *Scottish Government Gender-Based Violence and Learning Disability* steering group later in the spring, to present and discuss their plans on achieving this and the group has expressed interest in supporting. DACU aim to achieve engagement with both SCLD and Police Scotland graphic design team to create accessible posters / leaflets and create accessible website content / engagement events (similar to those of the Justisigns2 / Silent Harm) projects to enhance understanding of policing role / responsibilities / develop understanding of domestic abuse / foster trust and confidence, inputs for probationary officers at Scottish Police College, to raise awareness of learning disability and relate to domestic abuse context, develop internal materials to support officers engaging with people with learning disabilities who are experiencing domestic abuse. DACU have sought approval from senior management to progress this work stream.

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

We have:

Disclosure Scheme for Domestic Abuse Scotland (DSDAS) continues to see an increase in applications.

Below are tables for period **01/04/2023 to 04/03/2024** and **01/04/2022 to 04/03/2023** for DSDAS applications (broken down into PTT & RTA and by area).

- There has been a **21% increase** overall in DSDAS applications for the same period in 2022/2023.
- Power to Tell applications shows a **25% increase** in DSDAS applications for same period last year.
- Right to Ask shows a **14% increase** in DSDAS applications for same period last year.


Figures correct as of 0800hrs on 04/03/2024.

Number of DSDAS applications between 01/04/2023 to 04/03/2024

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Division	Power To Tell	Right To Ask	Total
A - NORTH EAST	267	109	376
C - FORTH VALLEY	258	111	369
D - TAYSIDE	305	85	390
E - EDINBURGH CITY	296	103	399
G - GREATER GLASGOW	449	255	704
J - THE LOTHIANS & SCOTTISH BORDERS	472	142	614
K - RENFREWSHIRE & INVERCLYDE	253	73	326
L - ARGYLL & WEST DUNBARTONSHIRE	113	57	170
N - HIGHLAND & ISLANDS	124	64	188
P - FIFE	266	120	386
Q - LANARKSHIRE	441	198	639
U - AYRSHIRE	188	136	324
V - DUMFRIES & GALLOWAY	146	51	197
Total	3578	1504	5082

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.

We have:

- Established an EDI subgroup of our People and Development (P&D) Data Owner Group. The group will facilitate collaborative working to continuously improve EDI workforce monitoring and reporting.
- Refreshed our Performance Framework for 2024 ensuring that employment EDI measures continue to be included where appropriate.

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

We have:

- Developed and tested an E&D Workforce Monitoring template on Powerbi.
- Developed a delivery plan to continuously improve the E&D Workforce Monitoring on Powerbi. This is part way through delivery and focuses on preparation and improvements for the next monitoring period based on learning from the 2023 monitoring. So far,

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improvements have been made to the Powerbi template to allow quicker and more automated processing of the EDI data. Further work will be done in Quarter 1 to improve the analysis and presentation of the data. Key measures, trends and insights from the monitoring data will be included in the next report.

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

We have:


- An area has been set up on the intranet to share E&D monitoring reports. The site will be launched once the 2023 monitoring report is finalised and will include the reports from 2020, 2022 and 2023.
- Ongoing Policing Together communications continue to highlight the commitment to EDI and aim to build trust and confidence among colleagues to provide their E&D monitoring information.

We said we would: Consider sexual orientation monitoring options and how to record non-binary identities.

We have:

- Following initial benchmarking and stakeholder identification, engagement will soon be undertaken with the LGBTi association and other stakeholders to develop options in relation to potential monitoring questions and categories in relation to gender identity. Proposals and recommendations will be developed for full consideration. The sexual orientation question and categories in the 2022 census remain the same as our current monitoring question.

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.

EDI e-learning module - We have:

- Launched our second EDI e-learning module in March 2024 called 'upholding our Values'. This module focusses on ethical policing, our values and institutional discrimination. The module was developed with guidance from a wide range of stakeholders from across the organisation, including unions and diversity staff associations.

EDI 'Creating Inclusive Climate' learning programme - We have:

- Commenced cohort 3 of the EDI 'Creating Inclusive Climate' learning programme in February 2024. The 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. Cohort 3 includes leadership teams from Major Crime, Intelligence Support, C and J Divisions and will be

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complete by June 2024. This cohort also includes a Train the Trainer programme to enable the CPD Team to provide internal delivery of the EDI 'Creating Inclusive Climate' programme going forward.

Empower Hours - We have:

- Delivered four facilitated sessions (Empower Hours) every month to support colleagues develop a deeper level of knowledge on a range of inclusion topics including bias and institutional discrimination.
- Delivered 15 facilitated sessions (Empower Hours) every month to support colleagues develop deeper self-awareness and encourage positive behaviour change.
- Utilised the level one Kirkpatrick evaluation for the CPD Empower Hour products.

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.
- Any developmental feedback is considered as part of the ongoing maintenance of the products. At the end of these sessions' colleagues are asked what one thing they will do differently. The feedback from colleagues is positive and the sessions score an average of 9/10.
- Examples of feedback from colleagues for Empower Hours is below:
 - '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.'
 - 'It was extremely informative and well run and gave us food for thought.'
 - '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.'
 - '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 organisation.'

Thematic Review – We have:

- Commenced a thematic review of all LTD products starting with Probationer Training. The review will look at all lesson plans used in probationer training and plot where the existing product touches on EDI and Human Rights. All lesson plans will be updated to include EDI information where relevant. This thematic integration will allow us to have EDI and human rights threaded through the entire probationer programme.

Tutor Constables – We have:

- Revised and refreshed the Tutor Constable Moodle package to include Probationer Experiences & Unconscious Bias, Positive Action Team input, Hate Crime input and SEMPER input describing the experiences of black and white minority ethnic officers. The final input is to be recorded following which this will be launched.
- Delivered 3 Tutor Constable upskill sessions in November 2023. The all day sessions have taken place over MS Teams and have delivered a number of inputs to provide upskilling to Tutor Constables in the following areas: Trauma Resilience, Public Protection, Sudden Death, Alternatives to Prosecution, Neuro-Diversity, SEMPER, and Probationer Electronic Portfolio of Evidence. Feedback from these sessions will inform whether they should become part of initial Tutor Constable Training to supplement moodle e-learning.

We Will:

- Undertake a maintenance review of all content within the staff induction by April 2024. This will include new content for Policing Together and 2 EDI modules.
- Introduce a revised delivery model for Probationer training from May 2024. This will include a lesson on Scottish History and the Ethics of Policing, educating on the role Scotland played in slavery and significant events over the years and their impact on policing then and now. There will also be a lesson on Scottish Communities including current demographic information and any cultural barriers that exist and problems encountered.
- Develop a learning product which will train officers to understand the motivators for behaviour for both them and others coupled with a trauma informed approach. It will develop values-led tactical communication and de-escalation skills in a way that promotes equality and inclusion. The package will be included in initial probationer training and thereafter into Officer Safety Training requalification.
- Evaluate the outcomes and impact for a selection of CPD products by 31 March 2025 to understand the impact the combined learning experience has had for colleagues and for the organisation.

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

Your Leadership Matter - We have:

- Concluded the first rotation of the first level leaders (FLL) programme for Sergeants, Inspectors and police staff equivalent. The programme is designed to enhance leadership behaviours, providing the skills and tools necessary to build teams which deliver effective policing for all communities. The programme focuses on the core leadership behaviours of Lead and learn Inclusively, Have the courage to do the right thing, and Collaborate for growth. The second of the four planned rotations has also now commenced.

We Achieved:

- Evaluation from the first rotation 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. Less positive feedback was received on willingness to advocate the programme to others, overall programme duration, and length of events. This feedback continues to inform enhancements to the programme.

We have:

- Delivered a facilitated CPD session each week to explore Institutional Discrimination within the People Management Development Programme to leaders within the organisation.
- Ran CPD session for c400 mid-level personnel to explore the topic of inclusion in more detail, following their completion of the Your Leadership Matters programme. The sessions were delivered by the CPD team, using an externally certified learning product, between October and December 2023 with positive feedback received.

We Achieved:

- Examples of feedback from colleagues for leadership CPD sessions is below:
 - '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.'

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Some interesting true facts and figures were given along the way too which made it more informative and interesting too.'

We have:

- Delivered a 2 day statement taking and report writing workshop, on 1st and 2nd November 2023, designed to support colleagues where English is not their first language. There were 8 attendees from across Scotland for both days, who received inputs on statement taking and report writing, undertook practical exercises on both subjects, received an input from SEMPER and participated in an engagement session with the LTD SMT. Assistance was provided on both days by CJ Case Management, Detective Training, PTD and Op Training. Feedback was positive and all participants stated that meeting other colleagues in a similar position had been beneficial to them and that the inputs received were welcomed.

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

We have:

- Developed learning activities linked to the Inclusion Calendar for 2024.

We will:

- Consider the next stage of the anti-racist/discrimination learning approach. Following approval of a recommendations paper, the objective is to scope, design and deliver learning requirements for all colleagues using guidance from specialists with lived experience internal and external to the organisation.

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

We have:

Used a rationale decision making model to set policy priorities and produced a schedule of works. There are five decision making factors included in the model. These are legal and regulatory assessment, strategic alignment, risk and audit, scheduled review and resources. The current priorities includes reviewing the grievance and transitioning policies but timelines will depend on capacity.

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

We have:


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- Developed a corporate communications plan to support the launch of the new e-learning module – Upholding our Values. This links to all Policing Together activity and creates a joined-up picture for colleagues to aid their learning.
- Published EDI Environmental Scanning reports which highlight key cases of interest to support organisational learning. These reports are now available on our Policing Together intranet for all officers and staff to access.

We have:

- Developed an Equality and Human Rights Impact Assessment (EqHRIA) Hub for the Intranet. The EqHRIA Hub will provide clear information, guidance and tools in relation to the EqHRIA Process in one place. The hub is currently being reviewed by the EqHRIA Improvement Group before being progressed for approval and launch.

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.

We have:

- Continued to run Talk Truth to Power sessions in conjunction with our Diversity Staff Associations. These sessions ensure we are continually listening to lived experiences of our colleagues and using the insights to update or refine our activity within the Policing Together Implementation Plan. Throughout 2023/24 we have held sessions with members of the Disability and Carers Association, the Christian Police Association and SEMPER Scotland. This has included discussion forums as part of Black History Month and Race Equality Week where those in attendance have had the opportunity to share experiences with the Chief Constable and ask question of a nominated panel. Sessions are being planned with the LGBTI Police Association and the Scottish Police Muslim Association.
- Contacted all probationers who decide to leave the organisation within their probation to offer an exit interview with a member of the recruitment team. Between April 2023 and March 2024, 73 probationers have left the organisation. Of the leavers, 23 (32%) were female and 50 (68%) were male. 60 (82%) had British or Scottish recorded as their Nationality on SCOPE,

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13 (18%) had 'Other' which includes Polish, Pakistani, Bangladeshi, Arab, Irish, Indian, Croat, Asian and Spanish. 19 leavers (26%) agreed to take part in an exit interview. From the 19 exit interviews, the following themes in terms of reasons were identified:

- Personal/Financial
- Work/Life Balance/Shift Work
- Lack of resources at Division
- Duties/Mental Health Calls/Paperwork

All of those spoken to stated they had a positive recruitment journey, and the majority enjoyed their time at SPC.

- 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 230 leavers completed the exit survey in Quarter 3 and 4.
- In September 2023, the Scottish Police Disability and Carers Association (DACA) conducted a membership survey on reasonable adjustments, flexibility and accommodation, and the impact of individuals' disability and caring responsibilities on their work and career. The findings and recommendations were presented to the Policing Together Colleagues Group on 27 March 2024.

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

We have:

- A local delivery workshop was held in February to share baseline activities that all Divisions and Departments should undertake to progress the objectives of the Policing Together Strategy and employment Joint Equality Outcomes for Policing (Equality Outcomes 5-8). The workshop was attended by Support Superintendents, People Partners and E&D representatives. The session shared the strategic landscape and baseline tool as well as examples of resources and work that's been undertaken and can be used locally to ensure an inclusive workplace.
- Ensured that all catering for events includes a standard percentage of catering to meet dietary requirements as well as asking colleagues to notify of any specific dietary needs in advance of events. This ensures there are sufficient options to meet all faith and dietary requirements. Further investigation and consideration of the provision of faith-based prayer facilities is also progressing.

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- Participated in an integrity screening exercise for policing in the UK and published the results. The exercise, led by the National Police Chiefs' Council (NPCC), and involved officers, staff and volunteers being checked against the Police National Database (PND). Police Scotland agreed to take part in the screening, and additionally cross checked the Police National Computer and the Scottish Intelligence Database, scrutinising information for its workforce, totalling 23,822 people. Within Police Scotland, the overwhelming majority of individuals, totalling 23,813, returned no concerns as a result of the screening. There were no instances uncovered in the historic data wash where officers or staff had been convicted of or investigated for any offences which Police Scotland had been unaware of previously. Nine matters were flagged through the screening process which necessitated further assessment of our officers and staff and the appropriate action has been taken in all cases.
- Delivered two HeforShe workshops in October and November 2023 for those who are interested in becoming a HeForShe Ambassador. The feedback, reflections and learning from the events have been used to plan another event in the summer. Work is also ongoing to increase the numbers of colleagues on the working group to build capacity to develop the tools and visibility further.
- Progressed work to establish a National Duty Modifications Panel. The panel will have 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 will provide 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.
- Specialist Crime Division hosted an SCD Wellbeing Conference at the Scottish Police College, Tulliallan on the 1 and 2 February 2024. The conference was attended by around 200 police Officers, members of police staff, internal and external speakers. It aimed to raise awareness and knowledge of a diverse range of topics including personal lived experiences, strategies and coping mechanisms, available support and charities, breaking down perceived barriers and current resources dedicated to the wellbeing of all of those employed within Police Scotland. The Conference was positively received with 99% of attendees stating it would be beneficial to hold again in the future and 81% stating they would recommend the conference to a friend or colleague. The majority felt that the topics covered were of high quality, engaging and touched on a vast variety of support which is available. A particular highlight was the support dogs, the interactive "stalls" in attendance and the personal experiences from the guest speakers.
- C3 Division have created hate crime posters to bring awareness of support services and referral procedures. These are displayed across our estates and digitally on our Divisional noticeboard for officers and staff.

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- C3 division launched their 'C3 ONE' intranet site in October 2023 which represents the commitment to inclusion through the three core elements of Consult, Challenge and Change. The site includes a wealth of information, including articles, videos, and other resources that help demonstrate the importance of EDI and the role that C3 staff play in supporting this. The intranet page continues to be read by C3 Division staff and colleagues across Police Scotland and is used to advertise all upcoming events, providing staff with the most up to date information as to what is ongoing both internally within the Division and externally in terms of EDI. C3 have gathered data on the number of site visits on a weekly and monthly basis to measure demand, enabling them to shape their content going forward. Since their launch there have been 15,564 visits to the C3 ONE intranet site, numbers have continued to increase month on month.
- SWDF presented a Live Panel Discussion Event and series of thoughtful and engaging podcasts to mark International Women's (IWD) day on Friday 8th March. This included a special episode with Chief Constable, Jo Farrell. The date is recognised globally as a celebration of the social, economic, cultural, and political achievements of women. It also marks a call to action for accelerating women's equality.
- Lanarkshire Division is currently running the DEFINE Neurodiversity pilot to support officers and police staff with neurodiversity needs within the work force. The ethos of the DEFINE pilot is to 'Develop, Encourage, Foster Inclusivity for Neurodiversity in Everyone. The last few months has seen the division identify 12 DEFINE Ambassadors who have been supported and coached by the Police Scotland Disability Coordinator. DEFINE Ambassadors will be a point of contact for officers and staff signposting them to the most appropriate guidance and support available within Police Scotland /SPA and relevant external organisations. The Ambassadors will be visible and approachable offering a supportive environment to ensure our Neurodiverse colleagues can flourish and achieve their full potential not only within, but beyond the organisation. The pilot will be running for 6 months within Lanarkshire Division, it is hoped that at its conclusion it will be rolled out across the service.

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

We have:


- The Cultural Calendar has been reviewed by the working group in collaboration with the Diversity Staff Associations to produce the updated and renamed Inclusion Calendar. The key dates are no longer separated by the terms 'significant' and 'very significant'. An EqHRIA is currently being completed to aid decision making for including further events. Throughout this reporting period, events have been promoted in relation to a number of key dates including Black History Month, Hate Crime Awareness Week, Disability History

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Month, LGBT History Month, International Women's Day, and Neurodiversity Celebration Week.

- Published a new People Strategy 2024-2027. The new strategy aligns to the Policing Together strategy and Joint Equality Outcomes for Policing. The Strategic Objectives and commitments outlined within the People Strategy also have EDI embedded within them. A Strategic Workforce Plan covering 2024 – 2027 has also been published and includes relevant diversity considerations.

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.

We have:

- Utilised the findings of the recruitment Audit/MOT commissioned by the Director of People & Development which cited the Census data and mentioned the “lack of available candidates” from a diversity point of view. The 2011 Census found that Scotland’s population was 96% white and the percentage of Asian, African, Caribbean or Black, Mixed or other ethnic groups was 4%. Notably African, Caribbean or Black groups made up just over 1% of Scotland’s population. The census illustrated that the number of ethnic minorities is greatest in Scotland’s cities (Edinburgh 17.9%, Glasgow 17.3%, Aberdeen 17.1% and Dundee 10.6%). The PAT utilise this data to direct activity and communications in these locations.
- Created a survey for feedback from candidates which will be used by the SLT to amend process where required. In addition, an assessor feedback report has also been introduced to inform SLT of any issues arising in the process. These are both considered at monthly governance meetings.

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- A pilot process was introduced whereby all police officers who voluntarily resigned during their probationary period were offered an interview facilitated by the Recruitment and Selection Positive Action Team. After the first year the process was adopted by P&D SMT and learning is used to inform recruitment practices.
- 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.

We have:

- Designed our selection tools and processes to be as inclusive as possible whilst retaining high standards to attract the highest calibre people to our organisation
- Launched a Recruitment & Selection (Authority Police Staff) procedure on 21 December 2023. The procedure has been based on research, design, and consultation. An Equality and Human Rights Impact Assessment was also carried out along side the development of the procedure.
- Updated our processes allow us to provide meaningful support for care-experienced individuals and create pathways that provide opportunities for employment with Police Scotland. Owing to our Corporate Parenting Duty, work to incorporate support for care experienced people into our recruitment process has enabled appropriate support and engagement with staff and candidates.
- Provided inputs at all probationer training courses, raising awareness of positive action and what the team aim to do.

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

We have:

- Continued to deliver positive action events and initiatives for BME or female applicants approximately every two weeks. During Quarter 3 and 4, the following recruitment events were delivered:
 - 12 online BME/WME events (212 attendees)
 - 1 live BME/WME event (13 attendees)
 - 12 online women's events (446 attendees)
 - 1 live LGBT+ event (10 attendees)

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In addition, significant engagement has been carried out in 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.

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

We have:

- Continued to undertake EDI monitoring of recruitment and promotion processes.

We achieved:

- The following table shows the percentage of BME/WME officers compared to the total intake numbers. There was no intake in Q3 due to the recruitment pause.

Period	Total number of recruits	BME - No. (& %)	WME – No. (& %)
Q4	200	6 (3%)	7 (4%)