

Association of Chief Police Officers in Scotland (ACPOS)

Equality impact assessment template

The aim of an equality impact assessment (EIA) is to ensure that policies help to promote equality and specifically meet requirements under the general equality duties. We are committed to extending our EIAs to include the other equality areas in our remit and human rights. All our EIAs should consider the potential impact of policies in respect of all seven areas of equality under our remit and human rights.

Our approach to EIAs will help us to strengthen our work to promote equality. It will also help to identify and address any potential discriminatory effects before introducing a policy and reduce the risk of potential legal challenges. When carrying out an EIA you should consider both the negative and positive consequences of your proposals.

Not all ACPOS projects will benefit all groups in equal measures; some projects will be designed to address particular issues. However, if a project is designed for a specific group, you also need to think about what potential effects it could have on other areas of equality.

Throughout we use the word 'policy' to refer to what we are assessing. In this context, the term includes the different things that we do, including strategies, functions, procedures and practices.

An EIA should always start at the earliest possible stage of developing a policy and involve an open and honest assessment of its potential effects.

Screening template

Please use the following template to help determine whether an equality impact assessment (EIA) is required.

Name of the policy Association of Chief Police Officers Scotland (ACPOS) Equality and Diversity Strategy 2009-2012

Author ACPOS Equality and Diversity Business Area
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Name:	Job title and directorate:	Date:	Signature:
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Does the policy require an equality impact assessment (EIA)?

Please answer the following questions.

1. What are the main aims, purpose and outcomes of the function, strategy, project or policy and how do these fit in with the wider aims of the organisation?

The main aim of the strategy is to provide a quality service that is fair, accessible and meets the needs of everyone in Scotland, which ensures they live in safety and are treated with dignity and respect.

Our strategic commitments are:

1. SERVICE

We will ensure that our service, and the policies and procedures that underpin it, is fair, ethical, promotes equality and are responsive to individual needs.

2. ENGAGEMENT

We will involve, consult and engage with our communities, staff and partners in order to ensure that we continue to improve the way we work.

3. PEOPLE

We will recruit, develop and maintain a skilled workforce that reflects and understands the diverse communities of Scotland, respects personal dignity, difference and individuality and actively promotes equality and diversity.

4. HATE CRIME

We will robustly tackle harassment, intimidation and abuse suffered due to prejudice against any individual or social group.

In developing this strategy we have had due regard to national frameworks that the Police Service in Scotland operate within, including the Scottish Policing Performance Framework that contains performance indicators which currently include;

- The number of racist incidents and racially motivated crimes

- The number and percentage of racially motivated crimes detected

And the National Performance Framework of the Scottish Government which is supported by fifteen national outcomes, a number of which have direct relevance to this strategy, namely;

- We live our lives safe from crime, disorder and danger (Outcome 9)
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (Outcome 11).

The outcomes of the strategy will be:

- Increased trust and understanding from minority and under-represented communities, which allows them confidently to volunteer information and engage with us
- Our workforce is more representative of Scotland's diverse communities
- We can work in partnership to produce joint initiatives
- All police officers and staff have been trained to value the concepts of equality and diversity
- We have a working environment where prejudice and discrimination on the grounds of a person's age, disability, gender, race/ethnicity, religion/belief and/or sexual orientation are challenged and never tolerated.
- We can demonstrate that all our practices and procedures, in policing and employment, are fair and transparent

2. How will these aims affect our duty to:

1. Promote equality of opportunity?
2. Eliminate discrimination?
3. Eliminate harassment?
4. Promote good community relations?
5. Promote positive attitudes towards disabled people?
6. Encourage participation of disabled people?
7. Consider more favourable treatment of disabled people?
8. Protect and promote human rights?

The purpose of this strategy document is to give direction to the eight Scottish forces, the Scottish Police College and SPSA on how to provide a service that is fair, accessible and meets the needs of everyone in Scotland. We recognise that we cannot work in isolation and that reducing crime and building safe and confident communities requires the assistance and cooperation of every citizen.

From a legal perspective, ACPOS is not required to conduct Equality Impact Assessments. However, the ACPOS Equality and Diversity Business Area is committed to going beyond what is required in law and views this EIA as an opportunity to highlight and instil good practice.

This strategy will help Forces to meet their legal duties by:

- involving and consulting with a wide range of internal and external partners,
- demonstrate good practice by developing our EIA at the beginning of the project and by publishing our EIA on the ACPOS website.

Service: this aim will affect their duties by:

- providing strong, decisive and influential leadership
- working in partnership with other agencies to build positive community relations
- ensuring that EIA process is implemented across the service
- monitoring and reviewing what we do to ensure our performance delivers in line with relevant frameworks
- ensuring our people follow the ACPOS Code of Ethical Practice

Engagement: this aim will affect their duty by:

- forging effective networks with minority and hard-to-reach communities
- providing regular feedback to communities on delivery of their identified priorities
- managing public expectations in relation to what we can and cannot achieve through consultation
- encouraging and promote the use of community/lay advisors
- making full use of technology to increase accessibility
- developing new community contacts and strengthen existing relationships to help create communities that work together to challenge violent extremism

People: this aim will affect their duty by:

- supporting positive action in recruitment, retention and progression
- developing the skills, knowledge, attitudes and behaviours of all staff
- ensuring consistency in equality monitoring
- mainstreaming equality and diversity training within the national training strategy
- developing innovative approaches to training through e-learning, secondments and mentoring opportunities

Hate crime: this aim will affect their duty by:

- working in partnership to prevent hate crime
- developing reporting mechanisms and equip staff with the understanding that supports victims and witnesses to come forward
- ensuring accurate recording of hate crime
- improving local responses by using criminal intelligence systems, partnership processes and support agencies
- managing hate crimes efficiently and consistently

3. Are there any aspects of the policy, including how it is delivered, or accessed, that could contribute to inequality?

In order to determine how we could best assess accessibility of the policy we undertook an accessibility audit with our key partners to decide how to make the document accessible to a wide range of groups.

We did this by consulting with specialist groups such as the Scottish Accessible Information Forum, the ACPOS Disability Reference Group and those groups who are likely to be interested in the final document. The document can be accessed from the ACPOS website (www.acpos.police.uk) where it is published in a PDF, Word and Picture Assisted Easy Read formats. Printed copies and alternative formats can be requested via the Equality and Diversity Secretariat.

In terms of the delivery of this policy, we hope that its implementation across forces will have a positive impact our communities and people and as such have not identified any areas that could contribute to inequality. We recognise however, that successful implementation of the policy will be a challenge and evidence highlighting the need for this strategy is well documented (see section 4). In addition, our intentions however well-meant, may not always deliver the outcomes we desire and this is why the regular monitoring and review of the strategy and subsequent action plans is vital to its success. This process will enable us to respond more flexibly to matters that come to our attention and to have them included in yearly action plans created by the reference groups.

4. Will the policy have an impact (positive or negative) upon the lives of people, including members of particular communities and groups? What evidence do you have for this?

The policy sets out the Scottish Police Service's direction on key areas of importance including service delivery, our people, community engagement and hate crime. The aim is to influence positively the lives of the communities we serve by providing strategic direction to police officers and staff involved in a range of policing activity and will apply equally to our own staff who may/will come from the particular communities and groups.

The previous strategy, published in 2004, provided guidance for forces to help improve specific aspects of service delivery, employment and training development and there is evidence to suggest that these strategic actions impact positively on people's lives and the growth and understanding of equality and diversity in the police service. Our commitment to refreshing this strategy is an example of how far we have come and this is evidenced in our "Progress and

Challenges” section of the strategy (pp12-13).

Evidence of the need for this strategy and therefore its impact come in a range of forms. All forces regularly collect and report on data regarding hate incidents, the diversity profile of its staff and crime levels in general. We also engage proactively with our communities to identify what their needs are and minutes of these meetings across forces are available on request.

5. Are particular communities or groups likely to have different needs, experiences and attitudes in relation to the policy?

This strategy outlines the broad strategic aims of the whole Scottish Police Service in terms of creating a fair and accessible service. It is intended to create the opportunity for meaningful dialogue with key stakeholders and interested parties across the seven main strands of diversity namely age, disability, gender, gender identity, race/ethnicity, religion/belief and sexual orientation. We understand that not all of these groups will share similar backgrounds, ways of thinking and belief systems, however, we believe strongly in the need to understand common issues of prejudice and discrimination and to promote equality between groups. Our commitment to promoting greater understanding between equality groups is demonstrated in a number of our action plans such as work between the Religion and Belief Reference Group and the LGBT Reference Group. We understand that people have multiple identities and may identify with any combination of what we term the strands. Our strategy is designed to take account of broader perspectives of people's lives and is based on this need and not just one single strand.

It is likely that different groups will have varying needs for example, accessibility of the document will depend on language requirements and alternative formats. We have tried to anticipate these needs by producing alternative formats and making them available via the Equality and Diversity Secretariat.

How we articulate our positive action messages about recruitment into the service will differ depending on a the needs of all of the identified strands of diversity and as such our recruitment procedures, advertising campaigns will reflect this.

Is an EIA required?

If your answer to question 2 has identified potential effects and you have answered yes to any of the questions 3, 4, or 5, then you should carry out a full EIA. Before proceeding with the EIA you should discuss the scope of the assessment with colleagues from the equality team. You should then move on to use the main EIA tool to carry out the assessment.

If the policy is not relevant to any aspect of Association of Chief Police Officers in Scotland's duties or wider equality responsibilities, there is no need to conduct an EIA. If an EIA is not required, please sign the declaration below.

The policy does not have a significant impact upon equality issues and therefore does not require an EIA.

Author of policy and EIA
ACPOS Diversity Business Area Strategy Group

Name:	Job title and directorate:	Date: 19 June 2009	Signature:
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Quality check: screening document has been checked by:

Name:	Date:	Signature:
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Director level (sign-off)
Chair of the Equality and Diversity Business Area

Name:	Job title and directorate:	Date:	Signature:
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Step 1– scoping the equality impact assessment (EIA)

Building on the material included at the screening stage, you should begin the EIA by determining its scope. The EIA should consider the impact or likely impact of the policy in relation to all areas of our remit, including human rights. The EIA should be proportionate to the significance and coverage of the policy.

Name of the policy
ACPOS Equality and Diversity Strategy 2009-2012
What are the main aims, purpose and outcomes of the policy and how does it fit in with the wider aims of the organisation?
<p>The main aim of the strategy is to provide a quality service that is fair, accessible and meets the needs of everyone in Scotland, which ensures they live in safety and are treated with dignity and respect.</p> <p>Our strategic commitments are:</p> <p>2. SERVICE We will ensure that our service, and the policies and procedures that underpin it, is fair, ethical, promotes equality and are responsive to individual needs.</p> <p>2. ENGAGEMENT We will involve, consult and engage with our communities, staff and partners in order to ensure that we continue to improve the way we work.</p> <p>3. PEOPLE We will recruit, develop and maintain a skilled workforce that reflects and understands the diverse communities of Scotland, respects personal dignity, difference and individuality and actively promotes equality and diversity.</p> <p>4. HATE CRIME We will robustly tackle harassment, intimidation and abuse suffered due to prejudice against any individual or social group.</p> <p>In developing this strategy we have had due regard to national frameworks that the Police Service in Scotland operate within , including the Scottish Policing Performance Framework that contains performance indicators which currently include;</p> <ul style="list-style-type: none">• The number of racist incidents and racially motivated crimes• The number and percentage of racially motivated crimes detected
<p>And the National Performance Framework of the Scottish Government which is supported by fifteen national outcomes, a number of which have direct relevance to this strategy, namely;</p> <ul style="list-style-type: none">➤ We live our lives safe from crime, disorder and danger (Outcome 9)➤ We have strong, resilient and supportive communities where people take responsibility

for their own actions and how they affect others (Outcome 11).

The outcomes of the strategy will be:

- Increased trust and understanding from minority and under-represented communities, which allows them confidently to volunteer information and engage with us
- Our workforce is more representative of Scotland's diverse communities
- We can work in partnership to produce joint initiatives
- All police officers and staff have been trained to value the concepts of equality and diversity
- We have a working environment where prejudice and discrimination on the grounds of a person's age, disability, gender, race/ethnicity, religion/belief and/or sexual orientation are challenged and never tolerated.
- We can demonstrate that all our practices and procedures, in policing and employment, are fair and transparent

List the main activities relating to the policy and identify who is likely to benefit from it

The following list outlines how we will deliver the commitments we have made to achieve our aim of providing a quality policing service that is fair, accessible and meets the needs of everyone in Scotland.

- Ensure that this strategy is communicated to all Forces
- Publish our commitment to diversity and, thereby, improved service delivery
- Re-examine our Equality and Diversity Strategy every three years and, in consultation with the communities we serve, revisit our commitments and how we achieve them
- Review the progress made by Forces to meet our commitments, and say what progress has been made in our Annual Report, and
- Engage with our key stakeholders, to gain valuable insight into the communities we serve.

The main beneficiaries of these activities are all members of the communities we serve, police officers and police staff.

What do you already know about the relevance of the policy? What are the main issues you need to consider?

Some things to consider:

- How is the policy likely to affect the promotion of equality in the areas of age, disability, gender, gender reassignment, race, religion or belief or sexual orientation?
- How do you think that the policy will meet the needs of different communities and groups?
- What consultation has already been undertaken which is relevant to the development of this policy?
- Are there any examples of existing good practice in this area – such as measures to improve access to the policy among particular groups?
- Do you think that your policy presents any problems or barriers to any community or group?

What data, research and other evidence or information is available which will be relevant to this EIA?

The strategy will have an impact on how the Scottish Police Service engages with communities, how it provides policing services such as the reporting and investigation of hate crimes and how it takes into account the needs of all areas of equality by setting the long-term, strategic direction in relation to embedding equalities issues into the mainstream of policing activity.

The policy will meet the needs of different groups because it focuses on common themes surrounding that are applicable to all strands in some way yet it offers flexibility to practitioners within each of the forces to enable them to tailor their work to the specific needs of different groups. This is reflected in the way the reference groups operate and implement their work i.e. they all use a common reporting system to the ACPOS Equality and Diversity Business Area; their action plans reflect the common themes and strategic commitments set out in the strategy and at the same time reflect very different needs and concerns identified through community engagement work.

In terms of consultation, the strategy working group and the reference groups have worked together to consult and gather feedback from groups across the equality spectrum. The reference groups are in regular contact with key community stakeholders and interest groups who are able to provide information and advice on issues directly affecting their communities. In addition, the working group undertook a range of consultation activities structured around a 4-phase consultation model.

In the initial stages, the working group wrote to key stakeholders to request their input on the general direction of the strategy before a draft was produced.

The second stage involved meetings with key stakeholders groups such as the Scottish Government Equalities Unit and the Equality and Human Rights Commission.

The third stage allowed all consultees to comment specifically on the draft document.

The fourth and final allowed all those previously asked for their input, to have a final say in the content of the document after numerous revisions and editing.

The consultees were identified through the reference groups who maintain contact with national equality groups and organisations. As well as speaking to groups external to the police service, we also sought information from internal staff groups and associations.

After consultation and feedback we have received from our stakeholders and partners we do not believe that this policy presents problems or barriers to any community group. However, we have structured the monitoring and review process around the quarterly meeting structure of the business area so that the policy document can be altered as and when required. Moreover, the reference group action plans are focused on annual activities, which offers flexibility within the service to respond to current problems or barriers that may be identified through our process of ongoing engagement.

What further data or information do you need to carry out the assessment?

Further feedback from reference groups regarding their priorities for the coming year, concerns and examples of good practice from what we have already learned and further information on staff profiles across the service.

Step 2 – involvement and consultation

When considering how you will involve and consult other people in developing the policy, you need to think about internal and external audiences and all areas of our remit.

Please use the table directly below to outline any previous involvement or consultation which is relevant to this policy.	
Equality target group	Briefly describe what you did, with whom, when and where. Please provide a brief summary of the responses gained and links to relevant documents, as well as any actions.
Age	<p>Consultation Stage 1 and 4:</p> <p>Age Concern Scotland and Help the Aged Scotland were invited to comment before we had written any part of the document.</p>
Disability	<p>Consultation stage1 and 4:</p> <p>Mental Welfare Commission for Scotland. Their feedback included 3 broad areas of:</p> <ul style="list-style-type: none"> • Equality of treatment in respect of people with mental disorder, including learning disability • Recognition of the impact of mental disorder on presentation e.g people with autistic spectrum disorder or dementia • Recognition of the impact of cultural and ethnic background on people who may be mentally disordered <p>We have considered this feedback and it is supported through the work of the Mental Health and Disability Reference Groups.</p> <p>Consultation stages 1,3 and 4: The Scottish Police Federation suggested that the use of external agencies in the field of disability could be used to shape the service's response to staff and communities. This is ongoing work within Disability Reference Group, the Equality Advisory Group and individual Forces under their commitments to the Disability Discrimination Act.</p> <p>Consultation Stages 1 and 4: Capability Scotland, ENABLE, Royal National Institute for the Blind, Royal National Institute for the Deaf, Scottish Association for Mental Health, the Scottish Society for Autism, Downs Syndrome Scotland, Scottish Consortium for Learning Disability, Sense Scotland, HIV Scotland and the Multiple Sclerosis Society Scotland were all invited to give feedback before any part of the strategy was written.</p>
Gender	Consultation Stage 1 and 4:

	<p>Shakti Women’s Aid gave feedback on 3 areas of training, outreach work and working with other statutory agencies where there is no recourse to public funds. These points were raised in relation to working with BME women, children and young people who are experiencing domestic abuse and so-called honour based crimes.</p> <p>Consultation stages 1,3 and 4: Scottish Police Federation suggested further work is required to promote and support applications for flexible working.</p> <p>Consultation stages 1,3 and 4: ENGENDER and Scottish Women’s Aid were invited to give their comments before any part of the strategy was written.</p>
Gender reassignment	<p>Consultation Stage 1 and 4: The Equality Network and Scottish Transgender Alliance were invited to comment on the Strategy before the document was written.</p>
Gypsy Travellers	<p>Consultation Stage 1 and 4: The Scottish Local Authorities Site Managers Association and the Traveller Education Information Project. Were invited to give feedback before any part of the strategy document was written.</p>
Race	<p>Consultation Stage 1 and 4: The Scottish Police Federation highlighted the need to remain vigilant regarding managing community relations during the current economic climate and the threat of terrorism. This is reflected in section 1.2 of our strategy.</p> <p>Stages 1,3 and 4: SEMPER Scotland were invited to give feedback and a member of the Executive Committee was on the authoring group.</p> <p>Stages 1 and 4: The Black and Ethnic Minority Infrastructure Scotland and the Scottish Refugee Council were invited to give feedback before the strategy was written.</p>
Religion or belief	<p>Consultation Stage 1, 3 and 4: HMICS highlighted the challenge of maintaining our commitment to tackling terrorism through the national CONTEST strategy while looking forward to how we would like the community to receive our service. HMICS also recognised the impact of the Scottish Policing Performance Framework, the single Equality Bill and new hate crimes legislation.</p> <p>Consultation stages 1,3 and 4: The Scottish Interfaith Council was invited to give feedback on the strategy before the document was written.</p>
Sexual orientation	<p>Consultation Stage 1 and 4:</p>

	The Equality Network, Stonewall Scotland and LGBT Youth were invited to give feedback at the initial stages of the strategy's development.
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Stage one of the consultation involved writing out to key equality groups asking for their comments/suggestions/concerns.

Stage two involved face to face meetings with certain key stakeholders (Equality and Human Rights Commission and the Scottish Government's Equalities Unit).

Stage three was about relevant internal consultation of first draft took place via the Business Area Reference Group networks.

Stage four was the circulation of the final draft to the original list of external consultees i.e all of those named above.

In addition, it is worth noting that the authoring group were representative of each force plus the Scottish Police Services Authority and every reference group within the business area. In addition, both the Gay Police Association and SEMPER Scotland were represented on the authoring group.

Internally, the consultation went to all forces and staff associations (Federation, Association of Scottish Police Superintendents and staff unions.

What do previous consultations show about the potential take-up of any resulting activities or services?

The ACPOS Equality and Diversity Business Area has been formulating policy in this area since the first Race Relations Strategy dating back to 2000, the subsequent Diversity Strategy in 2004 and now the revised strategy for 2009 -2012. If we define the uptake of services as improved access to policing services for under-represented groups, both in terms of service delivery and employment matters, then we can evidence the changing nature of our approach and the outcomes for people and communities. We know that community engagement activities have grown from engaging with black and minority ethnic communities to including seven key strands of equality groups/areas. We know that reports of hate incidents continue to grow and that the involvement of community stakeholders in the work of the reference groups has been identified as an area of good practice for some, and as areas for future development for others.

In terms of the groups we have consulted with, some of these remain the same as in previous strategy consultations but represent significant developments and maturity in the intervening years. Evidence of this can be seen from the consultees feedback, varying degrees of involvement by stakeholder groups on individual reference groups and reference group action plans where they take cognisance of cross-strand and multiple forms of discrimination.

Step 3 – data collection and evidence

What evidence or information do you already have about how this policy might affect equality in any of the areas covered by our remit and what does this tell you?

Please cite any quantitative (for example, statistical or research) and qualitative evidence (for example, monitoring data, complaints, surveys, focus groups, questionnaires, meetings, interviews) relating to groups having different needs, experiences or attitudes in relation to this project. Describe briefly what evidence you have used.

Gender Agenda 2008-2011 “In 2003, 18.8% of police officers were women. This figure rose to 23.1% in 2008. In 2003 65% of police staff were women, decreasing to 62% in 2008. This is reflective not only of the measures taken in recruitment, but also in the development and retention of staff and attempts to address occupational segregation. Work in these areas has led to an increase in the number of women in police officer promoted posts from 8% in 2003 to 13.2% in 2008.”

The population of Scotland is estimated at 5,144,200, including 16,800 people who came to Scotland from overseas. General Register Office for Scotland (2009), Scotland Population 2007 – the Registrar General’s Annual Review of Demographic Trends.

In 2003, 0.6665% of police officers were from black or minority ethnic backgrounds; by 2008 this figure had risen to 1.25%. (<http://www.scotland.gov.uk/Resource/Doc/925/0078659.pdf>)

Crown Office Fifth Racist Crime Survey 2007 shows most accused were reported by the police as ‘accelerated’ cases (90%); that is, they were either detained in police custody before appearing in court for the first time, or were released on an ‘undertaking’ to appear in court on a specified date, or the report was submitted for early consideration by the Procurator Fiscal. These findings demonstrate a high level of compliance with the Lord Advocate’s Guidelines. In the few cases (10%) where the case was not reported in this way, the most common reason was that the victim was a police officer or other professional or that the accused had not been traced.

The emergence and support for staff organisations such as SEMPER Scotland and the newly formed Strathclyde Police Muslim Association also show our commitment to supporting positively our staff.

What does available data tell you about the potential take-up of any resulting activities or services?

The data tells us that there have been significant increase in women’s and black and minority ethnic officers representation across all forces. Support for staff to join, progress and stay in the service will be a future marker of how well we are performing in this area.

Changes in the demography tell us that there are likely to be further demands made on the service in terms of responding appropriately to people who are speakers of languages other than English. These changes are likely to affect all our work under the strategic commitments

of hate crime people, service delivery and people.

What additional research or data is required to fill any gaps in your understanding of the potential or known effects of the policy? Have you considered commissioning new data or research?

A more informed picture of hate crime would assist the Scottish Police Service to respond in a more targeted and specific way. Changes to recording and monitoring systems will be required over the coming years to assist the service and others in the criminal justice sector to implement and monitor hate crime, particularly relevant due to the pending Offences Aggravated by Prejudice Act. Community mapping at a national level could also provide assistance to match this with changing demographic trends.

Step 4 –assessing impact and strengthening the policy

What evidence do you have about how the policy will affect different groups and communities in relation to equality and human rights?

How does/will the policy and resulting activities affect different communities and groups?

Some things to consider:

- Is there any potential for, or known, adverse or positive impacts of the policy?
- You should consider how the policy might affect communities with small populations; people affected by discrimination in multiple areas of equality (age, disability, gender, gender reassignment, race, religion or belief, and sexual orientation); specific interest groups such as small businesses, voluntary sector agencies and other service providers.
- Are there examples of good practice that can be built on?
- You may wish to consider how the policy will be delivered or communicated.

The impact will be mainly on those responsible for setting the direction of equality and diversity work in individual Forces and the Scottish Police College.

Positive impact

The strategy aims to create a Police Service that celebrates and values difference in service delivery and in employment. Feedback suggests that key stakeholders are in favour of the strategy and its objectives.

Adverse impact

Consultation on the strategy supports our assessment that there is nothing in the strategy which would create an adverse impact on communities/individuals as it stands. However there is a challenge for the service to make sure that the strategy's implementation is supported by the reference groups and there is a duty on these groups to ensure that any adverse impact arising from the strategy or action plans is fed back into the wider Equality and Diversity Business Area.

The action plans of the reference groups recognise the multi-faceted nature of some forms of discrimination and as a result there is greater collaboration across the reference groups on cross-strand working. E.g. the Religion and Faith Reference Group are undertaking work with the LGBT Reference Group as is the Disability Reference Group.

The strategy document will be made available to the public via the ACPOS website and is available in easy-read format and can be made available on request in alternative languages and formats.



What measures does, or could, the policy include to help promote equality of opportunity?

- For example, positive measures designed to address disadvantage and reach different communities or groups?

The Equality and Diversity Business Area is structured around identified equalities groups who face discrimination, exclusion and disadvantage. As a result, the business area places high importance on the significance of these groups. Within the strategic commitments set out in the strategy there are a number of actions that the reference groups will take to promote equality of opportunity. These are:

Service:

- We will work in partnership with other agencies to build positive community relations and to deliver an inclusive policing service

Engagement

- We will continue to forge effective networks with minority and hard to reach communities, thereby improving our accessibility and ensuring that their views inform our planning process

People

- We will continue our commitment to the principles of positive action in respect of recruitment, retention and progression
- We will ensure consistency in equality monitoring across the Scottish Police Service

What measures does, or could, the policy include to address existing patterns of discrimination, harassment or disproportionality?

Within the strategic commitments set out in the strategy there are a number of actions that the reference groups will take to address discrimination, harassment or disproportionality. These are:

Service:

- We will ensure that the Equality Impact Assessment process is implemented consistently across the service
- We will continually monitor and review what we do and ensure that our performance delivers in line with relevant frameworks
- We will ensure that the ACPOS Code of Ethical Practice is followed by our people at all times

Engagement:

- We will provide regular feedback to communities on delivery against their identified priorities
- We will make full use of technology to ensure that all sections of our community can access the full range of police services

People:

- We will continue to invest in developing the skills, knowledge, attitudes and behaviours of all our staff, to ensure they are equipped to respond to the challenges of modern policing and managing a diverse workforce

Hate Crime:

- We will tackle hate crime through preventing, reporting, recording, investigating and managing all hate incidents

What impact will the policy have on promoting good relations and wider community cohesion?

The strategy encourages and promotes the use of Community/Lay Advisors, who play an active role in liaising between diverse communities and the police service. We will also ensure that we are not complacent with our existing networks and that we continually seek to strengthen these relationships and build new community contacts as well.

In addition, all equality strands are given equal consideration and importance within the strategy; this will help to promote good relations between different groups by removing the perception, held by some, that there is a hierarchy of equality.

If the policy is likely to have a negative effect ('adverse impact'), what are the reasons for this?

Including direct or indirect discrimination.

We have not identified any adverse impact at this time.

What practical changes will help reduce any adverse impact on particular groups?

- For example:
Changes in communication methods, providing language support, collecting data, revising programmes or involvement activities.
- Have you considered our legal responsibilities under the Disability Discrimination Act, including treating disabled people more favourably where necessary?

Not applicable.

What evidence is there that actions to address any negative effects on one area of equality may affect other areas of equality or human rights?

Not applicable.

What will be done to improve access to, and take-up of, services or understanding of the policy?

Some things to consider:

- Increasing awareness of the policy among staff.
- Reviewing your staffing profile to make sure you reach all parts of local communities.
- Encouraging wider public involvement in our work or communications activities.
- Encourage different groups, including disabled people, to get involved in what we do.

A public launch is taking place in June 2009 at the Scottish Police College. It is anticipated that this will generate some media interest for the police service and the public. Individual forces will undertake a range of marketing and communication steps to highlight the strategy to its staff via staff meetings, via intranet and Force information bulletins.

The review of our staff profile is continually under review via the ACPOS Personnel and Training Business Area.

Wider public involvement in the implementation of the strategy occurs through the reference group engagement with key stakeholders and their service users. The action plans that underpin this strategy recognise the need to involve external groups and indeed many of the reference groups already have external members sitting on their groups, others invite guest speakers, where there are mutual areas of interest.

Please note that you may need to revisit this section once you have completed the policy development process.

Step 5 – procurement and partnerships

Consideration of external contractor obligations and partnership working

Is this project due to be carried out wholly or partly by contractors? If yes, have you done any work to include equality and human rights considerations into the contract already?

If you have, please set out what steps you will take to build into all stages of the procurement process the requirement to consider the general equality duties and equality more broadly.

Specifically you should set out how you will make sure that any partner you work with complies with equality and human rights legislation. You will need to think about:

- tendering and specifications
- awards processes
- contract clauses
- performance measures, and
- monitoring and performance measures.

The strategy does not require us to enter into any contractual agreements with other service providers, however, where individual forces undertake this function, it is their responsibility to ensure any subcontractors are compliant with equality and human rights legislation.

Step 6 – making a decision

Summarise your findings and give an overview of whether the policy will meet ACPOS's responsibilities in relation to equality and human rights

The strategy will meet ACPOS's requirements to promote equality and prevent discrimination by setting the broad strategic direction of the Scottish Police Service. The national work undertaken by the reference groups is intended to complement the work of individual responses by sharing good practice and identifying gaps in service delivery for the whole service. It is not intended that this strategy will replace any of the work carried out by forces under their legislative equality responsibilities, but instead, it will add value to this work by extending our commitments beyond our legislative requirements.

In addition, the set-up of the reference groups will facilitate this ongoing feedback from communities and ensure that our priorities are aligned to the needs of diverse groups.

What practical actions do you recommend to reduce, justify or remove any adverse/negative impact?

We are confident that the consultation we have undertaken so far has not identified any adverse impact on equalities groups and that the ongoing engagement with these groups will enable us to update, amend and respond to any adverse impacts that may arise.

Please note that these should be reflected in the action plan (see Step 8).

Step 7 – monitoring, evaluating and reviewing

How will the recommendations of this assessment be built into wider planning and review processes?

- This may include policy reviews, annual plans and use of performance management systems.

Progress on the reference group action plans will be communicated quarterly for the consideration of the Chair and members of the Equality and Diversity Business Area. Each action plan will be recorded upon a standard template to ensure consistency in reporting and this requires the groups to link their actions, not only to the commitments contained within the strategy but also to the various national frameworks as well.

How will you monitor the impact and effectiveness of the new policy?

- This could include adaptations or extensions to current monitoring systems, relevant timeframes and a commitment to carry out an EIA review once the policy has been in place for one year.

The strategy group are planning to hold a post-launch review of the strategy. The aim of this review is to arrange a feedback session whereby an independent facilitator will seek to establish good/bad points of the project i.e. what went well, what did not and what lessons could be passed on to the next team in 3 years time.

The action plans developed by reference groups have been developed to be outcome focussed. Whilst reviewed quarterly, an annual report will be published by the ACPOS Equality and Diversity Business Area which will highlight any positive outcomes achieved. In addition, the action plans will then be adapted to take account of progress thus ensuring effectiveness of the strategy.

Give details of how the results of the impact assessment will be published

The full Equality Impact Assessment will be published on the ACPOS website and can be found at www.acpos.police.uk

Step 8 – action plan

Taking into consideration the responses outlined in Steps 1-7, complete the action plan below.				
	Actions	Target date	Responsible post holder and Directorate	Monitoring post holder and Directorate
Involvement and consultation	Follow-up specific feedback from consultation via reference groups	April 2010	Reference Group Chairs	Equality and Diversity Business Area Chair
Data collection and evidence	Gather further data on hate crimes and staff profiles across forces	April 2010	Reference Group Chairs	Equality and Diversity Business Area Chair
Assessment and analysis				
Procurement and partnerships	Not applicable			
Monitoring, evaluating and reviewing	Quarterly updates from the reference group areas will assist the business area to monitor and review progress.	Quarterly	Reference Group Chairs	Equality and Diversity Business Area Chair
	Authoring Group to review approach to and lessons from creating the strategy post-publication	August 2009	Authoring Group Chair	Equality and Diversity Business Area Chair

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Step 9 – sign-off

The final stage of the EIA is to formally sign off the document as being a complete, rigorous and robust assessment

The policy has been fully assessed in relation to its potential effects on equality and all relevant concerns have been addressed.

Author of policy and EIA

Name: Lisa Buchanan	Job title and directorate: Northern Constabulary Strategic Equality & Diversity Advisor	Date: 19 June 2009	Signature:
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Quality check: screening document has been checked by:

Name: Superintendent David Stewart, Strathclyde Police	Date: 19 June 2009	Signature:
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Director level (sign-off)

Name: Ian Latimer	Job title and directorate: Chief Constable, Chair ACPOS Equality & Diversity Business Area.	Date: 22 June 2009	Signature:
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